GRIEVANCE
REDRESS MECHANISMS & REPORTING

Pacific Learning Partnership for Environmental and Social Sustainability (PLP-ESS)
Learning Objectives

• Describe the Grievance Redress Mechanism requirements for World Bank-financed projects.
• Communicate why project GRM’s are important
• Outline the key elements for developing and implementing robust project GRMs and be able to apply this to your work.
Webex Training Functions

- **Raise Hand**
- **Chat**
- **Polling**

Grievance Redress
Recap: Stakeholder Engagement & Information Dissemination

Why engage?
• Improves project outcomes
• Hearing from diverse voices means things don’t get missed
• Listening to suggestions bring improvements

Take-home Messages
• Identify stakeholders
  • Affected
  • Interested
  • Vulnerable Groups
• Consider different stakeholders needs and how best to engage
• Be clear and transparent about how the project will engage
• Change and adapt over the course of the project
ESS 10 Objectives:

- Establish a **systematic approach to stakeholder engagement** that helps Borrowers identify stakeholders and maintain a **constructive relationship** with them.
- Assess **stakeholder interest and support** for the project and enable stakeholders’ views to be taken into account **in project design**.
- Promote and provide means for effective and inclusive engagement with project-affected parties **throughout the project life-cycle**.
- Ensure that appropriate project information is disclosed to stakeholders in a **timely, understandable, accessible and appropriate** manner.
Stakeholder Engagement and Grievance Management

- **Stakeholder Engagement and Information Dissemination** – actively seek input/feedback, share information and manage expectations

- **Grievance Management** – actively source and manage project related complaints in a timely manner.
QUIZ

1. How many times is the word ‘grievance’ mentioned in the World Bank Environmental and Social Framework?

   a) 24  
   b) 53  
   c) 86  
   d) 104
Grievance Redress Requirements

Communities and individuals who believe that they are adversely affected by a World Bank-supported project may submit complaints to:

• Project-level Grievance Redress Mechanisms (GRMs)
• World Bank’s [Grievance Redress Service (GRS)], and
• World Bank’s [independent Inspection Panel (IP)].
Grievance Redress Requirements

The Borrower will respond to concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner.

The Borrower will propose and implement a grievance mechanism to receive and facilitate resolution of such concerns and grievances.
Grievance Redress Requirements

GRM established in accordance with ESS10 as early as possible

To address specific concerns about compensation, relocation or livelihood restoration measures raised by displaced persons (or others) in a timely fashion.

Outlined in relevant instruments (i.e. RPF, RAP/ARAP or Process Framework)
Grievance Redress Requirements

GRM established in accordance with ESS10
Is culturally appropriate and accessible to affected Indigenous Peoples
Takes into account the availability of judicial recourse and customary dispute settlement mechanisms among Indigenous Peoples
Grievance Redress Requirements

ESS2 – Labor and Working Conditions

• A grievance mechanism will be provided for all direct workers and contracted workers.

• This grievance mechanism will be provided separately from the grievance mechanism required under ESS10.
Grievance Redress Requirements

Grievance Mechanisms: A Critical Component of Project Management

The need to successfully implement projects is paired with good intentions. But in an increasingly complex and rapidly changing world, understanding and managing risks do not always occur in step with project design, in part due to the ways in which different stakeholders understand the problem and its solutions. In this context, grievance mechanisms can serve as a critical component in the management of risk, providing a framework for the identification, assessment, and management of potential issues that may arise during the implementation of a project.

Defining Grievance Mechanisms

Grievance mechanisms are systems or processes put in place to address and resolve disputes or grievances. To be effective, these mechanisms should be clear, transparent, and accessible to all project stakeholders.

ADB
Asian Development Bank

IFC
International Finance Corporation

World Bank Group
IBRD - IDA
2. A Project GRM should be put in place by the borrower to receive, evaluate and address all grievances in communities where the project is being implemented.

- True
- False
What is a Project GRM?

IS a process for receiving, evaluating, and addressing project-related grievances from affected communities or stakeholders at the level of the community or project, region, or country.

IS NOT a substitute for legal or administrative systems or other public or civic mechanisms,
Purpose of Project GRMs

• Increase participation of beneficiaries
• Minimize adverse project related impacts on people and the environment
• Manage project-related issues to avoid implementation delays
• Ensure projects achieve their objectives.
Types of Project Grievances

- Inadequate consultation
- Unsafe work site
- Water Pollution
- Land impacts
- Impacts on cultural sites
- Impacts on economic assets
- Speeding vehicles
- Corruption
- Dust
- Exclusion of IPs
- Inadequate compensation
- Inequitable Access to benefits
- Sexual exploitation
- Poor working conditions
- Noise pollution
Why Don’t People Complain?

