

# Stakeholder Identification: Voice and Agency

February 2015  
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**European Bank**  
for Reconstruction and Development

- **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

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# 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.

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# 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.

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# Example—public meeting on project



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- Where are the local community who will be affected?
- Where are residents who will be displaced?
- Where are women?

# Traditional codified process

Stakeholder Group	Means of Notification	Consultation
Local communities near project site	Local Newspaper	Public meeting at night
Civil Society organisations	Project website	E-mail
Workers	Internal information	Newsletter

# Is it meaningful for everyone?



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Stakeholder Group who may be silent	Means of Notification – Newspaper /Website	Consultation—Public meeting at night
Ethnic minority or migrant group		
Elderly		
School/hospital along transport route		
Shift workers		
Women		
Low socio-economic status		



# Is it meaningful for everyone?



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

- **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?



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- 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

- **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?

What groups  
are we  
missing?

Can they  
attend a  
meeting?

Do they  
have  
access to  
the  
internet?

How do they  
get their  
information?

How can  
they raise  
concerns  
?

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