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Appendix 1: A Road Map to IFC's Performance Standards and Policy on Disclosure of Information

The following tables are provided to assist readers in navigating through this handbook to find good practice guidance on various consultation, disclosure and engagement references contained in IFC's Performance Standards and Policy on Disclosure of Information. The Performance Standards on Social and Environmental Sustainability apply to IFC clients, whereas the Policy on Disclosure of Information applies to IFC.

IFC PERFORMANCE STANDARDS FOR SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

PERFORMANCE STANDARD / ISSUE	WHERE TO FIND IT?
PS#1 — Social and Environmental Assessment and Management Systems	
Information Disclosure	pp. 27-32
Consultation	pp. 33-62
Free, Prior, and Informed Consultation (FPIC)	pp. 38, 48
Informed participation	pp. 44-46
Grievance mechanism	pp. 69-77
External Reporting	pp. 87-98
Management System	pp. 99-109
PS#2 – Labor and Working Conditions	
Consultation	pp. 33-42
PS#3 – Pollution Prevention and Abatement	
Information Disclosure	pp. 27-31
PS#4 – Community Health, Safety, and Security	
Information Disclosure	pp. 27-31
PS#5 – Land Acquisition and Involuntary Resettlement	
Information Disclosure	pp. 27-31
Consultation	pp. 33-42
Informed participation	pp. 44-46
PS#6 – Biodiversity Conservation and Sustainable Natural Resource Management	
Consultation	pp. 33-42

Appendix 1: A Road Map to IFC's Performance Standards and Policy on Disclosure of Information *continued*

IFC PERFORMANCE STANDARDS FOR SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

PERFORMANCE STANDARD / ISSUE	WHERE TO FIND IT?
PS#7 – Indigenous Peoples	
Information disclosure	pp. 27-31, 51
Consultation and FPIC	pp. 47-55
Informed participation	pp. 44-46
Good faith negotiation	pp. 64-65
PS#8 – Cultural Heritage	
Consultation	pp. 33-42
Informed participation	pp. 44-46
Good faith negotiation	pp. 64-65

IFC POLICY ON DISCLOSURE OF INFORMATION

ISSUE	WHERE TO FIND IT?
General principles	
Presumption in favor of disclosure	p. 28
Reasons for non-disclosure	p. 30
Disclosure of social and environmental information	pp. 27-32

Appendix 2: Stakeholder Engagement Strategies for Different Project Scenarios

	PROJECTS WITH MINIMAL RISKS AND STAKEHOLDER ISSUES	PROJECTS WITH MODERATE RISKS AND STAKEHOLDER ISSUES	CONTROVERSIAL PROJECTS, OR PROJECTS WITH SIGNIFICANT RISKS AND DIVERSE STAKEHOLDER ISSUES
Engagement at the project concept stage	Interviews with government officials	Interviews with key informants and government officials	Interviews with stakeholder representatives, key informants, and government officials Stakeholder planning forum
Engagement during ESIA studies and other feasibility studies	Interviews with stakeholder representatives and key informants Public meetings	Interviews with stakeholder representatives and key informants Issues scoping workshops Interviews with focus groups Meetings with stakeholders most disadvantaged by the project Public meetings Newsletters Open houses, in field office and project HQ	Community liaison officers recruited and accompanying environmental and social specialists on ESIA studies Interviews with stakeholder representatives and key informants Issues scoping workshops Participatory techniques used to consult with focus groups on impact-specific topics Participatory techniques used to consult with stakeholders most disadvantaged by the project Stratified sample interviews Public meetings Newsletters Open houses, in field office and project HQ Radio and TV notifications

Appendix 2: Stakeholder Engagement Strategies for Different Project Scenarios *continued*