What are some of the barriers to making a complaint for vulnerable or disadvantaged groups? *(BRAINSTORM IN THE CHAT)*

- Illiteracy
- Lack of knowledge about their rights
- Local culture and traditions (including powerful interests)
- Mistrust in government and fear of retribution
- Lack of access to technology
- Perceived hassle of complaining, and
- Belief that project authorities will not act upon their grievances.
Questions?
Developing a robust project GRM

Key requirements:
- Proportionate to the risks and impacts
- Accessible and inclusive
- Culturally appropriate
- Discrete/confidential
- Allows for anonymity
- Promptly and effective resolution
- Stakeholders informed/mecanism disclosed

Key Elements:
1. Grievance Procedure
2. Roles & Responsibilities and Training
3. Community Awareness
4. Lodgment Channels
5. Investigation & Feedback
6. Tracking and Reporting
7. Monitoring and Evaluation
Developing a robust project GRM

1. Procedure

• Multiple lodgment channels
• Clear steps and governance arrangements
• Clear response/resolution timelines
• Utilizes existing/traditional mechanisms
• Clear, transparent and widely disclosed
3. The implementation of the project GRM is the sole responsibility of the project safeguards officer?

• True
• False
Developing a robust project GRM

Roles and Responsibilities & Training

- Project staff, government, contractor, community responsibilities (outlined in TORs, contracts, agreements etc)
- Training for those with responsibilities
QUIZ

4. The best way to raise awareness of a project’s GRM is through community consultations

• True
• False
Developing a robust project GRM

**Awareness Raising**

- All project affected people/beneficiaries are aware of and can access GRM
- Culturally appropriate
- Reaches vulnerable/disadvantaged groups
Developing a robust project GRM

Lodgment Channels

- Multiple channels
  - Village representative
  - Suggestion box
  - Telephone
  - Text line
  - Email
  - Face-to-face
  - Social media

- Culturally appropriate
- Considers vulnerable/disadvantaged groups
5. It’s important to record all details of a project related grievance and ensure this information is recorded on the grievance registry and stored on the project shared-drive.

• True
• False
Developing a robust project GRM

Recording, prioritization, investigation, mediating/resolving and feedback

- GRM form
- Categorize and Prioritize
- Be clear on how the project will acknowledge, investigate and provide feedback

What’s different about responding to a GBV complaint?
Developing a robust project GRM

Tracking and Reporting

• Grievance register and filing system
• Grievance reporting in progress reports
Developing a robust project GRM

Monitoring and Evaluation

• Is the project GRM working?
• How can info on grievances inform better project implementation?

HOMEWORK!

Evaluate your project’s GRM using the new World Bank GRM checklist:

PANEL DISCUSSION

- data
- method
- solutions
- context
- variation
- targets
- knowledge
- policy
- document
- interpret
- strategy
- practice
- diagnose
- inform
- Case Studies
- trends
- experiment
- insights
- tool explain effectiveness
- describe

Grievance Redress

THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP
GRM: Conditional Cash Transfer Program
Skills and Employment for Tongans Project

• **Stakeholder group:** Families with school aged children

• **Risk:** Real/perceived inequity

• **Key features:**
  • PMU led
  • Inquiries + appeals + grievances
  • MIS System to record and track
  • Grievance resolution indicator

**Challenges/Opportunities**
• MIS as register integration
• Managing high levels of info requests
GRM: Road Rehabilitation
Samoan Climate Resilience Transport Project

• **Key Stakeholder group:** Communities along road

• **Risks:** Land/assets, health & safety, Noise, dust, GBV etc... (potential to delay works)

• **Key features:**
  • Contractor/supervision consultant and government avenues
  • Site specific awareness
  • Web-based Register
  • GBV response

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**Challenges/Opportunities**

• Contractor grievance management
• Coordination between 3 IAs
• Partnership with Ministry of Women to respond to GBV issues
GRM: Community Driven Development
Rural Service Delivery Project, Papua New Guinea

- **Key stakeholder group:** Eligible wards/communities
- **Risk:** Real/perceived inequity; community unrest; OHS etc...

**Key Features**
- Multiple levels: 1) community/ward; 2) Local Government; 3) Provincial; 4) PMU
- Awareness – CDD approach
- MIS System to record and track
- Simplified do’s and don’t code of conduct

**Challenges/Opportunities**
- Utilizing traditional village mechanisms
- Operating across 30 wards; 5 provinces
Questions?
Useful resources

• World Bank GRM Checklist
• World Bank How to Note: Designing Effective Grievance Redress Mechanisms for Bank-Financed Projects
• World Bank Interim Technical Note: Grievance Mechanisms for Sexual Exploitation and Abuse & Sexual Harassment in World Bank-financed Projects (available on request)
• World Bank (IFC/MIGA) Compliance Adviser Ombudsman: GRM Toolkit
Group Photo?
Next Webinar:

ESS 5 LAND ACQUISITION, RESTRICTIONS ON LAND USE AND INVOLUNTARY RESETTLEMENT (LAND OWNERSHIP)

2nd December, 2020