

A three-stage process for resolving grievances

The approach to resolving grievances is shown in **Figure 1**.

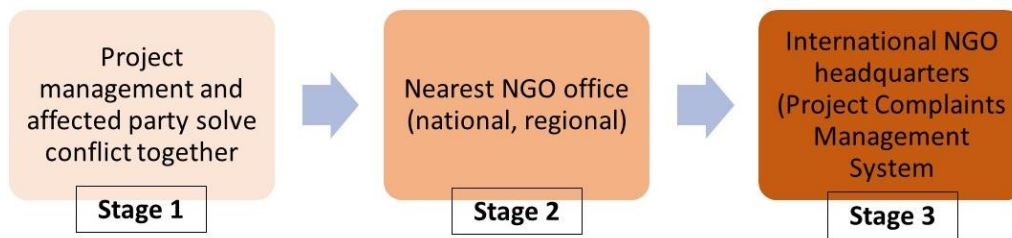


Figure 1: Process for resolving grievances

The best approach to resolving grievances involves project management and the affected party reviewing the conflict and deciding together on a way forward that advances their mutual interests (**stage 1**).

While recognizing that many complaints may be resolved directly between project management and complainant, the complainant can escalate the concern to the next higher level (**stage 2**) if no solution to the complaint is found or the claimant is not satisfied with the response, by contacting the nearest NGO office (Country Office or Regional Office).

If these two stages have not been successful, the complainant can forward the grievance to the centralized Project Complaints Management System– **stage 3**, housed in the NGO central/international headquarters. Complainants should explain that good-faith efforts have been made to first address the problem directly with the project management and then with the nearest NGO office.

If the concern is sensitive, the complainant fears retaliation or for any other justified reason, the first two stages can be skipped and the complaint can be submitted straight to the Project Complaints Management System in the NGO international headquarters

Adapted from IUCN (2020) ESMS Grievance Mechanism - Guidance Note. Version 2.1 – October 2020. <https://www.iucn.org/sites/default/files/2022-05/iucn-esms-grievance-mechanism-guidance-note.pdf>