	PROJECTS WITH MINIMAL RISKS AND STAKEHOLDER ISSUES	PROJECTS WITH MODERATE RISKS AND STAKEHOLDER ISSUES	CONTROVERSIAL PROJECTS, OR PROJECTS WITH SIGNIFICANT RISKS AND DIVERSE STAKEHOLDER ISSUES
Ongoing engagement during construction and operations	<p>Newsletters</p> <p>Open houses, in field office or project HQ</p> <p>Grievance mechanisms</p>	<p>Annual/quarterly targeted consultation, e.g. with specific stakeholder groups</p> <p>Annual stakeholder perception surveys and follow-up</p> <p>Consultation through community liaison officer</p> <p>Newsletters</p> <p>Open houses, in field office or project HQ</p>	<p>Participatory monitoring</p> <p>Annual/quarterly targeted consultation, e.g. with specific stakeholder groups</p> <p>Use of internet and other means to disseminate monitoring data</p> <p>Annual/quarterly stakeholder perception surveys and follow-up</p> <p>Annual/quarterly stratified sample interviews</p> <p>Newsletters</p> <p>Radio and TV</p> <p>Open houses, in field office or project HQ</p>
Engagement on new stakeholder issues and concerns that may arise	<p>Grievance mechanisms</p>	<p>Grievance mechanisms</p> <p>Annual interviews with key informants and stakeholder representatives</p>	<p>Grievance mechanisms (various)</p> <p>Annual/quarterly household questionnaires with project-affected people</p> <p>Annual/quarterly interviews with key informants and stakeholder representatives</p> <p>Annual stakeholder events and gatherings</p>

Appendix 3: Stakeholder Engagement Plan (Sample Contents)

I. Key principles

Stakeholder engagement is about building and maintaining constructive relationships over time. It is an ongoing process between a company and its project stakeholders that extends throughout the life of the project and encompasses a range of activities and approaches, from information sharing and consultation, to participation, negotiation, and partnerships. The nature and frequency of this engagement should reflect the level of project risks and impacts. The purpose of a Stakeholder Engagement Plan is to describe a company's strategy and program for engaging with stakeholders in a culturally appropriate manner (whether it be for a single project or a range of company operations). The goal is to ensure the timely provision of relevant and understandable information. It is also to create a process that provides opportunities for stakeholders to express their views and concerns, and allows the company to consider and respond to them.

Key principles of effective engagement include:

- Providing meaningful information in a format and language that is readily understandable and tailored to the needs of the target stakeholder group(s)
- Providing information in advance of consultation activities and decision-making
- Disseminating information in ways and locations that make it easy for stakeholders to access it
- Respect for local traditions, languages, timeframes, and decision-making processes
- Two-way dialogue that gives both sides the opportunity to exchange views and information, to listen, and to have their issues heard and addressed
- Inclusiveness in representation of views, including women, vulnerable and/or minority groups
- Processes free of intimidation or coercion
- Clear mechanisms for responding to people's concerns, suggestions, and grievances
- Incorporating feedback into project or program design, and reporting back to stakeholders

Appendix 3: Stakeholder Engagement Plan (Sample Contents) *continued*

II. Contents of a Stakeholder Engagement Plan

A good Stakeholder Engagement Plan should:

- describe regulatory, lender, company, and/or other requirements for consultation and disclosure
- identify and prioritize key stakeholder groups
- provide a strategy and timetable for sharing information and consulting with each of these groups
- describe resources and responsibilities for implementing stakeholder engagement activities
- describe how stakeholder engagement activities will be incorporated into a company's management system

The scope and level of detail of the plan should be scaled to fit the needs of the project (or company operations).

1. Introduction

Briefly describe the project (or the company's operations) including design elements and potential social and environmental issues. Where possible, include maps of the project site and surrounding area.

2. Regulations and Requirements

Summarize any legal, regulatory, lender, or company requirements pertaining to stakeholder engagement applicable to the project or company operations. This may involve public consultation and disclosure requirements related to the social and environmental assessment process.

3. Summary of any Previous Stakeholder Engagement Activities

If the company has undertaken any activities to date, including information disclosure and/or consultation, provide the following details:

- Type of information disclosed, in what forms (e.g. oral, brochure, reports, posters, radio, etc.), and how it was disseminated
- The locations and dates of any meetings undertaken to date
- Individuals, groups, and/or organizations that have been consulted

Appendix 3: Stakeholder Engagement Plan (Sample Contents) *continued*

- Key issues discussed and key concerns raised
- Company response to issues raised, including any commitments or follow-up actions
- Process undertaken for documenting these activities and reporting back to stakeholders

4. Project Stakeholders

List the key stakeholder groups who will be informed and consulted about the project (or the company's operations). These should include persons or groups who:

- are directly and/or indirectly affected by the project (or the company's operations)
- have "interests" in the project or parent company that determine them as stakeholders
- have the potential to influence project outcomes or company operations

(Examples of potential stakeholders are affected communities, local organizations, NGOs, and government authorities. Stakeholders can also include politicians, other companies, labor unions, academics, religious groups, national social and environmental public sector agencies, and the media.)

