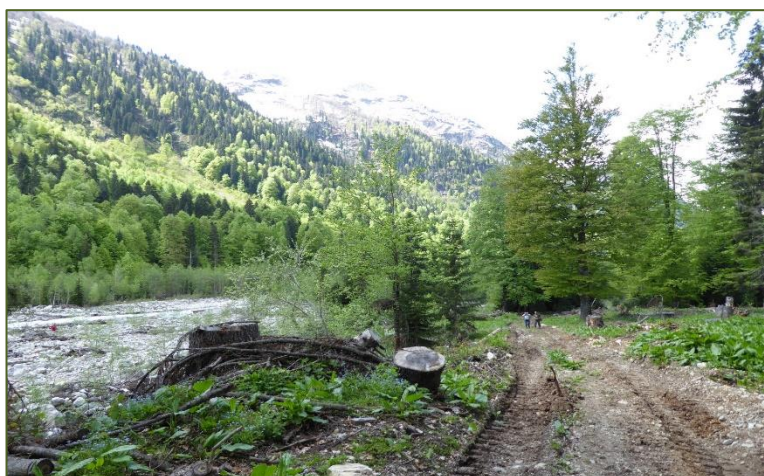




ANNEX 7a

STAKEHOLDER CONSULTATION AND ENGAGEMENT PLAN AND GRIEVANCE MECHANISM

**“Enabling Implementation of Forest Sector Reform in Georgia to
Reduce GHG Emissions from Forest Degradation”**



Prepared for the GIZ
for submission to the
Green Climate Fund (GCF)



***“Enabling Implementation of Forest Sector Reform in
Georgia to
Reduce GHG Emissions from Forest Degradation”***

**STAKEHOLDER CONSULTATION AND ENGAGEMENT
PLAN AND GRIEVANCE MECHANISM REPORT**

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1. INTRODUCTION

1.1 Overview

The project aims at reducing emissions from forest degradation through sustainable management of forests as well as promotion of energy efficiency and alternative fuels to reduce fuelwood consumption as a main driver of forest degradation. The project will result in the reduction of national GHG emissions, equivalent to approximately 5.2 million tCO_{2eq} over 7 years. Furthermore, the project will strengthen institutional and regulatory systems for low-emission planning and development, at the national and provincial levels, as well as improved law enforcement.

This report represents the Stakeholder Engagement Plan and Grievance Mechanism of the Environmental and Social Impact Assessment and the Environmental and Social Management Plan. This document outlines the planning processes, approach and results of the stakeholder engagement consultations carried out from March to April 2019, it also provides the proposed Stakeholder Engagement Plan and the Grievance Mechanism Procedure.

1.2 Objectives

GIZ is committed to achieving meaningful consultation with stakeholders, as such a Stakeholder Engagement process was carried out with stakeholders to obtain feedback and discuss recommendations and concerns, the environmental and social impacts, the preliminary measures proposed by the Project to manage negative impacts and explore opportunities to maximize positive impacts.

The objectives of the consultations were:

- Introduction of the Project.
- Identification of preliminary impacts and mitigations from stakeholder perspective.
- Obtain stakeholder suggestions and concerns.
- Present the summary ESMP.
- Obtain a preliminary understanding of barriers towards pro-environmental behaviour (what drives the current behaviour and how rural communities might be motivated to change behaviour despite the value of the felled tree) and understanding of socio-economic and cultural barriers associated with using energy efficiency stoves and alternative fuels (for example are there preferences for cooking with fuelwood and what would motivate a change in behaviour).



- Understand the ecosystem services of the forest from community and local authority perspective.
- Baseline information gathering.

Report Structure

The report is structured in three sections. The first section provides the introduction, the second section describes the ESIA/ESMP consultation process undertaken by the Project preparation team, the third section provides a description of the Stakeholder Engagement Plan, including the Grievance Mechanism Procedure and the final section provides the key performance indicators and reporting, as shown in Table 1-1 below.

Table 1-1: Report Structure

Chapter	Description
Chapter 1	Introduction
	1.1 Overview 1.2 Objectives 1.3 Report Structure
Chapter 2	ESIA/ESMP Public Consultation
	2.1 Principles of Consultation 2.2 Methodology 2.3 List of Meetings 2.4 Focus Group Discussions 2.5 Public Consultation/Validation Workshops
Chapter 3	Stakeholder Engagement Plan
	3.1 Project stakeholders 3.2 Method of Engagement 3.3 Stakeholder Program 3.4 Grievance Mechanism Procedure
Chapter 4	4.1 Key Performance Indicators 4.2 Reporting

2. ESIA/ESMP STAKEHOLDER CONSULTATION PROCESS

2.1 Principles of Consultation

GIZ has made a commitment to adopt the following principles regarding stakeholder engagement for the Project:

- Transparency and accountability;
- Inclusive consultation;
- Information sharing; and



- Participatory decision-making and consultation during early phases and throughout the lifetime of the Project.

2.2 Methodology

The ESIA engagement process was undertaken jointly with the gender specialist to create efficiency and to minimize stakeholder fatigue. One representative from GIZ was present during all the community and local authority meetings to present the Project and to respond to technical questions.

The regional, local and community consultations were conducted in the three selected regions and eight target districts (for detailed description of methodology for selection of the target regions and districts please refer to the Feasibility Study).

One town/village from each district was selected for consultations by the local office of the National Forestry Agency (NFA) and the GIZ local representative. The criteria used by the ESIA/GIA consultants were:

- Distance to forest (both villages that were close and far from the forest were selected).
- Distance to regional and district capitals.
- Population size of town/village.

Of the eight towns/villages identified, only one was not visited given that the Mayor was concerned about raising expectations with the communities since the Municipality was in the process of undertaking some consultations with the local villages. The regions, districts and villages concerned by consultations are presented in

Table 2-1 below.

Table 2-1: List of Regions, Municipality and Towns/Villages

Region	Municipality	Town/Village
Mtskheta-Mtianeti	Tianeti	Tianeti (<i>not visited</i>)
Kakheti	Akhmeta	Argokhi
	Telavi	Vardisubani
	Dedoplistskaro	Dedoplistskaro
	Kvareli	Shilda
Guria	Lanchkhuti	Lesa
	Chokhatauri	Zoti
	Ozurgeti	Mtispiri

The members of the communities that participated in the consultations were identified by the local GIZ representative, with support from the NFA and the Municipality. A request was made to the GIZ representative, NFA and the concerned municipalities that it was important to hold the consultation sessions with a good representation of the villages and that both women and



men should participate. As a result, approximately 38% of the participants from the communities were women. Prior to initiating the consultations, the ESS consultant prepared a Q&A guide, which was validated by the GIA specialist and the GIZ. The purpose of the Q&A guide was to ensure that the messages provided to stakeholders were consistent. In addition, a consultation guide was prepared to facilitate the discussions with the regional, municipal, NFA and community members. Furthermore, photographs of the energy efficient stoves and the briquettes were printed and were presented to the participants during the discussions.

All stakeholders were provided with information about the components of the Project, the current stage of the Project, as well as next steps and issues concerning environmental and social impacts. During the consultations two main approaches were used; (i) key informant interviews; and (ii) focus group discussions.

The meetings with NGOs in Tbilisi were organized by the GIZ office in Tbilisi. The purpose of the meetings was to obtain feedback regarding the Project and understand their concerns and obtain their recommendations regarding impact mitigations.

