



STAKEHOLDER ENGAGEMENT AND GRIEVANCE MECHANISMS FOR PROJECT-AFFECTED COMMUNITIES

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DEFINING STAKEHOLDER ENGAGEMENT



What does good stakeholder engagement mean to you?

“Stakeholder engagement is the basis for building strong, constructive, and responsive relationships that are essential for the successful management of a project’s environmental and social impacts”

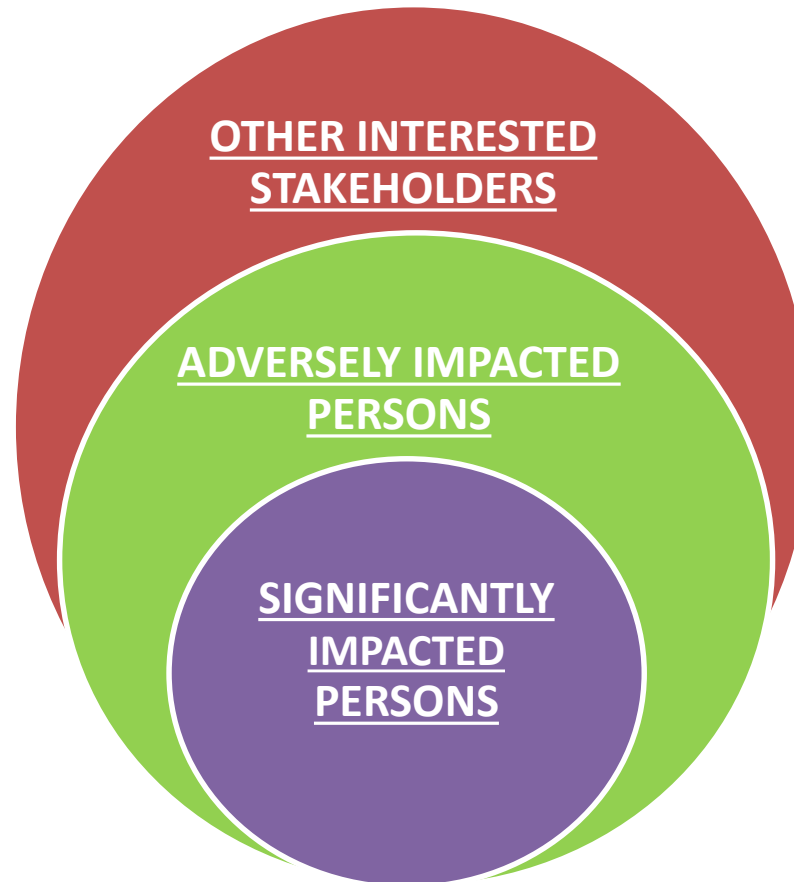
LEVEL OF RISK DRIVES LEVEL OF EFFORT

**Public
Consultation**

Disclosure

Negotiation

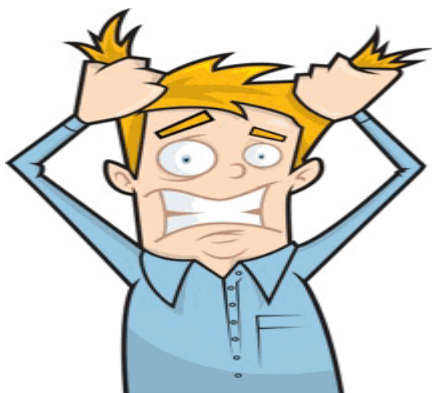
**Informed
Participation**



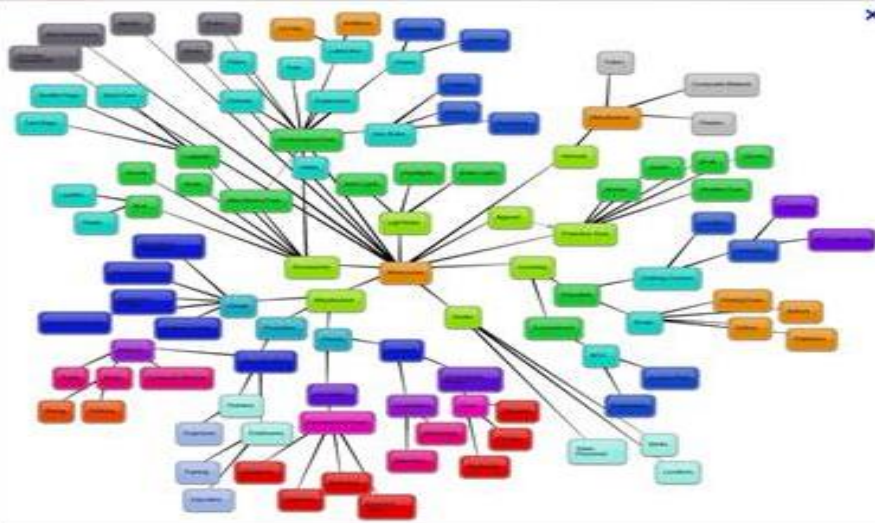
**Active
Engagement**

**Information
Sharing**

WHERE AND HOW TO BEGIN



STAKEHOLDER MAPPING



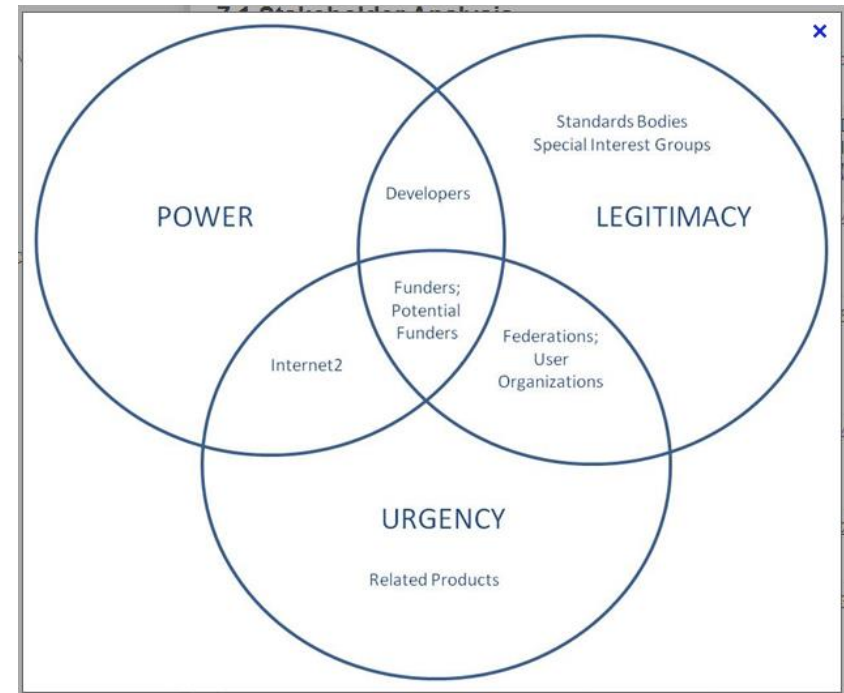
- Identify/locate all potential stakeholders
- Understand their “stake”
- How project can affect them / how they can affect the project
- Who influences whom?
- Prioritize engagement efforts

SOME COMMONLY USED TOOLS FOR STAKEHOLDER MAPPING

Impact Zone Mapping



Venn Diagram



SOME COMMONLY USED TOOLS FOR STAKEHOLDER MAPPING

How to keep happy people happy and turn unhappy ones into project supporters?

- Influence (high, medium, low)
- Impact (high, medium, low)
- Support (positive, neutral, negative)



STAKEHOLDER TYPES



- Primary Stakeholders – directly affected
- Secondary Stakeholders – indirectly affected
- Influencing Stakeholders
- Sub-groups – within each of the above categories

Sample Stakeholder Mapping Table

STAKEHOLDER GROUPS	Degree of Influence on Project Outcomes (H/M/L)	Degree Impacted by Project (H/M/L)	Position vs. Project -Supportive -Neutral -Opposed	How will We Engage this Group? - Issues -Methods
Government Agencies				
Affected Communities Sub-groups: Fishing Villages; Indigenous groups; Women; Elders; Youth; Religious Minorities, etc.				
Neighboring Communities				
Trucking Contractors				
Business owners				
Illegal Settlers				
NGOs				
Tribal Chiefs				
Politicians or Religious Leaders				

This information should be used to prioritize the stakeholders and level of effort, as well as tailor consultation and information dissemination to the needs and interests of different groups.

WHAT IS “MEANINGFUL” CONSULTATION?