5. Stakeholder Engagement Program

- Summarize the purpose and goals of the program (either project-specific or corporate).
- Briefly describe what information will be disclosed, in what formats, and the types of methods that will be used to communicate this information to each of the stakeholder groups identified in section 4 above. Methods used may vary according to target audience, for example:
 - Newspapers, posters, radio, television
 - Information centers and exhibitions or other visual displays
 - Brochures, leaflets, posters, non-technical summary documents and reports

Appendix 3: Stakeholder Engagement Plan (Sample Contents) *continued*

- Briefly describe the methods that will be used to consult with each of the stakeholder groups identified in section 4. Methods used may vary according to target audience, for example:
 - Interviews with stakeholder representatives and key informants
 - Surveys, polls, and questionnaires
 - Public meetings, workshops, and/or focus groups with specific groups
 - Participatory methods
 - Other traditional mechanisms for consultation and decision-making
- Describe how the views of women and other relevant sub-groups (e.g. minorities, elderly, youth etc.) will be taken into account during the process.
- Describe any other engagement activities that will be undertaken, including participatory processes, joint decision-making, and/or partnerships undertaken with local communities, NGOs, or other project stakeholders. *Examples include benefit-sharing programs, community development initiatives, resettlement and development programs, and/or training and micro-finance programs.*

6. Timetable

Provide a schedule outlining dates and locations when various stakeholder engagement activities, including consultation, disclosure, and partnerships will take place and the date by which such activities will be incorporated into the company's management system (at either the project or corporate level).

7. Resources and Responsibilities

Indicate what staff and resources will be devoted to managing and implementing the company's Stakeholder Engagement Program. Who within the company will be responsible for carrying out these activities? What budget has been allocated toward these activities?

For projects (or multiple company operations) with significant or diverse impacts and multiple stakeholder groups, it is good practice for a company to hire a qualified Community Liaison Officer(s) to arrange and facilitate these activities at the project and/or corporate level. Integration of the community liaison function with other core business functions is also important, as is management involvement and oversight.

Appendix 3: Stakeholder Engagement Plan (Sample Contents) *continued*

8. Grievance Mechanism

Describe the process by which people affected by the project (or company's operations) can bring their grievances to the company for consideration and redress. Who will receive public grievances, how and by whom will they be resolved, and how will the response be communicated back to the complainant?

9. Monitoring and Reporting

Describe any plans to involve project stakeholders (including affected communities) or third-party monitors in the monitoring of project impacts and mitigation programs.

Describe how and when the results of stakeholder engagement activities will be reported back to affected stakeholders as well as broader stakeholder groups?

Examples include social and environmental assessment reports; company newsletters; annual monitoring reports submitted to lenders; company annual report; company or corporate sustainability report.

10. Management Functions

How will stakeholder engagement activities be integrated into the company's environmental and social management system and with other core business functions?

- Who will have management oversight for the program?
- What are the plans for hiring, training, and deploying staff to undertake stakeholder engagement work?
- What will be the reporting lines between community liaison staff and senior management?
- How will the company's stakeholder engagement strategy be communicated internally?
- What management tools will be used to document, track, and manage the process? (e.g. stakeholder database, commitments register, etc.)
- For projects or company operations involving contractors, how will the interaction between contractors and local stakeholders be managed to ensure good relations?

Appendix 4: Sample of Stakeholder Log

DATE/ PLACE	COMPANY STAFF IN ATTENDANCE	CONTACT PERSONS/ ORGANIZATION	MEETING SUMMARY/ KEY ISSUES RAISED	FOLLOW-UP ACTIONS
Jan 17, 2007 Ashkala Community Center, India	Savita Dey and Amit Rao, Community Liaison Officers Krishna Das, Plant Manager	Ashkala and Simrit villages, community meetings Sri Bhavan, local NGO Government represen- tative from local panchayat	Land acquisition timetable and compensa- tion issues; location of construction work camp; concerns about speed of trucks on village roads	KD to speak to contractor re: speeding/ safety issues. SD, AR to prepare information pamphlet on land issues.
Jan 28, 2007 Simrit village	Savita Dey	Female landowner & village math teacher	Discussion related to land acquisition process & use of compensation.	SD to follow up
Feb 4, 2007 Ashkala	Savita Dey, Amit Rao Plant manager HSE officer	60+ male and female community members	Concerns related to safety of plant near their dwellings.	HSE officer to follow up with community members
Feb 4, 2007 Ashkala	Amit Rao, CLO	Elderly landowner: Ms. Rita Shukla + 10 family members.	Discussion related to land titling process & compensation for fruit trees.	Distribute written information pamphlet
Feb 6, 2007 Simrit Town	Amit Rao, Savita Dey, ESIA consultant team	Municipality Head: Mr. Basu Kumar + 5 other male community members	General discussion related to construction impacts, safety, employ- ment, land acquisition, and use of compensation.	Follow up at next community meeting
Feb 13, 2007 Hamradi town center	Amit Rao, Savita Dey, ESIA consultant team	Municipality Head: Mr. Hasan Municipal Office	General discussion related to village needs & priori- ties, construction impacts, safety, employment (village not affected by land acquisition).	Send information as requested.
Feb 13, 2007 Ashkala	Savita Dey and Amit Rao, Community Liaison Officers	10 local male community members	General discussion relat- ed to employment and skills training.	Update village employment list

