



GRIEVANCE MECHANISM TOOLKIT

Why are grievance mechanisms a good investment and what does an effective mechanism look like?

Wednesday, April 5, 2017, 12:00-1:00 PM
IFC, 2121 Pennsylvania Avenue, NW, Washington, DC, 20433
Room L-109

Grievance mechanisms are an essential part of accountability and an important component of good community and stakeholder engagement. However, some companies may feel that they do not have the capacity or resources to implement grievance mechanisms effectively in their operations, or may not be convinced of their value.

Why are grievance mechanisms a good investment? What issues should be considered by companies when establishing a grievance mechanism? How do you build a good mechanism and put it into practice? And how do you monitor its effectiveness to improve business practices?

This session will explore CAO's new interactive Grievance Mechanism Toolkit (<http://www.cao-grm.org/>) which was designed to respond to these challenges. Geared towards small and medium companies, the online toolkit contains practical advice and templates on how to design, implement, and operate a grievance mechanism, how to troubleshoot problems as they arise, and evaluate aspects for improvement.

The toolkit was produced by CAO Advisory in the context of its work to help improve the environmental and social performance of IFC and MIGA projects.

PLEASE JOIN US FOR A DISCUSSION AND LUNCH

Explore CAO's Grievance Mechanism Toolkit online at www.cao-grm.org

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For any questions please contact Emily Horgan, ehorgan@worldbankgroup.org.



FOR MORE INFORMATION ON EVENT SPEAKERS SEE BELOW

About the Speakers:



David Atkins, *Social Performance Lead for Latin America and the Caribbean, Shell*

David Atkins is currently Social Performance Lead for Latin America and the Caribbean at Shell. Prior to this role, he was Shell's Principal Technical Expert for Community Engagement, where he was responsible for global implementation and improvement of grievance mechanisms across the Shell Group.

David has a MSc in environmental and water resources engineering, and has 25 years of experience working in multiple industry sectors, including oil, gas and mining, agriculture, and infrastructure. For the past fifteen years, he has focused on engaging communities and company representatives to resolve conflicts over resource development. Before joining Shell, he served as an advisor and consultant to CAO where he applied his technical and mediation skills.

He works in the areas of stakeholder engagement; assessing and addressing social and environmental risk; consensus-based approaches to conflict; global standards and practices; collaborative processes; and environmental, social and health impact assessment.



Osvaldo Gratacos, *Vice President, CAO*

Osvaldo L. Gratacós was appointed to the position of Vice President, Compliance Advisor Ombudsman (CAO) in 2014 following an independent selection process led by civil society, industry and academia. Prior to joining the World Bank Group, Mr. Gratacós was appointed by President Barack Obama as the Inspector General for the U.S. Export-Import Bank (Ex-Im Bank), where he was responsible for inspections of transactions, audits, compliance reviews, and fraud investigations relating to Ex-Im Bank's US\$100+ billion credit program portfolio involving over 150 countries. Formerly, Mr. Gratacós was a commercial counsel at Motorola, Inc. and was an attorney advisor and then Acting Legal Counsel to the Inspector General for the U.S. Agency for International Development, Office of Inspector General (USAID/OIG). Mr. Gratacós holds a Bachelor's degree from the Inter-American University of Puerto Rico, a Professional MBA from the University of Massachusetts (Amherst), a Juris Doctor from the University of Florida, and a Masters in International Policy and Practice from The George Washington University.



Elizabeth Mensah, *Specialist - Advisory, CAO*

Elizabeth Mensah currently leads CAO's Advisory role. Prior to joining CAO, Elizabeth taught and researched at Johns Hopkins University. Her work has been regionally focused in Africa, specifically with regards to traditional land rights and chieftaincy systems, the impact of conflict on development, and local tools for violent conflict identification, management, and mitigation. A Ghanaian and Canadian national, Elizabeth holds a PhD in International Relations from Johns Hopkins School of Advanced International Studies (SAIS).

