



Feedback and Grievance Redress Mechanisms

A Joint session by:



**FCPF Regional Workshop on Capacity Building for Social Inclusion in REDD+
Readiness**

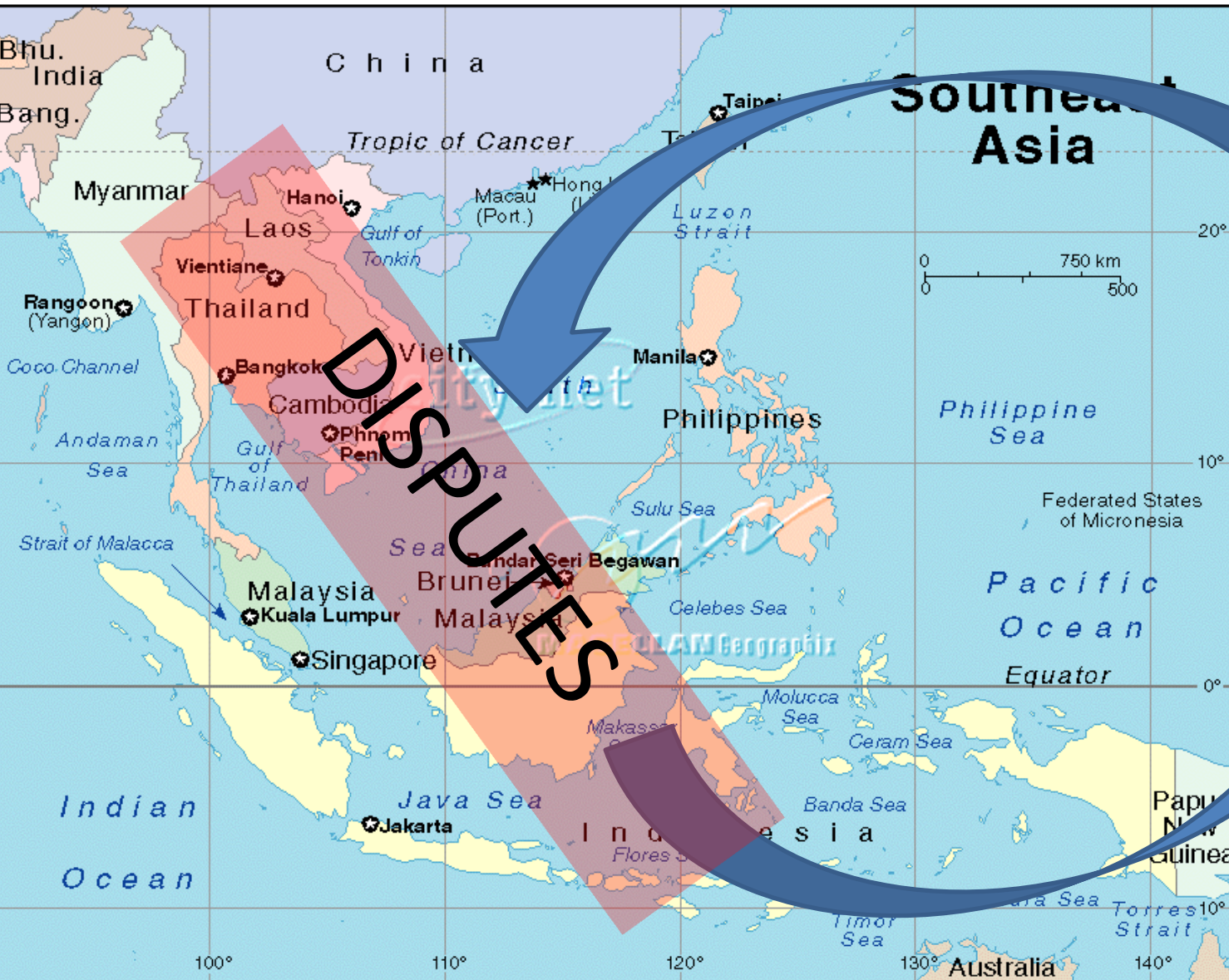
Bangkok, Thailand

May 2nd, 2013

What do we mean by grievance redress?