Appendix 5: Pro Forma for Advertising the Disclosure of the Draft Environmental and Social Assessment Report

[Company name], [Company structure and main investors], propose to [build/operate/manage/expand] a [type of project] at [location(s)].

Construction of the project is expected to commence on [date] and completion is targeted for [date].

A draft Social and Environmental Assessment (SEA) for the [project activities] has been completed by [consultant's name].

The draft SEA report includes information on the:

- Project description
- Relevant legislation
- Potential impacts and benefits
- Proposed mitigation measures
- Environmental and social action plan
- Other supporting studies

The draft SEA documents and a non-technical Executive Summary will be available for public review and comment on [dates and time of availability] at the following places:

[Address of government]

[Address of company]

[Address of other institutions/libraries/community centers accessible to local stakeholders]

Members of the public are invited to comment on the draft documents by [date of comment deadline]. Those unable to review the documents at the location(s) mentioned above, please contact [project company name] at [project sponsor's address] or on [project sponsor's telephone number and email address].

Appendix 6: Useful Resources

AccountAbility. AA1000SES, *Stakeholder Engagement Standard*.
www.accountability21.net

Business for Social Responsibility. *Issue Brief: Stakeholder Engagement*. 2003.
<http://www.bsr.org/CSRResources/IssueBriefDetail.cfm?DocumentID=48813>

Canadian International Development Agency (CIDA). *Policy and Resources on Gender Equality*.
www.acdi-cida.gc.ca/CIDAWEB/acdicida.nsf/En/EMA-218123616-NN9

CDA Collaborative Learning Projects. *Stakeholder Consultation Issue Paper*. November 2004. www.cdainc.com

Department for International Development (DFID). *Tools for Development: A Handbook for Those Engaged in Development Activity*. 2002.
www.dfid.gov.uk/pubs/files/toolsfordevelopment.pdf

ESMAP, the World Bank and ICMM. *Community Development Toolkit*. 2005.
www.esmap.org, www.worldbank.org, www.icmm.com

Equator Principles. www.equator-principles.com

Global Reporting Initiative. www.globalreporting.org

Institute of Development Studies (IDS) – Bridge. *Gender and Participation*.
www.bridge.ids.ac.uk/reports_gender_CEP.html#Participation

International Association for Public Participation. www.iap2.org

International Finance Corporation (IFC). *The BTC Pipeline Project: Lessons of Experience.* 2006. www.ifc.org/envirolessons

International Finance Corporation (IFC). *External Monitoring of the Chad-Cameroon Pipeline Project: Lessons of Experience.* 2006. www.ifc.org/envirolessons

International Finance Corporation (IFC). *Good Practice Note: Addressing the Social Dimensions of Private Sector Projects.* 2002. www.ifc.org/enviropublications

International Finance Corporation (IFC). *ILO Convention and the Private Sector: Questions and Answers for IFC Clients.* 2007. www.ifc.org/enviro/publications

International Finance Corporation (IFC). *Performance Standards on Social and Environmental Sustainability.* 2006. www.ifc.org/enviro

International Institute for Environment and Development (IIED). *Participatory Learning and Action Series.* www.iied.org

New Economics Foundation. *Participation Works! 21 Techniques of Community Participation for the 21st Century.* 1998. www.neweconomics.org

Organization for Economic Cooperation and Development (OECD). *Guidelines for Multinational Enterprises.* www.oecd.org

Oxfam. *The Oxfam Gender Training Manual.* 1995. <http://publications.oxfam.org.uk>

World Resources Institute. *Development Without Conflict: The Business Case for Community Consent.* 2007. www.wri.org