In addition, two validation meetings were held in Tbilisi with Government representatives, MDBs, and members of civil society to present the Project and the ESIA/ESMP. These meetings were organized by the MoEPA and GIZ

On a broader scale, the approach used for the stakeholder engagement process for the ESIA/ESMP consisted of the following:

- a) Consultation meetings held with the MoEPA in Tbilisi (March 5, 2019);
- b) Consultation meetings held with NGOs in Tbilisi (March 25 and 26, 2019);
- c) Consultation meetings held with National, Regional and Municipal government representatives (see table 2-2);
- d) Consultation meetings held with NFA representatives at Regional and municipal level (see table 2-2);
- e) Consultation/Focus group discussions held with members of the population (see table 2-2);
- f) Public Consultation/validation workshop with the MoEPA, NGOs and other partners (April 3 and 4, 2019);
- g) Public Consultation with NGOs in Tbilisi (April 23, 2019); and
- h) Written correspondence, including company email.



2.3 List of Meetings: ESIA/ESMP Process

Table 2-2 presents the number of meetings held during the consultation process; a more detailed list is presented in Annex 1. Minutes of meetings were prepared for all the Regional, Municipal, NFA and community meetings (see Annex 2). The list of participants supported by photographic evidence are presented in Annex 3 and 4.

Table 2-2: List of Meetings Held with Stakeholders

#	Region	Municipality	Community	Stakeholder	Date
1	Tbilisi	Tbilisi	Tbilisi	MoEPA (Biodiversity and Forestry Division, NFA)	03.05.2019
2	Tbilisi	Tbilisi	Tbilisi	MoEPA (Environmental Supervision)	03.05.2019
3	Kakheti	Telavi	Telavi	Regional Government	03.21.2019
4	Kakheti	Telavi	Telavi	Regional Forestry Service Department	03.21.2019
5	Kakheti	Telavi	Vardisubani	Community Members	03.21.2019
6	Kakheti	Akhmeta	Akhmeta	Municipality staff	03.22.2019
7	Kakheti	Akhmeta	Argokhi	Community Members	03.22.2019
8	Kakheti	Kvareli	Kvareli	Municipality staff	03.22.2019
9	Kakheti	Kvareli	Shilda	Community Members	03.22.2019
10	Tbilisi	Tbilisi	Tbilisi	WWF	03.22.2019
11	Tbilisi	Tbilisi	Tbilisi	Energy Efficiency	03.26.2019
12	Tbilisi	Tbilisi	Tbilisi	Green Movement and Women for Common Future	03.26.2019
13	Guria	Ozurgeti, Lanchkhuri, Chokhatauri	Ozurgeti	Regional Government, 3 Municipality staff	03.27.2019
14	Guria	Lanchkhuti	Zodi	Community Members	03.28.2019
15	Guria	Ozurgeti	Mtispiri	Community Members	03.28.2019
16	Guria	Chokhatauri	Lesa	Community Members	03.28.2019
17	Guria	Ozurgeti	Ozurgeti	Guria Forestry Service	03.29.2019
18	Kakheti	Dedoplistskharo	Dedoplistskharo	Municipality staff	04.01.2019
19	Kakheti	Dedoplistskharo	Dedoplistskharo	Community Members	04.01.2019
20	Tbilisi	Tbilisi	Tbilisi	NGO, GoG, private sector, potential lenders and partners	04.03. & 04.2019
21	Mtskheta-Tianeti	Mtskheta	Mtskheta	Mtskheta-Tianeti Forestry Service	04.08.2019
22	Mtskheta-Tianeti	Mtskheta	Mtskheta	Regional Government	04.08.2019
23	Mtskheta-Tianeti	Tianeti	Tianeti	Municipality staff	04.08.2019
24	Tbilisi	Tbilisi	Tbilisi	Public Consultation/Validation: NGOs, Education Institutions, partners	04.23.2019
25	Kakheti	Akhmeta	Akhmeta	Staff of the Tusheti Protected Landscape	05.03.2019



In addition to the ESIA/ESMP consultations, the Project technical team held numerous meetings with the MoEPA and Regional Government to frame the Project concept. The list of these meetings are presented in Annex 5 and the Feasibility Study provides additional information.

2.4 Focus Group Discussions

As discussed in section 2.2, focus group discussions were held with regional, municipal, NFA, community members and NGOs. The analysis of comments and concerns from community members, regional and municipal government representatives, the NFA and NGOs during the consultations are presented below and elaborated further in Annex 6.

- a) Most people are aware of energy efficient stoves and briquettes. In Guria and Kakheti, most villages visited are using briquettes to heat kindergartens and schools.
- b) In general, people are open to using Energy Efficient (EE) stoves and briquettes, there are no cultural sensitivities regarding their use, however it seems that there might be cultural sensitivities for cooking and heating if they were to use only gas or electricity instead of EE stoves. Some people said they would be glad to switch. Main barrier is cost (cannot exceed current HH energy costs). Another issue is the inconsistent supply of briquettes and access.
- c) Very little awareness regarding the new Forest Code. In general, people feel they have not been engaged and are against some of the requirements (e.g. buying fuelwood from the NFA stores).
- d) Strong ownership of the forest in those villages that depend on the forest, are remote, and are located closer to the forests. *"It is our forest and outsiders shouldn't be allowed to fell the trees"*. However, this is mostly based on what the forest can provide for them, not for the intrinsic value of the forest.
- e) Low citizen engagement and participation in public life and decision making.
- f) Some participants suggested that the EE stoves should be provided for free to vulnerable households.
- g) Participants recommended the need to establish livelihood programs for the communities and businesses. However, they suggested these should be done at a smaller scale, probably due to previous experience of large businesses failing in some regions.
- h) Participants recommended establishing educational programs for the communities regarding forest sustainability and using both women and youth as channels of communication.
- i) Regional government suggested that the best approach for communication is to discuss directly in the villages with the population and this could be supported using Facebook or



another social media platform. In addition, they suggested using municipality and trustee boards for written Project information.

- j) There is a perception, at the community level, that the new Forest Code prohibits gathering of Non-Timber Forest Product (NTFP) and grazing. The communities are concerned about this. It is an indication that they do not have a good understanding of the new Forest Code.
- k) Mtskheta – Tianeti regional government and the local NFA office raised concerns in terms of inclusion of one municipality and asked the GIZ Project representative to advocate for the inclusion of Dusheti Municipality. The reasons given were the remote location of the municipality, the degraded condition of the forest, their strong dependence on fuelwood for cooking and heating and the socio-economic situation of the people in the municipality.
- l) The municipal government mentioned the need to continue the cooperation with the GIZ office in their municipality due to positive impacts of GIZ Projects in their locality and the support provided by the local GIZ representative.
- m) The Akhmeta Administration Unit responsible for administering the Tusheti Protected Landscape mentioned some lessons learned, including the need to have capacity building support from international organizations for managing the protected landscape, the requirement to have legal status granting the administration of the protected landscape to the local government, and the importance of obtaining community motivation to setup a self-government structure.
- n) Some participants recommended that the Project should also incorporate insulation of homes, in particular the windows and roofs of the room where the EE stoves will be located.