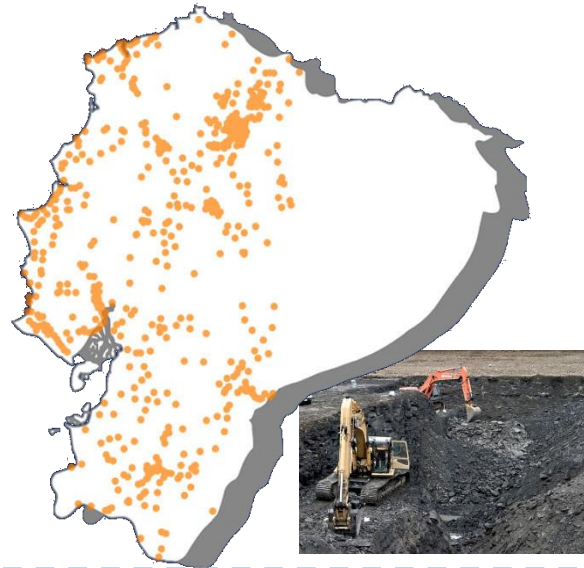
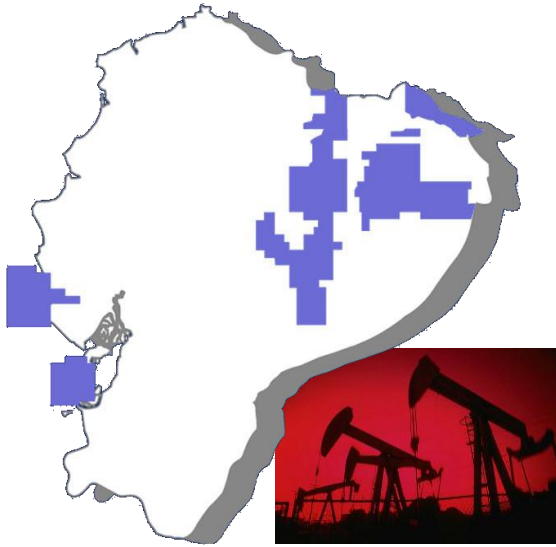


How does this apply to REDD+?



REDD+

REDD related disputes are deep-rooted



Map meant for training use only – does not accurately reflect the current state of affairs

