

**OPERATIONAL MODALITIES FOR THE REDD+ FEEDBACK
AND GRIEVANCE REDRESS MECHANISM (Part I)**

AND

**POSITION PAPER ON AMENDMENT OF GHANAIAN LAW
TO FACILITATE THE USE OF ALTERNATIVE DISPUTE RESOLUTION
TO RESOLVE REDD+ DISPUTES (Part II)**

COMMISSIONED BY THE GHANA FORESTRY COMMISSION

PART II

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TABLE OF CONTENTS

LIST OF ACRONYMS	3
The Context: Potential Grievances Related to REDD+	4
Types of REDD+ Conflicts	4
The Global and National Impetus for a FGRM as a Safeguard	7
Feedback Grievance and Redress Mechanism	8
REDD+ FEEDBACK GRIEVANCE AND REDRESS MECHANISM	8
(FGRM): OPERATIONAL GUIDELINES	8
MAJOR STEP 1: RECEIVE AND REGISTER COMPLAINTS	11
MAJOR STEP 2: ACKNOWLEDGE, ASSESS AND ASSIGN	11
MAJOR STEP 3: PROPOSE RESPONSE	12
MAJOR STEP 4: CLOSED OUT	12
Estimated Time Frame for FGRM Process	13
Capacity Requirements of FGRM Staff	13
RECOMMENDATIONS	14
ANNEXES	15

LIST OF ACRONYMS

CBO	Community-Based Organizations
CSO	Customer Service Officers
DFO	District Forest Officer
DOLTA	Domestic Lumber Traders Association
ESMF	Environmental and Social Management Framework
FGRM	Feedback Grievance and Redress Mechanism
FPIC	Free, Prior and Informed Consent
FSD	Forest Services Division
FWP	Forestry and Wildlife Policy 2012
GSBA	Globally-Significant Biodiversity Area
GTA	Ghana Timber Association
GTMO	Ghana Timber Millers' Organization
HFZ	High Forest Zone
LAP	Land Administration Project
MLNR	Ministry of Lands and Natural Resources
MLRD	Ministry of Local Government and Rural Development
MMDAs	Metropolitan, Municipal and District Assemblies
SESA	Strategic, Environmental and Social Assessment
SIS	Safeguards Information System
SRA	Social Responsibility Agreement
UNFCCC	United Nations Framework Convention on Climate Change

The Context: Potential Grievances Related to REDD+

REDD+ will have significant implications for conflict over land and resources due to the complex interactions of motives, priorities and interests. This would be particularly manifest in Ghana given its rich history of contention and conflict in the natural resource management sector, particularly related to tenure arrangements, governance and access to and over land and forestry resources and benefit-sharing (Marfo, 2006, Derkyi 2012). A very complex land tenure system, the conversion of forests to farmlands, a skewed benefit-sharing system, weak institutional and governance structures, ineffective involvement of relevant stakeholders, lack of transparency and accountability are all evidence of weak governance arrangements that often lead to conflict.

The insufficient commitment to allocate and define property rights such as forest and tree tenure rights in the different forests and resource ownership systems, the failure to rationalize forest fees and improve the framework for the equitable distribution of forest rent between owners, state and users through consultative processes, are also additional recipes for conflict. While the provisions of the Forestry and Wildlife Policy 2012 (FWP) are yet to be transposed into legislative reforms, Marfo et. al., (2013) have concluded that fractured tenure, unaccountable representation and elite benefit capture will remain dominant features of forest resource governance increasing the likelihood of conflict in the sector.

The implementation of REDD+ will have impacts on a wide range of stakeholders, including impacts on existing roles, responsibilities and power relations among them. It is therefore important to understand such stakeholder groups, their interests, and rights of resource users regarding decision-making and benefit-sharing and how they will be impacted by any potential REDD+ activities. These stakeholders range from individuals, small communities to powerful external actors. In the case of external actors that would include donors, statesupported forestry and mining concessionaires, illegal loggers and land speculators. Other actors of REDD+ conflicts are expected to be the traditional authorities, the tenant farmers who are likely to benefit from the new interest they would have in the trees as a result of the recent change in policy (FWP 2012), landowners or those holding the customary freehold, forest-fringe communities, timber operators including illegal loggers/millers and the Forest Services Division (FSD) (Marfo (2006) and Derkyi (2012). At the policy level, civil society groups, Forestry Commission and organized trade associations like Ghana Timber Millers' Organization (GTMO), Ghana Timber Association (GTA), and Domestic Lumber Traders Association (DOLTA) are also expected to be parties in some of the conflicts that would have an impact on the implementation of REDD+ in forest landscapes.