2.5 Public Consultations / Validation Workshops

In addition to the focus group discussions mentioned above, two public consultation meetings were held in Tbilisi. The workshops were structured as PowerPoint presentations delivered by the technical and ESIA/GIA team, followed by a Question and Answer period. Simultaneous translation in English and Georgian was available throughout the entire duration of the workshops. The first workshop took place April 3 and 4 with participants from MoEPA, NGOs, Regional and Municipal Governments, NFA, potential lenders and partners, and the private sector. The second workshop was held April 23rd with NGOs (Annex 7 provides the Agenda of the workshop).

GIZ and MoEPA sent an invitation email to all the participants, in both Georgian and English, one week before the event, and followed up by telephone.



Public Consultation/Validation Workshop - April 3-4, 2019

Table 2-3 below presents the questions, concerns and recommendations raised by stakeholders during the two-day workshop. It also includes the responses provided by the presenters, including GIZ, the ESS consultants and the Gender specialist.

Table 2-3: List of Concerns/Comments Raised During the 3-4 April Workshop

Stakeholder Concerns/Questions: Validation workshop conducted April 3-4, 2019	
Component 1 – 1.1	
Concerns/Questions	Response
Comment MoEPA: The Forest Management Plans cannot be developed in isolation; it needs to be done in consultation with all of us. It takes a lot of effort to engage, we never received any comments from communities regarding any of the forest management plans prepared in the past. There is a lot of work to be done to provide more awareness raising and proper engagement. The communities at the moment just see the forest as consumers of the forest and we need to change that attitude and explain the importance and benefits of the forest.	No response was required.
Question from municipality representative: What is the role of the municipalities in this process?	Response from MoEPA: The forest is in the district, when we conduct inventories, we work with the municipalities. We engage with municipalities in terms of inventories, delineation of borders, land use, but the forest belongs to the state and is managed through the NFA. There is no specific role for the municipality in the new Forest Code, but we of course engage with them, but the decision making does not lie with the municipality.
Comment Regional Government: There has been a change in the communities; before people didn't care about the forest, but there is more involvement now since there have been emergencies caused by degradation such as landslides, so people are more aware and more conscious about the problems of forest degradation.	No response was required.
Question Government Forest Policy Division: Are the business plans and the SFM only for the three regions you mentioned? Can you provide more details regarding the slide about harvesting?	This is a pilot and for the future we will continue supporting the NFA. The assumption made in the slide is that through the Project the forest structure will improve over time.
Question GIZ to Government: Can we get confirmation from the government regarding your objective to subcontract 70% of your contracts. How will tenders be issued and what is the selection criteria?	Response MoEPA: This is correct 70% will be subcontracted through the private sector. It is an investment opportunity for the private sector. Small companies at the local level will participate. We want to stop the "shadow companies" and legalize them, but there are challenges since they don't have modern equipment. Ecosystem services must be better applied and understood regarding the multifunctional use of forest.
Component 1.2	
Question from municipality: When will the establishment of the BSY be completed?	We need to take into consideration the phasing basis of the Project, the phasing-out of the social-cut program and start of Project.
Question: Who is responsible for providing awareness and the capacity building?	This would be GIZ and partners.
Comment: We need well established education and training systems. There used to be high turnover at the	Yes, of course. We are still in process of discussing options.



Ministry, and we need to think how to make it more efficient. Rather than establishing new working groups, it would be good for you to empower the existing platforms, not to lose the internal knowledge. We need to discuss this further.	
Component 1 – 1.4	
Question: How will the elaboration of the 3 climate risk reports be done?	We are using a combination of local and international consultants. There is room for national and regional and international workshops. There is a lot of room to develop this.
Component 2 – 2.1	
Question from consultant: What is already happening in Georgia in terms of long-term EE strategy?	This long-term approach is in the process of development and conceptualization. Government Energy Department (Policy): We are in the process of preparing a plan and approach for gas use in Georgia. In terms of EE stoves, we are preparing a recommendation for rural areas to use EE stoves, but we cannot force them to use it. We are preparing EE loans and now it is going to the Parliament. All EE measures need official decisions by the Government.
Question from consultant: What kind of long-term EE support can be done for rural areas?	When we started the design, we were thinking of a central heating system, properly insulated, solar system for hot water, boilers, etc. The problem were costs and how far we could go. Now we want to create a space for a sustainable solution, as the Project moves on, it can look at other alternatives, other sustainable solutions, but costs of course is a key factor. Energy efficiency in the households is important, but we can't do everything at once, we need to start slowly. Maybe in one or two years there can be other solutions like solar water heaters.
Component 2 – 2.2	
Question: How did you calculate the 80 GEL for the monthly repayment affordable to most Households. Comment MoEPA: There need to be more discussions around this subject. Problem is not only money; vulnerable people will not be able to access the loans. Another risk is that the status of vulnerability could be removed. We need to talk with other line ministries.	Financial intermediary: It is based on the experience we have with households that are already doing this. 80 GEL per month is not a high contribution. There are internal rates of return for household calculations, these are just estimates at the moment to minimize risk and our financial structure. There is some flexibility.
Component 2.3	
Question GIZ: Should the awareness be done on national level or local level? How do you see the EE measures, are they targeted to the target regions or national?	We need both, focus at the national level, general public but also at the community level. The messages that need to be delivered to the local communities are important and the messages need to be structured as part of the roll out of the program.
ESIA and Gender Assessment	
Question MoEPA: How were the communities selected and who participated? Were the youth involved?	The villages were selected based on a set of criteria, which included distance to forest, population size, distance to road. They were selected in collaboration with the local NFA office and the GIZ and the people were invited based on who was available to participate. We asked them to include a good representation of the villages and ensure women were present in the meetings.



<p>Comment MoEPA: We are very surprised to hear that the communities have little awareness regarding the Forest Code. We held a lot of public hearings and consultation with them. We are surprised they claim they don't understand the Code or that they haven't heard the requirements. Who went to your meetings and who said they hadn't been engaged regarding the Forest Code?</p>	<p>We need to consider the right approach for engagement with the communities, just because we communicate doesn't mean they are understanding what the impacts are on decision-making. As a group we need to discuss more how to properly engage with the communities. We are only communicating what we were told, we think the communities are a bit confused about the Forest Code and are spreading rumours and they have different perceptions of what is in the Code or what is not.</p>
<p>Comment MoEPA: The issue about community ownership of forest is not about communities protecting the forest but about them using the forest for their own use, such as fuel wood and timber. Attitude of communities is not about protecting the forest but what they can take out of the forest. We need to really think about the awareness campaigns and target the right groups and the right communication messages.</p>	<p>During our consultations the people told us they were attached to the forest, but it was mostly based on the provisional services of ecosystem services. One of the villages also use cultural services such as for recreation services. The intrinsic value of the forest was not evident from our conversations with them.</p>
<p>Envisaged Project Results and Project indicators</p>	
<p>Question: What is the correlation between the price of stoves and the income of the population? What is the amount to be cost effective?</p>	<p>We estimated the current energy costs of the population and also need to estimate the costs of producing the EE stoves. This is all still under review and it also depends on the demand for stoves and the certification process. To be cost effective, it is 5.2 Euro Gg/tCO₂e.</p>
<p>Question: What savings will be decreased due to installation of EE?</p>	<p>The total percentage of fuel wood demand is expected to be reduced by 23% by Project end and 83% by 2040. The total fuel wood reduction is about 339,000 m².</p>

Public Consultation/Validation Workshop - April 23, 2019

Table 2-4 below presents the questions, concerns and recommendations raised by stakeholders during the workshop held in Tbilisi April 23rd. It also includes the responses provided by the presenters, including the MoEPA, GIZ, the ESS consultants and the Gender specialist.