Deeper causes of disputes

Incompatible & incoherent policy making

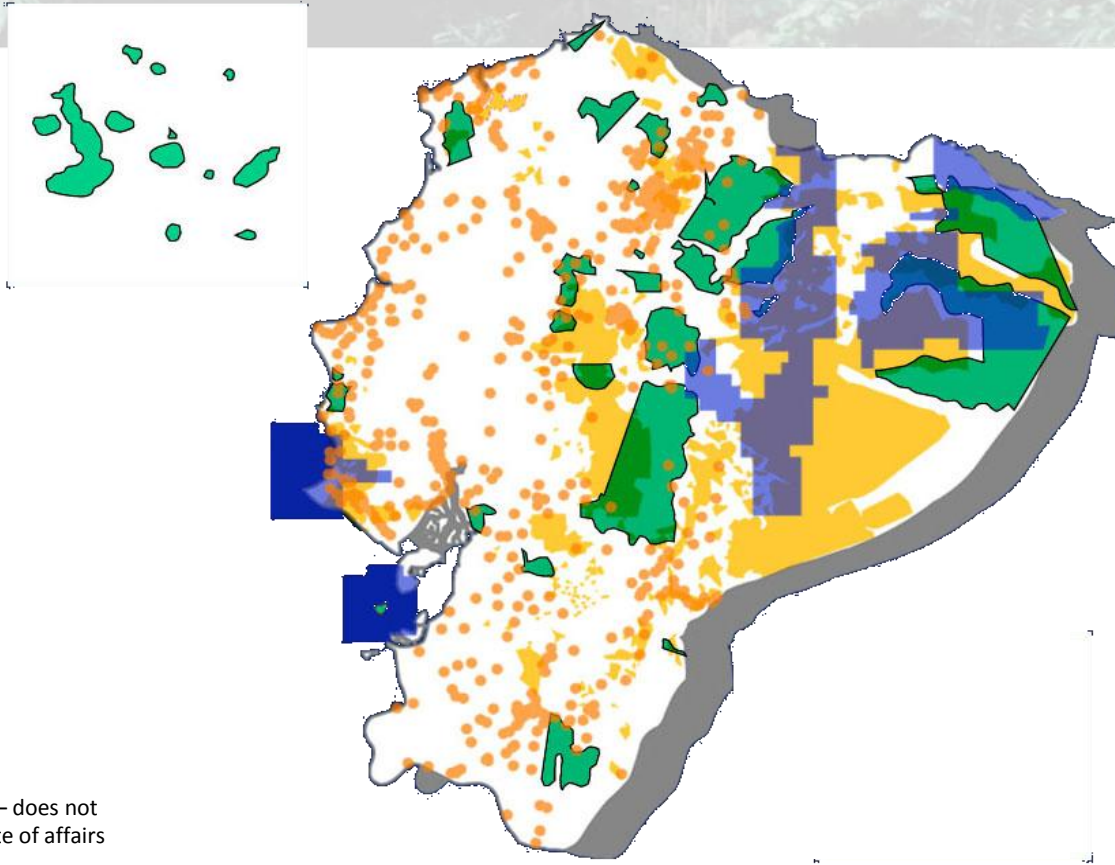
Poor land use planning

Insecure land tenure & resource rights

Absence of State Institutions

Structural inequality

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When REDD is implemented, disputes are likely to arise locally in the form of grievances

They are trying to take my land, my forest and my carbon!

Where is the money I was promised I'd get?



Individual grievances



Deeper causes of disputes

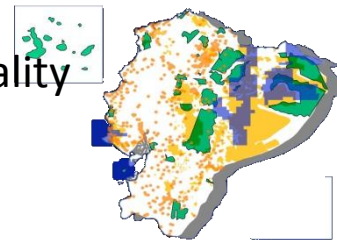
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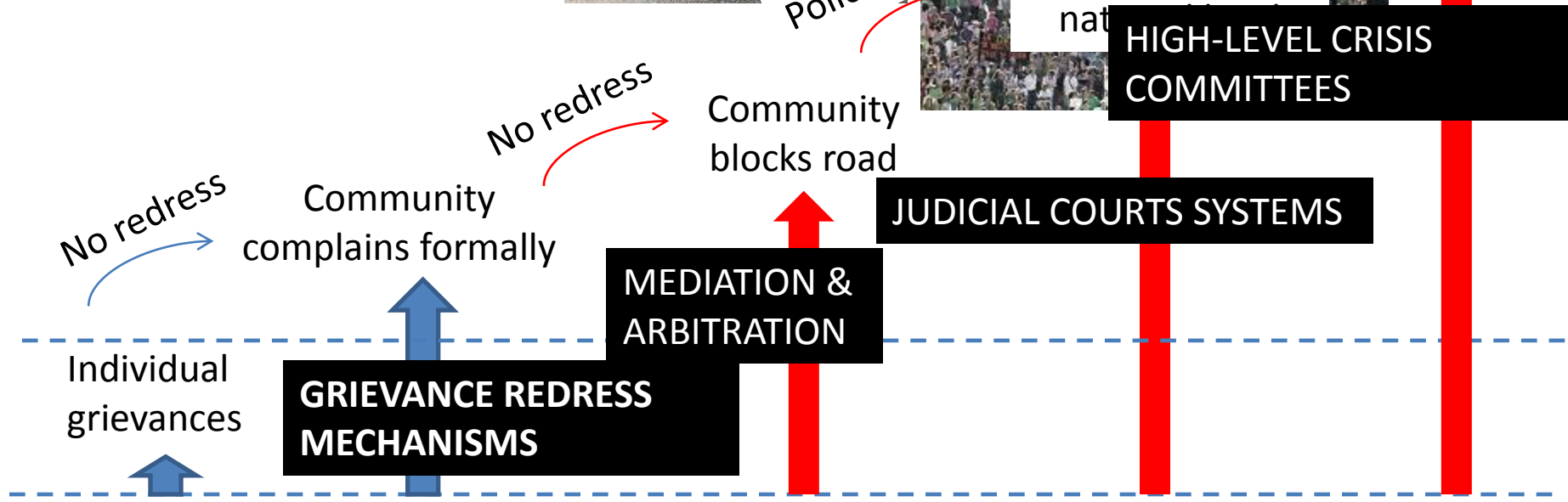
As in any dispute, REDD-related grievances may escalate if not redressed early



Poor negotiation

Police reacts

Community & allies take it to national level



No redress

No redress

Community complains formally

Community blocks road

JUDICIAL COURTS SYSTEMS

HIGH-LEVEL CRISIS COMMITTEES

Individual grievances

GRIEVANCE REDRESS MECHANISMS

MEDIATION & ARBITRATION

Deeper causes of disputes

Incompatible & incoherent policy making

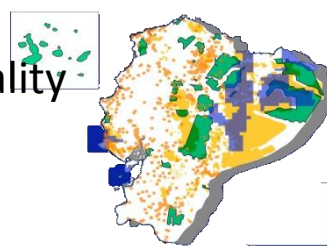
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POLICY DIALOGUE: READINESS & SESA



But we are already getting many complaints during the Readiness stage...

