Implementing the Environmental and Social Policy and the Gender Policy: Stakeholder Engagement
Barefoot Republic

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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

**Other Interested Stakeholders**

**Adversely Impacted Persons**

**Significantly Impacted Persons**

Active Engagement

Information Sharing
WHERE & HOW TO BEGIN ENGAGEMENT????

- General Public
- National Government Agencies
- Traditional Authorities
- Local government / Mayors
- Communities not Affected
- Affected Communities
- Civil Societies
- Media
- Service Providers
- Employees from communities
- Illegal settlers
- Community Enterprises / CBOs
- Settlers/Encroachers
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

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

- Influence on project (high, medium, low)
- Impacted by project (high, medium, low)
- Support for project (positive, neutral, negative)
Sample Stakeholder Mapping Table

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

- Primary Stakeholders – directly affected
- Secondary Stakeholders – indirectly affected
- Influencing Stakeholders
- Sub-groups – within each of the above categories
WHAT IS “MEANINGFUL” CONSULTATION?

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