Table 2-4: List of Concerns/Comments Raised During the 23 April Workshop

Stakeholder Concerns/Questions during the validation workshop conducted April 23, 2019	
Component 1	
Concerns/Questions	Response
Comment: We agree with the vision you are proposing for the project. My first recommendation is that it needs to include elements of synergies or complementary activities with other projects happening in Georgia.	Yes of course this is all being considered, and I didn't mention it in the presentation, but this is important to ensure there is coordination between all of us. We need to find synergies. Of course, the multifunctional use of forests are things that are being considered.
Comment: You need to include training modules to protect forest and for energy efficiency, for example tourism training for communities.	
Comment: BSYs are important and we support this initiative, our suggestion is to involve the private sector so they can also run the BSYs.	
You need to think about tourism, recreation and forest use. You need to conduct additional surveys to see if this is possible. Have you developed or considered any of this in your SFM plans? Is it possible to attach a social role to these management plans?	
Question: How will BSYs be organized and how communities will access them? You seem to be very focused on enforcement.	The Forest Agency cannot take the wood door by door, we think the purchasing at the BSYs will happen automatically. There will be a transitional period, the phasing-out of the social cutting program will be done in phases. We need to make the fuelwood resources less available if not illegal activities will continue, this is why we need the enforcement.
Question: We talk about awareness raising. We need a joint approach for communication, maybe with Ilia University. We haven't heard about waste management, biomass and how it can be used. Need to use remote sensing, drones, etc...	<p>We are already using different types of remote sensing at the Ministry. The project also includes this type of technology in the project that will be used for supervision and also for management and registration. This project is very revolutionary.</p> <p>We need to build trust and communication with the communities. We need to understand people and collaborate with them. There has been a lot of communication with the communities regarding the new forest code, of course we cannot go to each household, a lot of people had very interesting ideas. We received many comments; it was also covered by the media. We cannot go back now with the New Forest Code, it has already been submitted to parliament. We are very encouraged that the new Code will be approved soon.</p>
Component 2	
Question: Is it possible for vulnerable people to lose their allowance? Are there any communications with other ministries regarding this issue? The 80 GEL that you have for monthly payment in fuel, a lot of households fail to come up with this figure.	The stoves are of very high quality, they will have certification. It depends also on how many producers there will be and demand. This is still in process of development. We have scheduled more meetings with the Government to clarify some issues, such as the allowance.
Question: We don't see how the price of EE stoves is realistic. Why would the population want to buy this at such a high price?	We need to find out different schemes with the government and find alternatives for co-financing and benefits for the households.
Comment: The government also needs to be involved in identifying financial schemes.	



Comment: You should also consider alternatives instead of stoves. I have seen better technology instead of these stoves.	
ESIA/ESMP	
Comment: These are interesting recommendations you mention and good analysis of the situation. It was a good presentation and the impacts you are proposing are very clear and thorough. You need to be careful about some of the recommendations that might not be aligned with the Forest Code.	Thank you for your comment. We are still discussing the ESMP with the MoEPA and the ESMP will be refined further in the near future.
Question: The gas is very expensive, and this is why communities don't use gas. Has this project calculated which will be cheaper gas or EE stoves?	We have already done this calculation and it is very expensive for the populations to use gas. Use of gas would have to be a strategic decision made by the Government.
Question: We have a website and Facebook at the Ministry; do you know if people use social media? How is it possible to combat this illegal cutting?	We got the impression that at the regional and municipal level people have a good use of social media, they are very active in some municipalities, but not so much in the villages. The main issue to combat illegal cutting is to find economic alternatives for the people. People wouldn't cut if there are alternatives, but there is not one single answer, you need a combination of solutions.

3. STAKEHOLDER ENGAGEMENT PLAN (SEP)

This section of the report presents the stakeholder engagement plan for the Project and provides details for future meetings and consultations. Stakeholder engagement provides the basis for stakeholders to participate in the Project through participatory consultation, awareness and sharing feedback. The engagement process is a continuous dialogue carried out on an on-going basis throughout the lifetime of the Project.

The SEP includes a grievance mechanism so that stakeholders and the public can raise concerns, provide feedback and comments regarding the Project.

In addition, and as required by IFC, GCF and GIZ, the Project will pay attention to vulnerable people during the engagement process. Vulnerability is a multiform concept: economic vulnerability (measured by the level of income for example) will be correlated to social vulnerability (handicapped, age, widows, orphans, etc.).

Specific requirements regarding stakeholder engagement are addressed in paragraph 27 of IFC's PS#1.

"The client will develop and implement a Stakeholder Engagement Plan that is scaled to the project risks and impacts and development stage and be tailored to the characteristics and interests of the Affected Communities. Where applicable, the Stakeholder Engagement Plan will include differentiated measures to allow the effective participation of those identified as disadvantaged or vulnerable. When the stakeholder engagement process depends substantially on community representatives, the client will make every reasonable effort to verify that such persons do in fact



represent the views of Affected Communities and that they can be relied upon to faithfully communicate the results of consultations to their constituents”.

3.1 Objectives

Stakeholder engagement will be continuous throughout the implementation of the GCF project. This stakeholder engagement plan has been designed with the following objectives for communication and consultation:

- Convey a strong message of commitment to Georgian legal requirements and international standards.
- Demonstrate a willingness to maintain an open and transparent dialogue and engagement with key stakeholders.
- Showcase meaningful consultation through the MoEPA in Georgia, in particular, regarding participatory consultation of the Sustainable Forest Management (SFM) plans and secondary legislation.
- Anticipate potential negative reactions from stakeholders and mitigate and neutralize possible reputational damage to the Project, MoEPA, GIZ and GCF.
- Foster two-way dialogue with stakeholders.
- Maintain consistent messages regarding the Project activities and manage expectations.
- Provide quality and accurate information to stakeholders at relevant stages during the lifetime of the Project.
- Maintain registers of all communications, consultations and grievances (Annex 8 includes a sample communication register).

3.2 Project Stakeholders

The Project stakeholders can be grouped broadly into three main levels as indicated below:

- National level – including all ministries, MFIs, NGOs and media working at the national level;
- Regional level – including regional government, regional NFA and DES offices, NGOs working at the Regional level, SMEs, media; and
- Local level – municipality, local trustees, community population, community-based organizations and associations operating at the community level.



Stakeholder Categories

Stakeholders are persons or groups who are directly or indirectly affected by a Project, as well as those who may have interests in a Project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other businesses (IFC 2007).

The table below describes the stakeholder categories identified for the Project.