Types of REDD+ Conflicts

Typically, REDD+ implementation, could be affected by conflicts as a result of the following:

1. Land clearing for agriculture – This tends to can involve encroachment into defined project area. Recent analyses of the drivers of deforestation and forest degradation suggests that expansive cocoa cultivation represents a major driver of emissions in the high forest zone (HFZ)¹. This might pose a grave challenge to the implementation of REDD+ because of the increasing penetration of cocoa and other cash crop plantations in

¹ Ghana REDD+ Idea Note, 2009

forest reserves. This is likely to generate conflicts between the Forest Services Division and the farmers, the FSD and the landowners and also between fringe-communities who might perceive or be promised certain REDD+ benefit and the invading farmers. Certain areas may have to be put under protection to have status like that of a protected forest reserve or a globally-significant biodiversity area (GSBAs).

2. Tenure conflicts and/or boundary issues – The integration of REDD+ activities into existing tenure arrangements would involve new relationships between key actors like the state, market and community stakeholders, which can when not carefully done, greatly enhance the potential for conflict. As REDD+ promises certain perceived benefits from conserved trees or forest areas, security of tree and land tenure are expected to be more critical. Therefore, existing boundary disputes that might be latent, are likely to be renewed, generating conflicts among traditional authorities, tenant farmers and landholders. If carbon rights are bundled with tree rights, then the existing confusion about tree ownership rights are likely to renew conflicts between the farmers, and landowners.

These conflicts are likely to occur despite the provision Ghanaian law makes for title to or interests in land such as common or customary freeholds, leaseholds and other lesser interests in land, like sharecropping or other customary tenancy arrangements, to be registered in the land title registry². Additional improvements are required to provide greater security for these rights holders. An assessment of grievances in the forest and land sectors for instance, point to the need to streamline the documentation and registration of legally acquired lands under the Land Administration Project (LAP) of the Lands Commission in order to confirm land ownership within the ER program area and provide security for land rights holders. The Forest and Wildlife Policy of 2012 and the National REDD+ Strategy, which also recognize the importance of community rights in terms of land use rights and land tenure systems and the adherence to Free, Prior and Informed Consent (FPIC), also acknowledge the need to address land, tree and carbon tenure issues through legislative reforms.

3. Conflicts over tree rights - If carbon rights are bundled with tree rights, concerns and grievances will emerge if there are no clear and secure tenure rights over trees. Lessons from existing benefit-sharing schemes in natural resource sectors and the implementation of initial REDD+ pilot projects underscore the importance of well-defined tree tenure rights for effective and equitable distribution of benefits from REDD+ programs. Without this, the existing confusion about tree ownership rights is likely to renew conflicts between the farmers, landholders and landowners. The resolution of grievances and concerns about carbon rights should be used as an indicator for assessing the effectiveness of the FGRM.
4. Illegal logging and mining operations – There are no indications of a declining trend in the proliferation of illegal chainsaw milling and galamsay in forest reserves. There is a likelihood that REDD+ projects that designate areas for conservation or protection may encounter conflicts involving chainsaw and galamsay operators, farmers and district forest managers. Aside from illegal logging and mining, granting of timber rights in REDD+ areas may generate conflicts between timber contractors, the FSD and conservation groups. Depending on expected financial benefits, traditional authorities and fringe communities may also be involved in such conflicts supporting or protesting against timber harvesting in such areas.

² Article 19 of Land Title Registration Act, 1986

5. Benefit-sharing - Drawing from the experience of implementing the Social Responsibility Agreement (SRA) policy experience and the sharing of stumpage revenue from timber harvesting, a number of possible conflict scenarios may occur or even be exacerbated by the implementation of REDD+:
 - a. Conflict between and within communities in project areas over which of them should benefit may generate dispute. In practice, those types of conflicts tend to occur in places where there are migrant communities who are often sidelined or isolated by the natives (see Marfo 2004).
 - b. Conflict over who represents, receives and disburses the benefits to the beneficiary community may lead to power struggles and specific conflicts among the hierarchy of chiefs within the traditional set up; between locally elected and traditional authorities; and between local people and their leaders.
 - c. Demand for accountability within communities and stakeholder groups may lead to internal group conflicts, especially as civil society is increasingly calling for accountability measures to be institutionalized within benefit sharing frameworks.

Some grievances and disputes related to benefit-sharing arrangements would be resolved if there is clarity and to some degree fairness on both land and tree/carbon tenure regimes. Disputes that occur should be heard, responded to and resolved within an agreed time period, leading to adequate redress and remedy since the absence of an adequate and timely response could be detrimental to the success of the ER program. There is therefore a strong linkage between benefit-sharing arrangements and the FGRM procedures for reporting feedback on grievances and concerns submitted by affected stakeholders.

