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.
Zoom Functions

• Use the ‘reactions’ functions as we go
• Raise your hand if you want to speak
• Use the ‘chat’ function
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)](#)
- 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.
QUIZ

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

TYPE YOUR ANSWER IN THE CHAT
What is a Project GRM?

It 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.

Purpose:
• 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
- Speeding vehicles
- Corruption
- Dust
- Impacts on cultural sites
- Impacts on economic assets
- Inequitable Access to benefits
- Sexual exploitation
- Exclusion of IPs
- Sexual exploitation
- Poor working conditions
- Inadequate compensation
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.
Developing a robust project GRM

ESS10 Key requirements:
- Proportionate to the risks and impacts
- Accessible and inclusive
- Culturally appropriate
- Discrete/confidential
- Allows for anonymity
- Promptly and effective resolution
- Stakeholders informed/mechanism 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

Grievance Redress
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
Developing a robust project GRM

2. Roles and Responsibilities & Training

• Project staff, government, contractor, community responsibilities (outlined in TORs, contracts, agreements etc)

• Training for those with responsibilities
Developing a robust project GRM

3. 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

4. Lodgment Channels

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

- Culturally appropriate
- Considers vulnerable/disadvantaged groups
Developing a robust project GRM

5. 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

6. Tracking and Reporting

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

7. 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:

GRM: Major infrastructure project
Solomon Islands

• **Stakeholder group:** unclear - complaint is anonymous

• **Risk:** claim lack of planning leading to health and safety issues. Lots of issues raised but not a lot of detail.

• **Key features:**
  - Multiple implementation agencies for GRM- developer, construction contractor, Government.
  - Transfer of responsibilities around time of complaint.

**Challenges**
- Limited engagement with complainant
- Potentially significant non compliances

**Opportunities**
- Can still investigate- ask relevant partners to report on claims and provide evidence.
- Send response to anon email address.
- How to close? Give adequate time.
- Be mindful of confidentiality- retaliation must not occur.
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

Challenges/Opportunities
• Contractor grievance management
• Coordination between 4 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
• Raising awareness about the GRM
• Utilizing traditional village mechanisms
• Operating across 5 provinces; 20 LLGs; ~400 wards
<table>
<thead>
<tr>
<th>Implementation level</th>
<th>Governance structures</th>
<th>Staff</th>
<th>Roles and responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ward/Community</td>
<td>CDD Sub-Committee</td>
<td>Chairperson</td>
<td>Reports to the WDC on all project activities. Presents grievances to the WDC.</td>
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<td></td>
<td></td>
<td>Safeguards champion</td>
<td>Receives grievances at the community level and presents them to the chairperson.</td>
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<td></td>
<td>Ward Development</td>
<td>Ward Member</td>
<td>Responsible in providing feedback and solutions to grievances at the Ward Level.</td>
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<td></td>
<td>Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Level</td>
<td>Local Level Government</td>
<td>LLG Manager</td>
<td>Overall responsibility for implementing the GRM at the LLG level. Responsible in providing feedback and solutions to unsolved grievances received from the Ward Level.</td>
</tr>
<tr>
<td>Government</td>
<td>CDW</td>
<td></td>
<td>Awareness raising on GRM to the wider community. Facilitation and training of community representatives involved in handling grievances. Receiving, recording and resolving grievances at the community level or escalating grievances where necessary.</td>
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<td></td>
<td>TFs</td>
<td></td>
<td>Assist the CDW in receiving, recording and resolving grievances at the community level or escalating grievances where necessary.</td>
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<tr>
<td>Province</td>
<td>Provincial Project Office</td>
<td>Provincial Project Coordinators</td>
<td>Overall responsibility for implementing the GRM at provincial level. Providing reports of referred grievances to the Provincial LLG Advisor. Responsible in providing feedback and solutions to unsolved grievances received from the PPO level.</td>
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<tr>
<td>National</td>
<td>Project Management Unit</td>
<td>Project Manager</td>
<td>Responsible in providing solutions to unsolved grievances received from the PPO level that are of serious nature.</td>
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<td></td>
<td>Deputy Project Manager</td>
<td>Overall responsibility for developing/implementing the GRM.</td>
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<tr>
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<td></td>
<td>CDD &amp; Safeguards Specialist</td>
<td>Ensure day-to-day implementation of GRM through the PPO team.</td>
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<td></td>
<td>Capacity Building Specialist</td>
<td>Ensuring all relevant staff are trained in GRM. Update training resources on GRM practices.</td>
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<td>M&amp;E Specialist</td>
<td>Receive progress reports with GRM and maintains database.</td>
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<td></td>
<td>Admin Assistant</td>
<td>Manage grievances received (refer cases to DPM/CDDSS and on-ward referral to appropriate level/staff).</td>
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<tr>
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<td></td>
<td>DPLGA</td>
<td>Project Director</td>
</tr>
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Top tips

• Start with what stakeholders already do- what already works, what needs to be added?
• Have GRM in place early, especially for projects involving land or change in access.
• Makes sure roles and responsibilities are clear- internally and externally.
• Be mindful of confidentiality.
• Meet deadlines and communicate if you can’t.
• Record all grievances, even the little ones. It’s all useful!
• Keep it simple- process, forms, recording...
• Design for most vulnerable
• No grievances? Something isn’t working!
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