Table 3-1: Stakeholder Category

Stakeholder Category	Description
Financial Partners	This includes all the financial partners, such as GCF, BMZ, Government of Georgia, Crystal, SIDA and the Swiss Development Agency (to be confirmed).
Central Government	Ministry of Environmental Protection and Agriculture (MoEPA) Ministry of Economy and Sustainable Development (MESD) Ministry of Labor, Health and Social Affairs (MLHS?) Other governmental institutions. NFA HQ DES HQ
Regional Government	Regional NFA offices and DES Governors office
Local Government	Municipal government (Sakrebulo and Mayors' office) Representatives of Mayors at the communities (e.g. trustees and elected village representatives)
Local Villages and local population	All villages in the targeted municipalities
Civil Society Organizations	NGOs Women's organizations Informal groups Associations Cooperatives Youth groups Community based organizations
Educational Institutions	Universities
Media	TV, radio, print and social media platforms
Contractors and SMEs	All companies that will be supported by the Project at the national and local level and companies that will provide goods and services to the Project (e.g. road construction service providers).

Stakeholder Analysis

Project stakeholders have been grouped into one of three tiers, according to impact or risk, influence or interest, to determine the type and level of engagement (see Table 3-2).



The specific requirements are:

1. *First Tier Stakeholders*: High/Frequent level of impact/risk, influence or interest in Project activities and decisions.
2. *Second Tier Stakeholders*: Medium/Semi-frequent level of impact/risk, influence or interest in Project activities and decisions.
3. *Third Tier Stakeholders*: Low/Infrequent level of impact/risk, influence or interest in Project activities and decisions.

Table 3-2: Level of Engagement by Tier Group

Tier level	Description of Impact/Risk	Type of Engagement
Level 1 – Financial Partners, Central Government and Local Communities		
Financial Partners	Reputational.	<ul style="list-style-type: none"> - Annual reporting - Monitoring and Evaluation - Closure report
Central Government	<p>Challenge of implementing forest code and related regulation.</p> <p>Challenge of implementing Sustainable Forest Management Plans.</p>	<ul style="list-style-type: none"> - Constant communication with the ministry, NFA and supervision department, especially regarding regulations, SFM Plans and matters concerning community access to the forest and maximizing project positive impacts. - Communication through PMU and Steering Committee
Local Villages and local population	<p>Community conflict and challenges implementing components 1 and 2.</p> <p>Road blockages and other type of social unrest.</p>	<ul style="list-style-type: none"> - Awareness raising of new forest code - Awareness raising of advantages of EE stoves and briquettes - Education programs and environmental communication regarding forest sustainability and biodiversity - Participatory consultation regarding individual SFM Plans (include in decision making process) and other legislation that could impact communities - Information about start of activities, project progress, Forest Code and other - Consultation regarding establishment of livelihood community programs (include in decision making process) - Grievance mechanism procedure - Monitoring and evaluation
Level 2 – Regional/Municipal Government, NGOs, Local Organizations, Local Government		
Regional Government Civil Society Organizations Local Government	<p>Tensions among the government and local community members.</p> <p>Lack of buy-in.</p>	<ul style="list-style-type: none"> - Awareness raising of new forest code and SFM plans. - Regular meetings to explain Project progress. - Liaison activities with NGOs. - Grievance mechanism procedure. - Environmental Communication



Educational Institutions		
Level 3 – National Contractors, SMEs and Media		
Contractors and SMEs	Delays in the provision of goods and/or services.	<ul style="list-style-type: none"> - Establishment of transparent and competitive procurement procedures. - Communicate opportunities for goods and services at the regional and municipal office and at the trustee's office. - Establish a Project Facebook page and communicate opportunities. - ESHS-MS awareness for all Project service providers.
Media	Negative coverage of Project activities by media.	<ul style="list-style-type: none"> - Establish a regular communication channel with media representatives and assign one person in charge of communications with media (from MoEPA).

Incorporation of Vulnerable Groups for Stakeholder Engagement Purposes

Households are considered vulnerable if they are:

- Registered as poor in the Government's local social services department;
- Women-headed households;
- Households headed by elders (≥70 years old) without any other household member bringing in income;
- Households headed by people with disabilities;
- Other groups that might be discriminated against due to social circumstances e.g. transient population.
- Specific measures will be established by the Project to ensure vulnerable households are integrated in the Project's engagement process. Some of these measures include:
 - Project staff will organize individual meetings at their home or other mutually convenient location, at a mutually convenient time.
 - Support vulnerable people to understand the grievance mechanism procedure.
 - Develop livelihood community programs that are suitable for vulnerable households.
 - Schedule separate meetings if required with transient population.
 - Propose transportation assistance, if required to attend Project related meetings and capacity building.

Incorporation of Gender for Stakeholder Engagement Purposes

A Gender Action Plan (GAP) has been elaborated to mainstream gender-related measures into the programme, ensuring that gender-related risks are avoided or mitigated, and to maximize climate and development co-benefits for both men and women. The GAP pays special attention to women, considering that women are not a homogeneous group, and the additional challenges that women may face.

Gender considerations include:



- All employment requirements by the Project will specifically mention that women are encouraged to apply (gender sensitive language during recruitment and procurement).
- Ensure that prior to scheduling meetings, communicate that women are encouraged to participate in the Project meetings.
- Organize specific focus group meetings with women.
- All data to be gender sensitive, i.e. disaggregated by sex.

The Project is committed to working with the Government of Georgia to identify opportunities to increase women's participation in the Project. Refer to the Gender Analysis (GA) and Gender Action Plan (GAP) for further information regarding gender.

3.3 Methods of Engagement

Government

Information meetings will be held regularly with the government. The Project team is in constant communication with the MoEPA, however, once the Project implementation starts, more regular communication will be held with the Ministry, this will also include Regional and Municipal Government. Weekly meetings will be held by the Environmental and Social Management Plan and Gender Specialist (ESMP+G specialist) and the PMU as well as monthly meetings with the Steering Committee.

Outreach Visits in Towns/Villages

Involving the communities and giving them a voice will likely increase ownership of the processes and actions. Decisions that come out of public participation are likely to be more long-term oriented and sustainable since it reflects a diversity of opinions and information from the ground. Reaction on the decisions made by the communities will help build cooperation, relationship and trust. The key is to establish ownership, buy-in, trust, and put in place a shared-vision for natural resource management.

Topics of engagement will include Project schedule, awareness regarding forest sustainability, awareness regarding the new Forest Code, meaningful consultations regarding the Sustainable Forest Management Plans, design and follow-up of the livelihood community programs that are under discussion with other donor agencies, further discussions regarding Project impacts and mitigations, monitoring and evaluation, and other issues of interest related to the Project that the communities might want to discuss. Prior to scheduling meetings, specific mention will be made to encourage women, youth and vulnerable people to participate in the meetings.



Consider holding meetings separately with women, men, transient population, vulnerable groups, and youth to encourage dialogue with all groups. Plenary meetings can also be held with all groups once the initial dialogue seeking feedback from the individual groups have been held. This will need to be reviewed on a case by case basis depending on the village and topic.

It is imperative to hold consultation meetings directly in the concerned villages, tools to support the engagement may include written material such as brochures, photos, posters, banners, land use maps (which is a great tool to show the communities the changes in land use as shown in the ESIA), and others.

Local Government

Meetings will be held with local Government in each of the concerned villages to discuss the Project's key messages. In addition, information will be provided regarding activities that could impact their villages in the immediate and long-term.