6. Gender Equality - Consistent with the National REDD+ Strategy, mainstreaming gender and equity concerns at all levels is key. The REDD+ gender road map will lead to the formulation of a gender strategy for REDD+ that raises concerns about the marginalization of specific groups such as women, children and other vulnerable groups and so the FGRM consultation process has to be gender sensitive to guide the engagement process of these groups. The proposed FGRM process should be transparent, impartial, safe, timely, accessible, giving special attention to women, the poor and marginalized and/or vulnerable groups.

Besides the major causes of conflict identified above, access to the forest and user rights have also been the cause of disputes that often attract the intervention of the police, military and law courts for settlement and enforcement. Grievances about forest-user rights, are also expressed on issues such as the illegal extraction of forest products, influence of elites, inequitable resource distribution and exclusion of resources to marginalized groups, including women. Forest users prefer handling grievances through informal grievance mechanisms and refer to customary forums in which accepted leaders mediate between the parties to settle the dispute. If this is not successful, disputants tend to submit their grievance to the Forestry Commission with the District Forest Officer (DFO) as the first point of call as resolving these conflicts through the courts tends to be a lengthy and costly process.

In summary, the nature of conflicts that might arise from the implementation of REDD+ is presented in Table 1.

Table 1: Categories of Conflict Types and Potential Areas of Dispute under a REDD+ Regime

Type of Conflict	Potential Areas
Tenure	Land (boundary), tree and carbon rights
Access and Use rights	Access to forest resources and land use rights
Benefit-Sharing	Who gets what, and how much
Safeguards	Compensation payments and grievance redress
Participation	Representation in decision-making and right of consultation, including gender participation
Capacity-Building	Access to information
Carbon monitoring and assessment	Determination of baselines and offsets (methodologies) and resolution of differences of assessment results

The Global and National Impetus for a FGRM as a Safeguard

The seven Cancun Safeguards of the United Nations Framework Convention on Climate Change (UNFCCC) provide a framework to ensure that REDD+ implementation will be beneficial for all stakeholders, particularly for forest dependent communities and vulnerable groups. Their effective participation in the decision-making process is fundamental to achieving this. The principle of FPIC which is becoming an important part of international legal norms on the treatment of indigenous peoples and local communities³, establishes the basis under which local communities are able to exercise their fundamental rights to give or withhold their consent to projects or activities that directly affect their territories and consequently their livelihoods or well-being. Safeguarding these rights should be a key considerations for the design and development of any FGRM. In the Ghanaian context, processes that generally require FPIC are:

- Expropriation of traditional lands
- Removal of cultural, intellectual, religious and spiritual property
- Decisions regarding pilot activities location
- Decisions on benefit sharing in relation to benefits derived from lands; and
- Decisions on REDD+ activity implementation on lands

The National REDD+ Strategy acknowledges the importance of developing a REDD+ safeguards approach, which consists of Strategic, Environmental and Social Assessment (SESA), an Environmental and Social Management Framework (ESMF) for addressing those safeguards and a safeguards information system (SIS) for reporting on how those safeguards are addressed and respected. These will be developed from existing elements that have been derived from the country's policies and legislations as well as international conventions and agreements that Ghana is a party to. The Strategy also calls for a grievance and redress mechanism that enables stakeholders affected by REDD+ to report their grievances and have them addressed along with other REDD+ related governance issues.

³ United Nations Declaration on the Rights of Indigenous Peoples

Feedback Grievance and Redress Mechanism

For the purposes of this guidance note, FGRMs are defined as organizational systems and resources established by national government agencies, including regional, metropolitan, municipal and district assemblies (MMDAs) to receive and address concerns about the impact of their policies, programs and operations on stakeholders. The stakeholder input handled through these systems and procedures may be called “grievances,” “complaints,” “feedback,” or any other functionally equivalent term. FGRMs are intended to be accessible, collaborative, expeditious, and effective in resolving concerns through dialogue, joint fact-finding, negotiation, and problem solving. The functioning of the FGRM should be effective and neutral. Confidentiality must also be ensured between the FGRM officers, the mediators and arbitrations and the parties in the dispute. General observations and analysis of the types and frequency of disputes occurring in project areas should provide prompt and meaningful feedback to forestry officials to guide further implementation of REDD+ activities.

Purpose: FGRMs are generally designed to be the “first line” of response to stakeholder concerns that have not been prevented by pro-active stakeholder engagement. Not all complaints should be handled through a FGRM. Complaints of acts of criminal nature or grievances that allege corruption, coercion, or major and systematic violations of rights and/or policies are normally referred to organizational accountability mechanisms or administrative or judicial bodies for formal investigation, rather than to FGRMs for collaborative problem solving. Since the purpose is to provide an accessible, rapid, and effective recourse for these stakeholders (both national and international), it is essential to design and implement the FGRM in close consultation with them

The design of the operational modalities for Ghana’s REDD+ FGRM has followed the global principles and guidelines provided in the UN Human Rights Council report of 2011 and the World Bank/UN-REDD REDD+ Programme.

