Effective Project Level Grievance Mechanisms in a Changing Landscape: An Interactive Tool

Presenter: Elizabeth Mensah (emensah2@worldbankgroup.org)

Moderator: Tanya Fraizer (Tanya@iaia.org)

* In partnership with IAIA Washington Area Branch (WAB)
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Effective Project Level Grievance Mechanisms in a Changing Landscape:
An Interactive Tool
What is CAO?

- **Independent accountability mechanism** for IFC and MIGA
- **CAO addresses complaints** from project-affected communities
- **CAO works to effect institutional change through learning** from CAO cases
The Importance of Grievance Mechanisms

Grievance Mechanisms are:

• An essential part of effective ongoing stakeholder engagement

• An E&S risk management system that is collaborative with communities and provides early warning around systemic issues and individual concerns

• Provide an opportunity to address issues through project design and implementation

Three Pillars of the UN Guiding Principles on Business and Human Rights*

The State Duty to Protect Human Rights

The Corporate Responsibility to Respect Human Rights

Access to Remedy

* The Guiding Principles on Business and Human Rights was published in 2011 to outline how to implement the UN “Protect, Respect, and Remedy” framework. Each of these pillars is integral to the overall effectiveness of the framework (Principle I: State responsibilities; Principle II: Corporate responsibilities; Principle III: Access to Remedy)
Different Contexts, Different Challenges

**LEGACY OF CONFLICT**
Projects that have been located in areas where there has previously been conflict will see an initial growth in grievances if the mechanism is accessible and trusted. These grievances will likely level off and begin to drop as the project proceeds.

**AGRICULTURE**
There are likely to be more complaints during periods when equipment is used and there is more potential interaction with the community.

**MANUFACTURING**
Turn-around points can be a source of increased activity, and therefore more grievances from the surrounding community.

**EXTRACTIVES/INFRASTRUCTURE**
The construction phase typically has the most issues.
GRIEVANCE MECHANISM TOOLKIT

A practical guide for implementing grievance mechanisms in different sectors

Purpose, Design, & Implementation  Tools & Resources

More on how grievance mechanisms can help your business →
Section 2
Myth-busting

Section 4
Four Step Process for Building a Grievance Mechanism

Section 5
Expanded Flow-Diagram of Grievance Handling

Section 6
Using Grievance Data for Risk Management

PURPOSE, DESIGN & IMPLEMENTATION

1. The Purpose and Goals of this Toolkit
2. Why are Grievance Mechanisms a Good Company Investment?
3. Issues to Consider when Establishing a Grievance Mechanism
4. Building a Good Grievance Mechanism
5. Making a Grievance Mechanism Work
6. Closing the Loop: Using Grievance Mechanism Feedback to Improve Business Practices
Tools & Resources

**Grievance Mechanism Assessment**
- Rapidly assessing the potential challenge areas of existing grievance mechanisms
- Useful for: grievance mechanism experts

**Sample Community Grievance Mechanism Procedure**
- Developing a written structure for a grievance mechanism procedure
- Useful for: company managers, implementers of grievance mechanisms

**Troubleshooting for Grievance Mechanisms**
- Finding resources and definitions for different elements of a grievance mechanism and responses to frequently asked questions
- Useful for: company managers, operations staff, implementers of grievance mechanisms

**An Agricultural Producer in a Rural Area where Small-scale Farming is the Norm**
- This case is particularly helpful for projects/operations with a large land footprint; operations that may be in competition with local means of income generation or subsistence; and agricultural producers.
Please take our short survey and let us know what you think about the Grievance Mechanism Toolkit.

Contact Us:

Email: CAO@worldbankgroup.org
Phone: +1 202 458 1973
Fax: +1 202 522 7400

www.cao-ombudsman.org

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