My community has not been properly

Elites will capture all the benefits!

How should these concerns be meaningfully addressed at the policy level?

and security on

SET UP A FEEDBACK CHANNEL FOR THE CONSULTATION AND PARTICIPATION PROCESS THAT HELPS TO SYSTEMATICALLY REGISTER AND ADDRESS THESE CONCERNS

Deeper causes of disputes

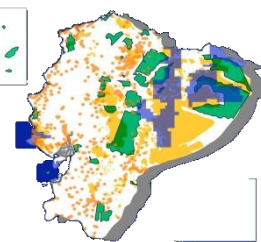
incoherent policy making

institutions

Poor land use planning

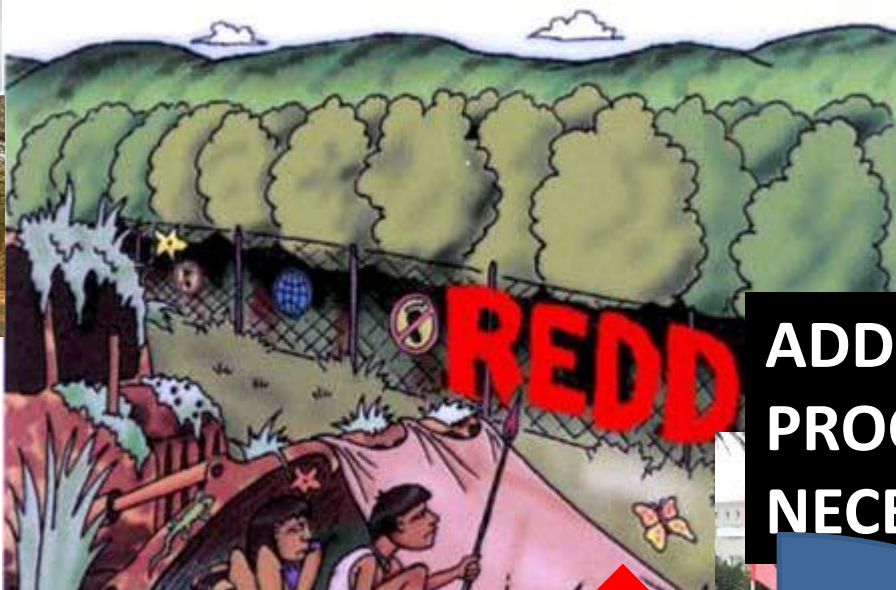
Structural inequality

Insecure land tenure & resource rights



**POLICY DIALOGUE:
READINESS & SESA**

... and disputes are already escalating.



ADDITIONAL SKILLS & PROCESSES MAY BE NECESSARY

FEEDBACK CHANNELS MEET POLICY REQUIREMENTS BUT MAY NOT BE SUFFICIENT TO ADDRESS ESCALATING DISPUTES

DISPUTE ANALYSIS SKILLS

FACILITATION OF DIALOGUE

CONFLICT RESOLUTION SKILLS



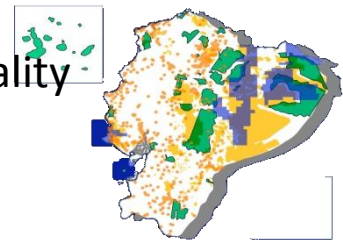
Deeper causes of disputes

POLICY DIALOGUE: READINESS & SESA

Incompatible & incoherent policy making institutions

Poor land use planning Structural inequality

Insecure land tenure & resource rights



Recap – Some Definitions

Feedback: Opinions on the performance of a project provided to those who run it.

Grievance: Distress expressed in the form of a complaint.

Redress: To set right, remedy by removing the cause of a grievance or making up for it.

Dispute: Two or more people confront over goals they perceive to be incompatible.

Recap - Why is a grievance redress mechanism important?

- Reduce the likeliness of escalation of disputes
- Identify and address potential negative impacts, unanticipated issues
- Improve results and lessons learned

Our Approach: Keep it simple...



- What questions, grievances, and disputes are likely to come up in your country?
- What systems already exist in your country to address those grievances?
- What can we do together to make your existing grievance redress systems work better?

