Stakeholder Identification: Voice and Agency

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Contents

• Meaningful engagement: *Giving Voice and Promoting Agency*

• Identifying stakeholders
  ✓ The vocal stakeholders
  ✓ The silent majority
  ✓ Who is missing?

• How do we get the concerns and ideas of all stakeholders?
What is “voice and agency”?

**Voice**
Ability to speak up and be heard, and to shape and share in discussions, discourse and decisions that affect one's life

**Agency**
*Agency* is empowerment, the ability to make choices and the knowledge and access of which choices are available
What does this mean in stakeholder engagement?

**Voice**

All affected and interested stakeholders are identified and given the opportunity to comment, express concerns and ideas.

**Agency**

That the way they are notified, engaged, consulted, and allowed to raise grievances is meaningful and culturally appropriate. That they collaborate on how they will be engaged in the process.
Key questions

**Voice**
Have all stakeholders been identified?

**Agency**
Are there those who might not be able to use the planned disclosure process, or who might need additional support to access the information and provide input? How to engage them meaningfully.
Example—public meeting on project

- Where are the local community who will be affected?
- Where are residents who will be displaced?
- Where are women?
## Traditional codified process

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Means of Notification</th>
<th>Consultation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local communities near project site</td>
<td>Local Newspaper</td>
<td>Public meeting at night</td>
</tr>
<tr>
<td>Civil Society organisations</td>
<td>Project website</td>
<td>E-mail</td>
</tr>
<tr>
<td>Workers</td>
<td>Internal information</td>
<td>Newsletter</td>
</tr>
</tbody>
</table>
## Is it meaningful for everyone?

<table>
<thead>
<tr>
<th>Stakeholder Group who may be silent</th>
<th>Means of Notification – Newspaper /Website</th>
<th>Consultation—Public meeting at night</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethnic minority or migrant group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elderly</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School/hospital along transport route</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shift workers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low socio-economic status</td>
<td></td>
<td></td>
</tr>
</tbody>
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</thead>
<tbody>
<tr>
<td>Ethnic minority group</td>
<td>Is it in a language they can access?</td>
<td>Will there be translation?</td>
</tr>
<tr>
<td>Elderly</td>
<td>Can they afford newspapers; do they have computers?</td>
<td>Is there transport?</td>
</tr>
<tr>
<td>School/hospital along transport route</td>
<td>Is this how they get information?</td>
<td>Likely not possible to leave premises</td>
</tr>
<tr>
<td>Shift workers</td>
<td>--</td>
<td>Are they able to participate at night?</td>
</tr>
<tr>
<td>Women</td>
<td>Is this how they get their community information in this culture?</td>
<td>Childcare responsibilities, safety, cultural issues</td>
</tr>
<tr>
<td>Low socio-economic status</td>
<td>Can they afford newspapers; do they have computers?</td>
<td>Is there transport?</td>
</tr>
</tbody>
</table>
Planning engagement

• **Clarifying the objective of the engagement** (information disclosure? Consultation on a proposed project or plan? Answering questions and listening to concerns?)

• **Identifying all relevant stakeholders** (taking into account gender, age, ethnicity, socio-economic status, special needs or conditions)

• **Planning engagement to meet their practical and strategic needs regarding format, timing, notification media, language(s), location and logistics of any meetings**

• **Follow-up to communicate what was decided and how comments were taken into account**
Example: Women’s voices

- Women may get their information in different ways
- In some cultures, women may not be able to attend meetings with men or in certain places
- May be hesitant to speak up in a large meeting
- Childcare and home responsibilities may not allow them to attend a meeting in the evenings
- Why is this important?
Why is this important?

• Women make up 50% of the population

• They are in charge of 70% of decisions related to consumption at household levels

• The impacts they are concerned about may be different than men’s—if they are not taken into account, the project may not benefit the whole community

• Women may experience different grievances

• They may have ideas on how to make a project more successful

• The process itself could lead to empowerment and reinforce their voice and agency

• They may be a valuable asset to the proposed workforce
Recommendations

• Develop stakeholder engagement plans in consultation with different stakeholder groups on the way people should be consulted that will make it meaningful

• Publicise the engagement process; refine and adapt as necessary—new groups are often identified during consultation

• Groups that normally do not access the consultation process should be actively consulted—Allow more resources for consultation with groups that might not have a voice

• Review legal requirements—if they focus on newspapers and websites—is that good enough?
Ask questions!!!

What language do they speak?

Do they have access to the internet?

How do they get their information?

What groups are we missing?

Can they attend a meeting?

How can they raise concerns?
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