- Informed
- Interactive (Two-way engagement)
- Inclusive
- Iterative
- Influences the decision-making process
- Incorporates access to a Grievance Mechanism



INFORMED

- Sufficient time – information in advance
- Substantive – full description of project
- Understandable – in non-technical terms, Local language, Format they can understand
- Accessible – convenient access to information

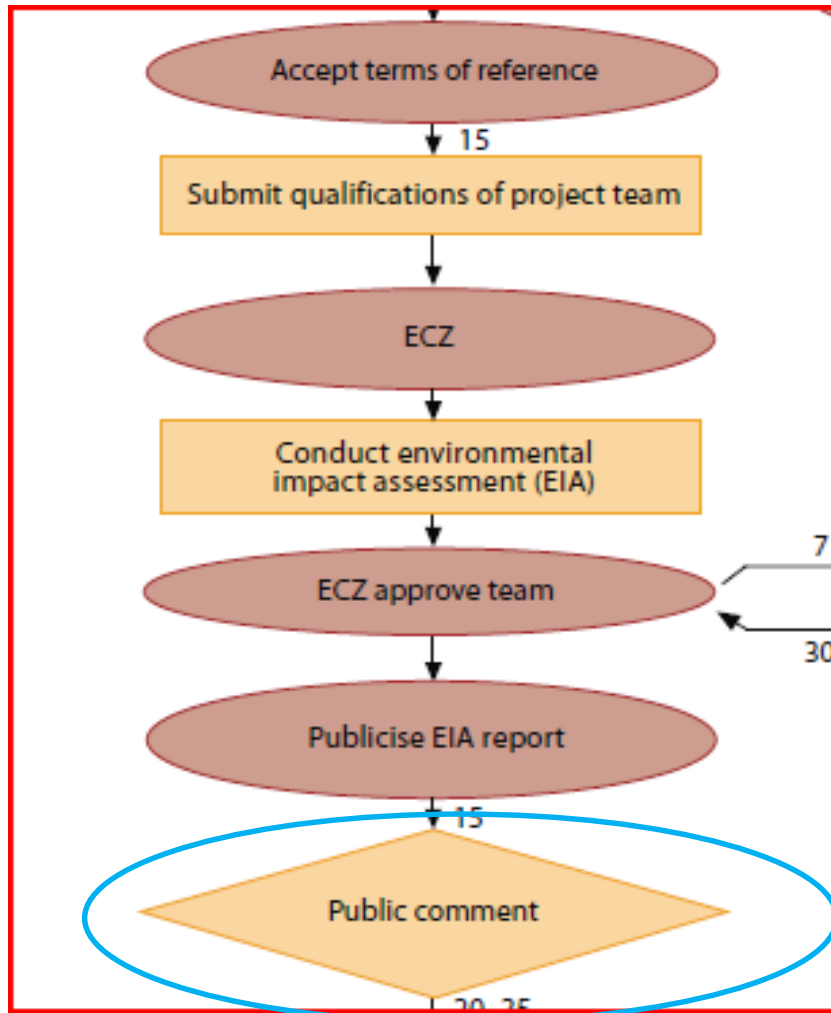


INCLUSIVE

- Recognize and accommodate **unequal power relationships**
- Views of both **men & women**
- **Consider sub-groups** (minorities, youth, elders)
- **Vulnerable groups** who may be unwilling or unable to express themselves in a large public meeting
- **“Verify”** community representation



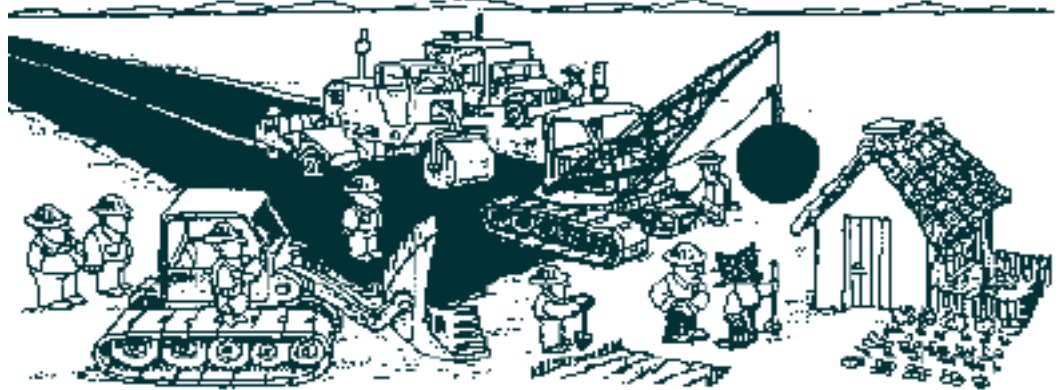
Iterative (ongoing) Engagement



A “one-off” public meeting (often the only regulatory requirement for environmental licensing) is usually insufficient for achieving meaningful engagement.