Schools

In course of the awareness raising activities of the Project awareness raising sessions at the schools with children and youth regarding the environment, forest sustainability and biodiversity will be scheduled. The Project will support educational visits to the forest to discuss flora species and uses, fauna, and ecosystem services. In addition, the Project could support competition programs in the schools related to the environment (e.g. drawing competitions, cleaner schools, waste separation, excursions to clean up the forest, planting tree seedlings in the school yard, and other). Including celebrating the annual International Day of Forests (March 21), Earth Day (April 22), World Environment Day (June 5) and others.

Civil Society Forums

Recognizing the need to provide more information to stakeholders, the Project will consider establishing Civil Society Forums. The objective of the forums will be to facilitate discussion and communication between the local stakeholders and the Project. The forums will enable representatives to hear about the Project, ask questions, bring up issues and concerns, and share their opinions. The forums will be a formal mechanism for engaging with the communities, NGOs and key decision makers of the concerned villages. The forums could take the form of Open-House discussions, which allows one-to-one discussions.

The forums will be organized annually in the three target regions, if additional forums are requested by the communities, more forums can be organized, or less. The issues to be discussed at each session will be chosen in collaboration with the participants. Topics may include:

- Project status



- E&S impact and mitigation measures and progress
- Sustainable Forest Management Plans
- Forest code
- Environmental awareness
- Climate change and impacts
- Community health and safety and emergency response
- Other

Website and Social Media

Information about the Project will be provided through the existing MoEPA, NFA and other websites for the Project. The website will be a crucial tool to ensure that national and international stakeholders have access to Project documentation. In addition, the Project will use the MoEPA Facebook page to convey Project messages. Also, some municipalities have established Facebook pages and this tool could be used to communicate Project messages. Nevertheless, social media should not replace the direct face-to face meetings in the villages.

Information Panels

The regional, municipal and trustee offices have information panels (Figure 3-1), these panels can be used by the Project to communicate written Project information such as Project start, recruitment opportunities, restrictions to access the forest, fire risks in the forests, upcoming Project events, procurement opportunities, and other.

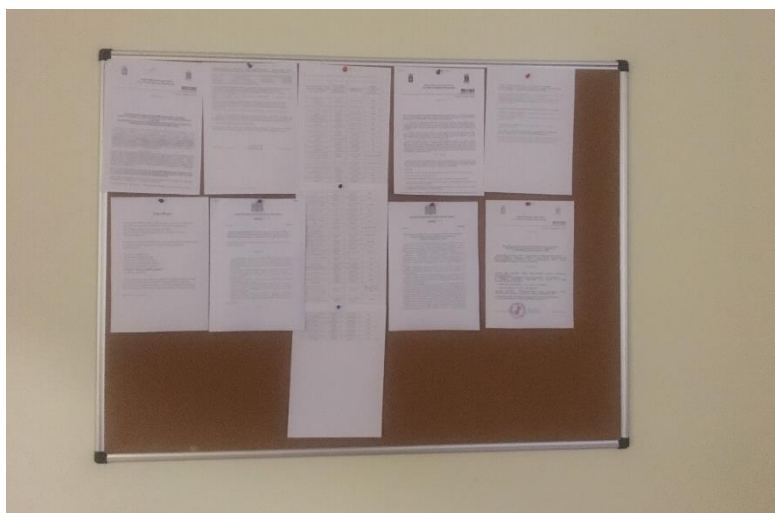


Figure 3-1: Information Panel in Akhmeta Municipality

Media

The Project's approach with the media (print, television, radio, website) will include the following:

- Use appropriate methods and channels for communicating specific messages.



- Issue press releases from time to time, linked with key milestones or general announcements.
- Respond to media queries.
- Engage pro-actively with media during times of crisis.
- Provide information in a timely manner to prevent information vacuums where speculation and rumours develop.
- Provide facts in a transparent manner, including easy-to-read material.

Women's Room

As suggested by the Gender Specialist, the Women's Room located either at the regional or municipal office can be used for communication purposes (refer to the Project's GA/GAP report).

University of Tbilisi or Other Education Institutions

Consider encouraging research through Georgian Universities such as the Tbilisi University, this research could take the form of research questions/problem solutions, for example research about:

- "Species Name" assessment of population demography and distribution in Forest A".
- Factors contributing to improving community attitudes towards forests and protected areas.
- Assessing the effectiveness of the Protected Areas Network vs Forest Network in Georgia.
- Assessing the value of Community-based monitoring of "species name" or "forest".
- Assessing the value of Community-based Forest Management in the Caucasus.
- Potential threats, such as climate change and effect on "species name".
- Assessment of community conservation programmes in the Caucasus.
- Barriers for women in community conservation programs/community forest management.

3.4 Stakeholder Engagement Plan

Table 3-3 below presents a preliminary Stakeholder Engagement Plan that will be further developed by the GIZ ESMP+G specialist.



Table 3-3: Stakeholder Engagement Plan


#	Means of Engagement	Targeted Stakeholder Group	Information to be disclosed	Timeframe	Responsibility	Opportunity for stakeholder to participate
1	Website	All stakeholders	ESIA/ESMP disclosed on websites of GCF, GIZ and MoEPA.	30 days as per GCF and GIZ requirements	GIZ	Stakeholders can visit the website to view the ESIA/ESMP.
2	Create a dedicated website for the Project in Georgian and Facebook page (could be the current MoEPA website)	All stakeholders	Project updates	Within 3 months of project approval. Maintain throughout lifetime of the Project	MoEPA	Stakeholders can obtain recent Project information and post questions.
3	Prepare theme-specific brochures/leaflets and information (an example is provided in Annex 9). Brochures to be disseminated in the villages and posted on the community and municipality boards (liaise with local NGOs and Community Forest Focal Points)	Communities	Brochures	4 times per year and as required by the Project	GIZ and MoEPA	Stakeholders can get involved in the brochure design by showcasing activities undertaken by the communities regarding the environment.
4	Information sessions regarding the Forest Code	Communities and Local Government	Key requirements of Forest Code	Within 6 months of Project approval	MoEPA supported by GIZ	Stakeholders understand Forest Code and rumours are controlled regarding what is included or not in the Forest Code.
5	Conduct participatory consultation meetings to develop the SFM plans. The	Communities, NGOs and	Discussions regarding SFM (NFTP, cultural	As required and during preliminary design of SFM	MoEPA supported by GIZ	Stakeholders are free to provide input and recommendations regarding



	consultation should be held directly in the villages and municipalities. Consider the use of Open Houses in the Municipalities, which allows one-to-one discussions	Local Government	rights of usage, grazing targets and locations, etc.) and summary of key regulations in SFM			aspects of the SFM plans that affects them. Mutual understanding of concerns and issues.
6	Conduct participatory consultation meetings regarding secondary legislation that will be developed through the Project	Communities, NGOs and Local Government	Discussions regarding secondary legislation and written summaries of key legislation	As required and during preliminary discussion of legislation	MoEPA supported by GIZ	Stakeholders are free to provide input and recommendations regarding aspects that affects them. Mutual understanding of concerns and issues.
7	Annual (frequency will depend on level of interest and progress) Civil Society Forum in the concerned regions	Regional and Local Government, NGOs, communities	Theme specific	After one year of start of the Project.	MoEPA supported by GIZ	Allows stakeholders to understand project progress and raise issues of concern, if any.
8	Environmental awareness in the primary and secondary schools	Children and youth	Theme specific	After one of start of the Project	GIZ	Awareness regarding the environment and children and youth can contribute to the elaboration of further environmental education programmes.
9	Focus group discussions (e.g. women, transient population)	Women, youth groups and other	Theme specific (e.g. EE stoves, forest ecosystem services, sustainability of forests, etc.)	Within one month of start of the Project	GIZ	Personal participation and communication.