**THERE IS NO GOLDEN-STANDARD
WE ARE ALL LEARNING BY DOING**

Our Approach: 6 Process Essentials

- Easily accessible and well-publicized focal point/s or user facing 'help desk'
- A registry of complaints received, resolution and time to respond.
- Eligibility Review.
- Categorization and Assignment.
- Appeals.
- Monitoring, tracking, and reporting on outcomes.

1. Receive and Register Grievance

Email, Letter, Fax, Phone

Meeting

Proactive Outreach

Other

2. Acknowledge, Assess, Assign

Acknowledge receipt and outline how grievance will be processed, assess eligibility, and assign organizational responsibility for proposing a response

3. Propose Response

Direct organizational response/action

Stakeholder Assessment and Engagement

Refer to different mechanism

Decide ineligible

4. Agreement on response?

Yes, agreement on response

No agreement on response

5a. Implement agreed response

5b. Grievance resolved successfully and closed

5c. Grievance not resolved

6. Review

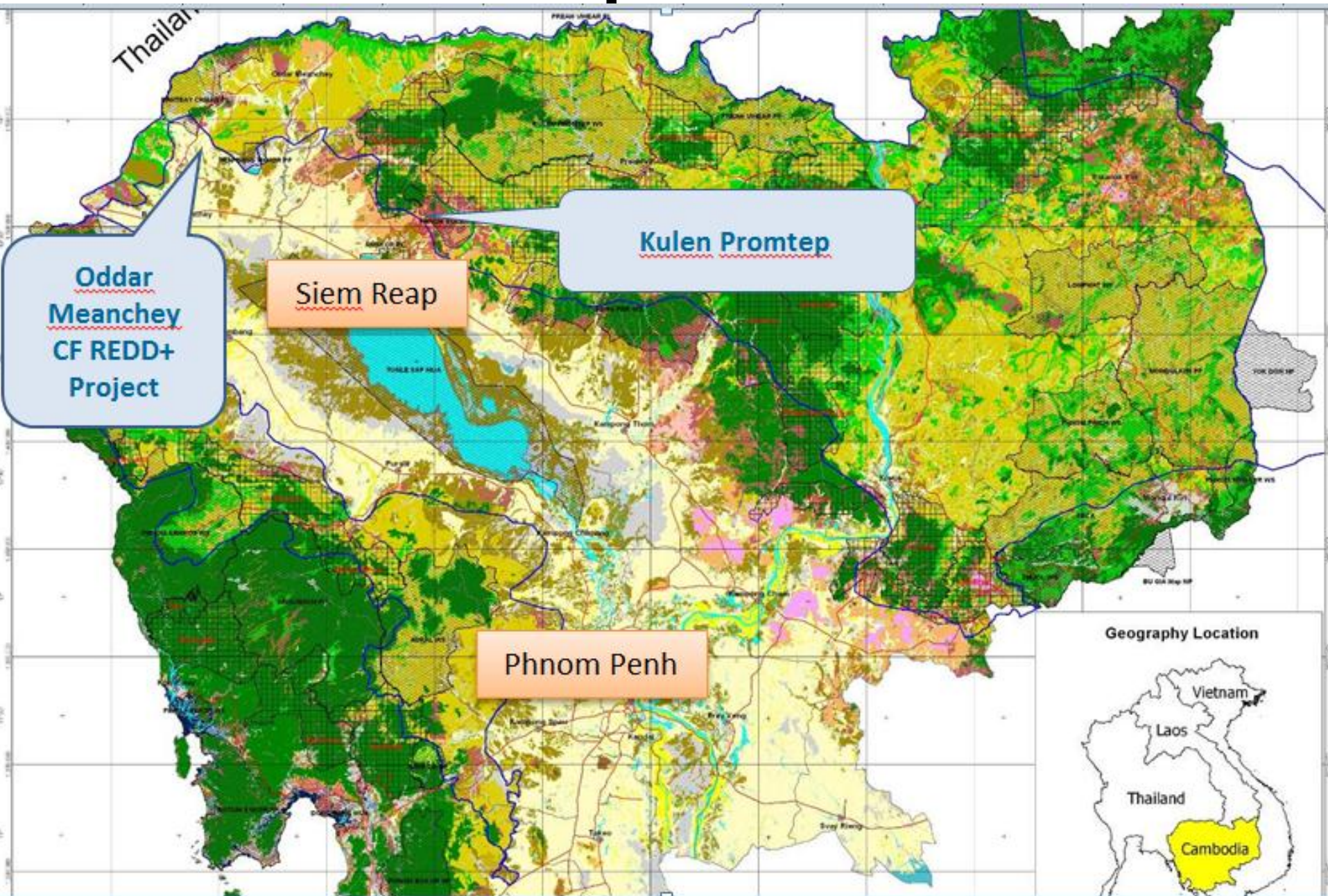
Grievance staff consider whether to revise approach, refer out or close out