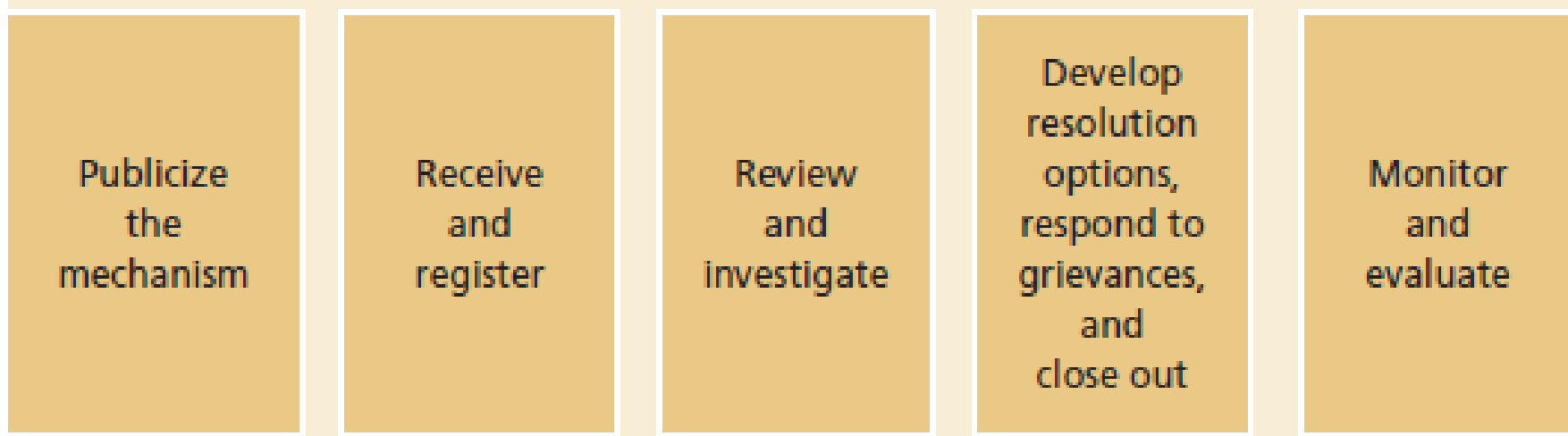
INFLUENCES DECISION-MAKING

- Project design & implementation
- Impact mitigation
- Project benefits



Demonstrated incorporation of stakeholder views in the decision-making process

GRIEVANCE MECHANISMS – PROCESS STEPS



- Multiple access points
- Awareness-raising about the GM
- Systematic tracking (logs & databases)
- Seeking feedback (users and non-users)
- Engaging communities in design of GM

DIFFERENT CATEGORIES OF GRIEVANCES REQUIRE DIFFERENT RESPONSES

Different Mechanisms

- Internal Mechanisms
- Tri-partite Model
- Independent Mediator

In Low Trust Contexts

- Third Party Verification Model
- (NGO as “witness”)
- Joint fact finding
- Participatory Monitoring



“A mediator hasn’t worked, so I brought in everyone’s moms.”

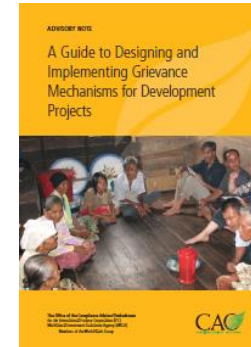
GUIDANCE ON STAKEHOLDER ENGAGEMENT AND GRIEVANCE MECHANISMS



IFC: Stakeholder
Engagement: A
Good Practice
Handbook for
Companies Doing
Business in
Emerging Markets



IFC: Good Practice
Note: Addressing
Grievances from
Project Affected
Communities



CAO: A Guide to
Designing and
Implementing
Grievance
Mechanisms for
Development
Projects

THANK YOU!