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10	Individual discussions (e.g. vulnerable households)	Individuals as required	Theme specific	Within one month of start of the Project	GIZ	Personal participation and communication.
11	Information sessions with SMEs regarding qualifications	SMEs	Project procurement requirements and conditions (e.g. health and safety)	Prior to start of any procurement activity	GIZ	Understanding of project requirements regarding procurement.
12	Participatory consultation	Beneficiaries of Livelihood Community Program	Discussions, individual project information, targets, expected results, concept, etc.	As required and during preliminary design	GIZ and participating lender organization	Full participation and involvement in the design and implementation of the Project.

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3.5 Grievance Mechanism Procedure

A formal process is required to manage grievances and minimize social risks. The implementation of this procedure will result in the reduction of social risks, generate systemic change to reduce the volume of grievances and enhance the quality of the relationship between the Project and its stakeholders.

The specific objectives of the grievance procedure are as follows:

- To provide a process by which grievances from communities, groups, individuals, local authorities, NGOs and other local stakeholders can be processed efficiently, and constructively. The goal is to resolve grievances amicably and if possible, minimize the use of the legal system.
- To offer individuals and community groups with a way to express their grievances and problems in a rational and transparent manner and demonstrate the important role of stakeholders in programme design and implementation.
- To institutionalize a reporting system to take corrective action.
- To establish a transparent relationship based on mutual respect with the communities and other local stakeholders.
- To establish Project responsibility regarding grievances and establish a course of action to manage the grievances in a timely manner.

International Finance Corporation Guidelines

Performance Standard (PS) #1 “Assessment and Management of Environmental and Social Risks and Impacts” describes conditions for the engagement with stakeholders. IFC’S objectives regarding grievances are:

To ensure that grievances from Affected Communities and external communications from other stakeholders are responded to and managed appropriately.

To promote and provide means for adequate engagement with Affected Communities throughout the Project cycle on issues that could potentially affect them and ensure that relevant environmental and social information is disclosed and disseminated.



Specific requirements regarding the management of grievances are addressed in paragraph 35 of PS#1.

“Where there are Affected Communities, the client will establish a grievance mechanism to receive and facilitate resolution of Affected Communities’ concerns and grievances about the client’s environmental and social performance. The grievance mechanism should be scaled to the risks and adverse impacts of the Project and have Affected Communities as its primary user. It should seek to resolve concerns promptly, using an understandable and transparent consultative process that is culturally appropriate and readily accessible, and at no cost and without retribution to the party that originated the issue or concern. The mechanism should not impede access to judicial or administrative remedies. The client will inform the Affected Communities about the mechanism in the course of the stakeholder engagement process”.

Responsibilities

The overall accountability concerning the management of the Grievance Mechanism Procedure lies with the GCF Project Coordinator. The ESMP+G Specialist is responsible for overseeing the implementation, monitoring and treatment of the grievances and informing his/her counterpart at the MoEPA of the status of the grievances. At the regional level, the GIZ Regional Advisor (GIZ RA) will support disseminating messages regarding the existence of the Grievance Mechanism Procedure to the communities and local authorities, collecting grievances, providing his/her telephone contact in case of grievances, and contributing to the resolution of grievances in collaboration with the ESMP+G Specialist and the NFA/DES.

Background

In general, if an individual or a community files a grievance it is because an activity carried out by the Project is causing (or could cause) damage or because the claimant perceives the activity as damaging. As such, the claimant expects a response, justification and/or compensation from the Project. All grievances are considered admissible and must be considered, the subsequent investigation will determine whether or not the grievance was justified.

The Grievance Mechanism Procedure is based on several basic principles:

- The process must be transparent, in harmony with the local culture and conducted in the appropriate language.
- The channels of communication between the claimant and the Project remain open for the duration of the process.
- Each community member or group has access to the Project Grievance Mechanism Procedure.

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- All grievances are recorded, regardless on whether the grievance is justified or not (the investigation will determine if the grievance is justified). Annex 10 provides an example of a Grievance Register.
- All justified grievances deserve to be discussed with the claimant and require a site visit by the GIZ Regional Advisor or ESMP+G specialist.

Who may file a grievance?

Any individual, local authority, NGO, community group or other local stakeholder who is directly affected or who may have an interest in the Project, including activities, laws and regulation implemented by the MoEPA.

What channels are available to file a grievance?

Individuals and/or groups are free to choose the method that best suits them to file a grievance, they may do so in writing or verbally. The following channels of communication are available to register a grievance.

- Contact the GIZ Regional Advisor. Note that, in this case, the grievance can often be resolved on site, especially if it is related to wrong or incomplete information or a perception by the community member
- Drop a letter in the Grievance letter box that will be located outside the GIZ Regional office (see picture below)



Figure 3-2: Example of Letter Box (from Tianeti Municipality)

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- File a grievance by phone
- Write a letter to the ESMP+G Specialist or Project Coordinator based in Tbilisi
- Express the grievance or issue in any of the meetings held in the town/villages
- Some individuals and groups might feel more comfortable if they can express their problems through a community representative, such as the local trustee. As a result, stakeholders can also contact the following people to file a grievance:
 - Village Trustee
 - Groups and associations
 - Religious leaders and groups
 - Municipality and/or regional representatives
 - NFA/DES office

Grievance Register

The project will put in place a grievance register to document all grievances and report progress to the PMU, Steering Committee and GCF. The existence of this register, the procedure and conditions of access will be made known to stakeholders.

Steps to Resolve a Grievance


The following steps describe the method to successfully resolve grievances.

Step 1 - Registration of grievances

The following information must be collected from the claimant:

- Description of the grievance
- First name and surname of the claimant
- Means of contact (or phone number)
- Date when problem occurred
- Gender
- Village

Once this information is collected, the GIZ RA (or person receiving the grievance) will inform the ESMP+G specialist. If the grievance has been received in writing an acknowledgement letter will be sent to the claimant.

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Step 2 - Investigation of the grievance

The GIZ RA / ESMP+G specialist will inform the claimant that the usual time to resolve the grievance is within 30 days. The GIZ RA / ESMP+G specialist will discuss with the claimant the issue and obtain the maximum information from the person who filed the grievance. If it concerns a damage caused by an activity related to the Project, the GIZ RA / ESMP+G specialist will take a photo of the damage (if applicable) and the claimant (except if that person refuses to be photographed), as well as GPS coordinates of the site and other details such as extent of damage.

This additional information will allow to i) determine whether the grievance is legitimate; ii) confirm the severity of the grievance iii) determine the frequency of occurrence.

The ESMP+G specialist will classify the grievance by level of severity, as per the Grievance register:

- A. Non-justifiable
- B. Negligible
- C. Minimum
- D. Moderate
- E. Serious
- F. Catastrophic

In collaboration with the claimant, the GIZ RA / ESMP+G specialist will identify a potential solution and discuss the solution with the Project Coordinator and MoEPA Project representative.


Once approved, the proposed solution will be formally communicated to the claimant and any other stakeholder involved.