7. Grievance referred or closed out

Our Approach: 7 Principles

- **Accessibility:** does it provide sufficient assistance to those who face barriers such as language, literacy, awareness, cost, or fear of reprisal?
- **Predictability:** does it offer a clear procedure with time frames for each stage and clarity on the types of results it can (and cannot) deliver?
- **Fairness:** are its procedures widely perceived as fair, especially in terms of access to information and opportunities for meaningful participation in the final decision?
- **Rights compatibility:** are its outcomes consistent with applicable national and international standards? Does it restrict access to other redress mechanisms?
- **Transparency:** are its procedures and outcomes transparent enough to meet the public interest concerns at stake?
- **Capability:** does it have the necessary technical, human and financial resources to deal with the issues at stake?
- **Legitimacy:** is its governance structure widely perceived as sufficiently independent from the parties to a particular grievance?

Case Example: Cambodia



Entry Points for Strengthening

- **Dispute prevention:** Boundary demarcation and zoning for State Forests and Protected Areas; Joint, integrated local land use planning and zoning
- **Local level:** clarify roles/responsibilities of community management bodies
- **Provincial level:** develop inter-agency team to receive/respond to requests for dispute resolution, with authority from national level
- **National level:** allocate budget for local capacity building for dispute resolution; authorize staff of provincial level to manage disputes, provide guidance on how to; create interagency to oversee , evaluate and support

Resources

<http://www.forestcarbonpartnership.org/draft-toolbox-addressing-grievances-and-disputes-during-redd-readiness-preparation-1>

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Draft toolbox for addressing grievances and disputes during REDD+ readiness preparation

Background: Last year, the FCPF allocated an additional \$200,000 to each REDD Country Participant (as part of Readiness Preparation Grants) to strengthen national feedback and grievance redress mechanisms that form part of a country's REDD+ institutional arrangements as per the FCPF's **Common Approach**.

New guidance material available: A draft toolbox with guidance material is now available to support countries in identifying and managing risks and conflict that may arise during the REDD+ readiness phase or during later implementation of REDD+ programs.

The tool kit includes:

- ▶ A set of **Questions to Consider** to help countries evaluate existing national and local institutions or procedures that address grievances. The set of questions also help to identify priority actions to improve existing mechanisms.
- ▶ A short 6-page **Grievance Redress Mechanism (GRM) Manual** that can serve as a starting point to put in place basic procedures and systems to answer questions and manage grievances.
- ▶ A draft **Guidance Note** that proposes an approach to strengthening grievance capacity in the Readiness phase.

FGRM exercise

- **We are still in Macondo and Minister Fernando has asked us all to help him design an FGRM to deal with grievances related to land tenure and benefit sharing.**
- **You will work in four multi-country groups with the following distribution:**
 - **TEAM 1 (PNG & VANUATU): BENEFIT-SHARING**
 - **TEAM 2 (INDONESIA & NEPAL): LAND TENURE**
 - **TEAM 3 (LAOS & THAILAND): LAND TENURE**
 - **TEAM 4 (CAMBODIA & VIETNAM): BENEFIT-SHARING**

FGRM IN MACONDO

- **You are asked to respond to the following questions:**

IN YOUR IDEAL SCENARIO:

- **WHERE DOES THE FGRM SIT?**
- **WHAT ARE THE INTAKE CHANNELS?**
- **HOW ARE COMPLAINTS ACKNOWLEDGED AND ASSESSED?**
- **WHAT ARE THE DIFFERENT RESPONSES IT CAN OFFER?**
- **WHAT HAPPENS IF THERE IS NO AGREEMENT? IS THERE AN APPEALS BODY?**
- **HOW IS THE CASE CLOSED?**
- **HOW IS THE DATA COLLECTED?**

BE CREATIVE & DRAW FROM YOUR COUNTRY EXPERIENCE!

FGRM IN MACONDO

- **You will be evaluated by a Panel of 3 judges against 6 criteria:**
 - **ACCESSIBILITY**
 - **PREDICTABILITY**
 - **TRANSPARENCY**
 - **LEGITIMACY**
 - **RIGHTS COMPATIBILITY**
 - **FAIRNESS**