Step 3 – Treatment of Grievance

If the problem can be solved immediately

Grievances of this kind are normally negligible or minor: It is often a request for information or clarification which takes the form of a grievance. However, if the grievances are not handled properly, they can grow and become major.

In this case, the GIZ RA / ESMP+G specialist can provide the claimant a verbal explanation, which most often is enough to close the grievance.

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If the grievance is not justified

If the object of the grievance or concern is not justified (e.g. unrelated to the Project), the GIZ RA / ESMP+G specialist will inform the claimant. This type of grievance needs to be registered noting that it was not justified, but it is important to keep a record for future reference.

If the grievance is legitimate and requires financial or in-kind compensation

In this case, the GIZ RA / ESMP+G specialist will involve the person and partner/government department responsible for the damage to determine adequate compensation. GPS coordinates and photographs will be taken of the damage. If the claimant is satisfied with the compensation proposed, the case will be closed and archived. A Compensation Payment Form will be filled out and signed by the claimant after the payment. Local authorities participating in the decision making will also sign the form, if applicable.

If the claimant is not satisfied with the proposed solution

In such a case, the GIZ RA / ESMP+G specialist will ask the Local Trustee, followed by the Municipality Representative to arbitrate the dispute and propose an alternative to the claimant. If the proposed solution satisfies the claimant, the grievance can be closed.

If the alternative solution proposed by the authorities is also rejected by the claimant, the GIZ RA / ESMP+G specialist will contact the regional office to identify a solution with the claimant. If the grievance cannot be resolved, the last solution is resorting to the legal system.

The GCF Project Coordinator and his/her counterpart at the MoEPA will be kept up to date with the progress.

Step 4 - Closure

The ESMP+G specialist will determine if the grievance has been closed to the satisfaction of the claimant. Once it has been closed, the information will be entered in the grievances register and the grievance can be closed.

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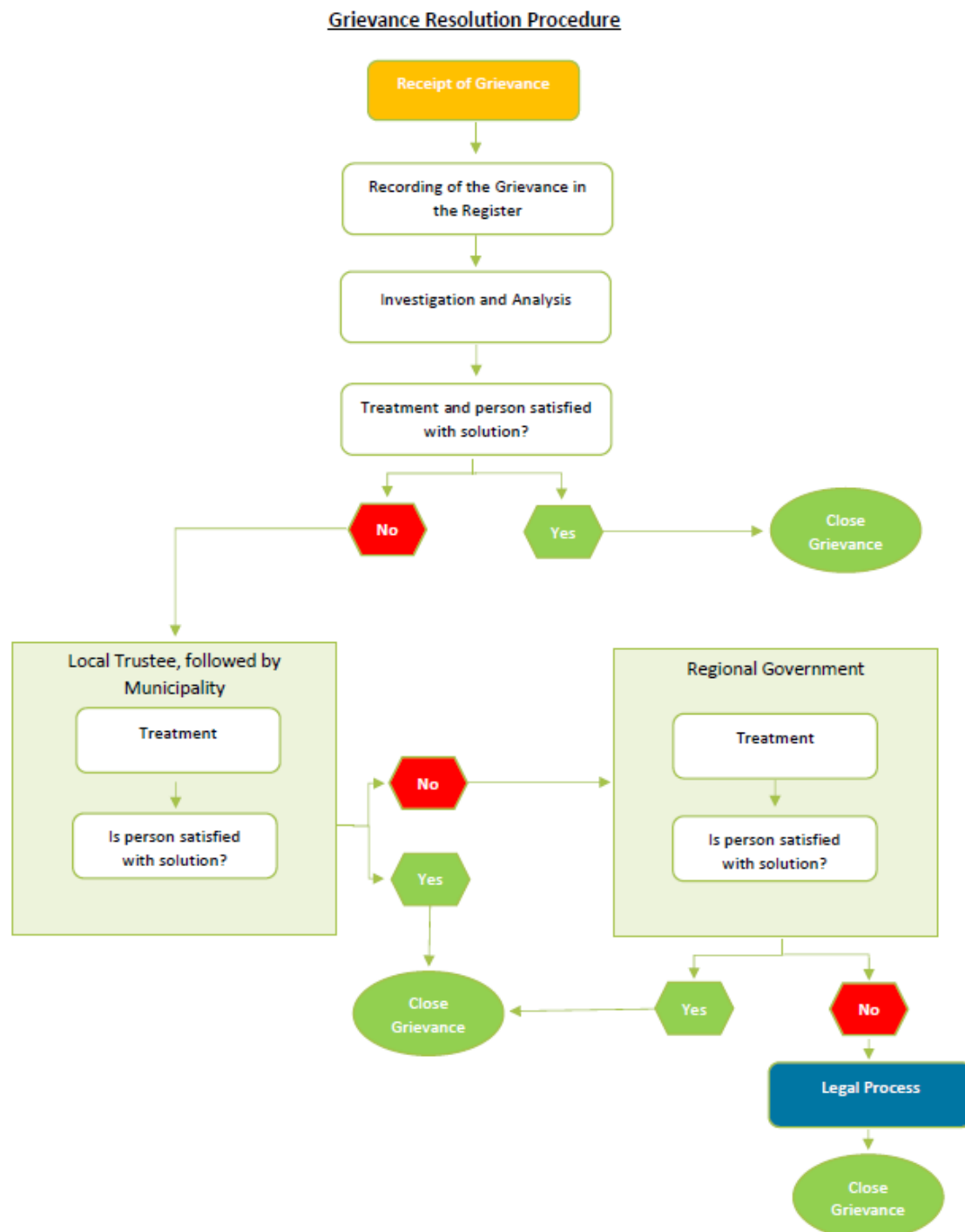


Figure 3-3: Grievance Resolution Process



Mediation

As discussed above, there are four different ways to resolve a grievance, it will be based on case-by case, depending on the severity of the grievance:

1. Between the GIZ RA / ESMP+G specialist and the claimant and/or NFA/DES representative.
2. Through a religious leader, NGO, Trustee or the Mayor's office.
3. Through the Regional Office.
4. Through the judicial system: this is the last resort, to be used in the event that all other approaches have failed.

Note that every effort should be undertaken to reach a settlement agreement with the claimant without resorting to mediations 3 and 4 described above. However, it is important to note that the claimants are entitled to use any of the mediation methods proposed above.


4. Key Performance Indicators and Reporting

4.1 Key Performance Indicators

The key performance indicators for stakeholder engagement are provided below.

Table 4-1: Key Performance Indicators

Communication	Number of brochures disseminated
	Visual aids prepared
	Media
	Press releases
	Announcements in Municipality or Community boards
	Community conservation focal points established
	Education awareness campaigns
	Education awareness in schools
	Number of students attending education awareness
	Education projects in schools
Stakeholder Engagement	Consultations held with communities
	Number of men and women participating in the consultations/information sessions
	Information meetings with communities
	Number of recommendations made by stakeholders, recording of recommendations and whether they have been addressed by project
	Number of grievances
	Number of grievances resolves within specified delay
	Number and type of capacity building delivered to communities and MoEPA
	Update and implementation of stakeholder engagement programme

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4.2 Reporting

Successful stakeholder engagement depends on continuous improvement of social performance, monitoring and adapting to changes and requests for consultation or information. A systematic record of all stakeholder meetings and grievances will be maintained by the Project.