The implementation of REDD+ policies, strategies, actions, programs and projects is bound to generate disputes and grievances. The FGRM if adopted will aim to manage and deal with these concerns and complaints. It will also provide a mechanism for addressing disputes or conflicts between government agencies, CSOs, private sector and local communities on a number of REDD+ governance issues such as tenure and ownership of carbon, benefit sharing etc. To mitigate against the risks of these disputes affecting the successful implementation of REDD+, there is a need for a clear procedure for handling grievances or disputes in the process.

REDD+ FEEDBACK GRIEVANCE AND REDRESS MECHANISM (FGRM): OPERATIONAL GUIDELINES

These FGRM operational modalities have been developed for the purpose of promoting an amicable and rapid resolution to all disputes that would have an impact on the implementation of REDD+ activities in forest landscapes. They build on Marfo et al. 2014’s work on Ghana’s REDD+ FGRM and the review of the recommended principles of relevant works including the FCPF/UN-REDD Program, the generic model adopted for the Ghana case is given in Figure 1.

The existing practice is for forest users to report infringements of the principles and standards of the Forestry Commission Charter to the Customer Service Officers (CSO) at the FC’s district offices and have them dealt with. These complaints are limited to infringements of the provisions of the Charter and not forest grievances as a whole. In addition, re-occurring conflicts between FC officials and forest users make it imperative that the FGRM that is being

created is an autonomous mechanism that will operate separately from the Forestry Commission. The FGRM should have offices at the district level including the MMDAs in the ER project areas and a national head office where the national coordinator of the mechanism would be based, exercising oversight over the FGRM. They could also share facilities with the FC at both district and national levels to save costs. But the main source of funding should be from fees charged to disputing parties, as is the case in the formal court system. The FGRM's officers would manage a roster of mediators and arbitrators who would be empanelled as and when disputes arise. In that way, the FGRM will be independent and accessible to those stakeholders who would be reticent in filing their complaints if they knew the matter would be dealt with by the District FGRM Officers.

All disputes that would have an impact on or from the implementation of REDD+ should be resolved using ADR processes at the first stage. Where ADR processes such as negotiations, fact-finding and inquiry, fail to resolve the dispute, the disputing parties should be assisted to undertake mediation. Where mediation is unsuccessful, the dispute shall be referred for compulsory arbitration. If there is dissatisfaction with the arbitration award, an appeal to the Court of Appeal of the formal court system should constitute the second and final stage of the dispute resolution process.

Broadly, the FGRM will be operationalized in four steps.

Parties seeking to have any REDD+ dispute resolved would file their complaint at the district FGRM office including the offices at the MMDAs within the ER program area where it will be received, and processed before it is communicated to the National FGRM coordinator to ensure transparency and the effective exercise of his oversight responsibility.

1. If the parties are unable or unwilling to resolve their dispute through negotiation, fact-finding or inquiry a mediator chosen with the consent of both parties would be assigned to assist the Parties to reach a settlement.
2. Where the mediation is successful, the terms of the settlement shall be recorded in writing, signed by the mediator and the parties to the dispute and lodged at the FGRM registry. The terms of the settlement will be binding on all parties.
3. If the mediation is unsuccessful, the Parties will be required to submit their dispute for compulsory arbitration, by a panel of 5 arbitrators, selected from a national roster of experts.
4. The awards of the arbitration panel will be binding on the Parties and can only be appealed to the Court of Appeal. All questions of law would be referred to the High Court.

It is expected that support will be provided by NGOs, interest groups and other stakeholders necessary for helping local forest-users submit their grievances.

The model for the FGRM will be discussed with stakeholders – local and vulnerable communities, forest officers, academia, civil society and government agencies in a participatory process to gather their views through national level, district level and local level consultations.

It is proposed that these guidelines be incorporated in the REDD+ Communication Strategy to inform the stakeholders about the existence, purpose and instructions of operation. These guidelines will form one of the FGRM Training Modules for FC and COCOBOD staff, Metropolitan Municipal District Assemblies (MMDAs), Ministry of Lands and Natural

Resources (MLNR), Ministry of Local Government and Rural Development (MLRD), Civil Society Organisations (CSOs), traditional authorities, private sector and other stakeholders.

The FGRM should ensure that all relevant rights holders and stakeholders participate fully and effectively in the REDD+ ER program within the cocoa forest landscape of the HFZ. To achieve this goal, the ER program needs to identify and use laid down guidelines and modalities for effective resolution of identified potential grievances and disputes.

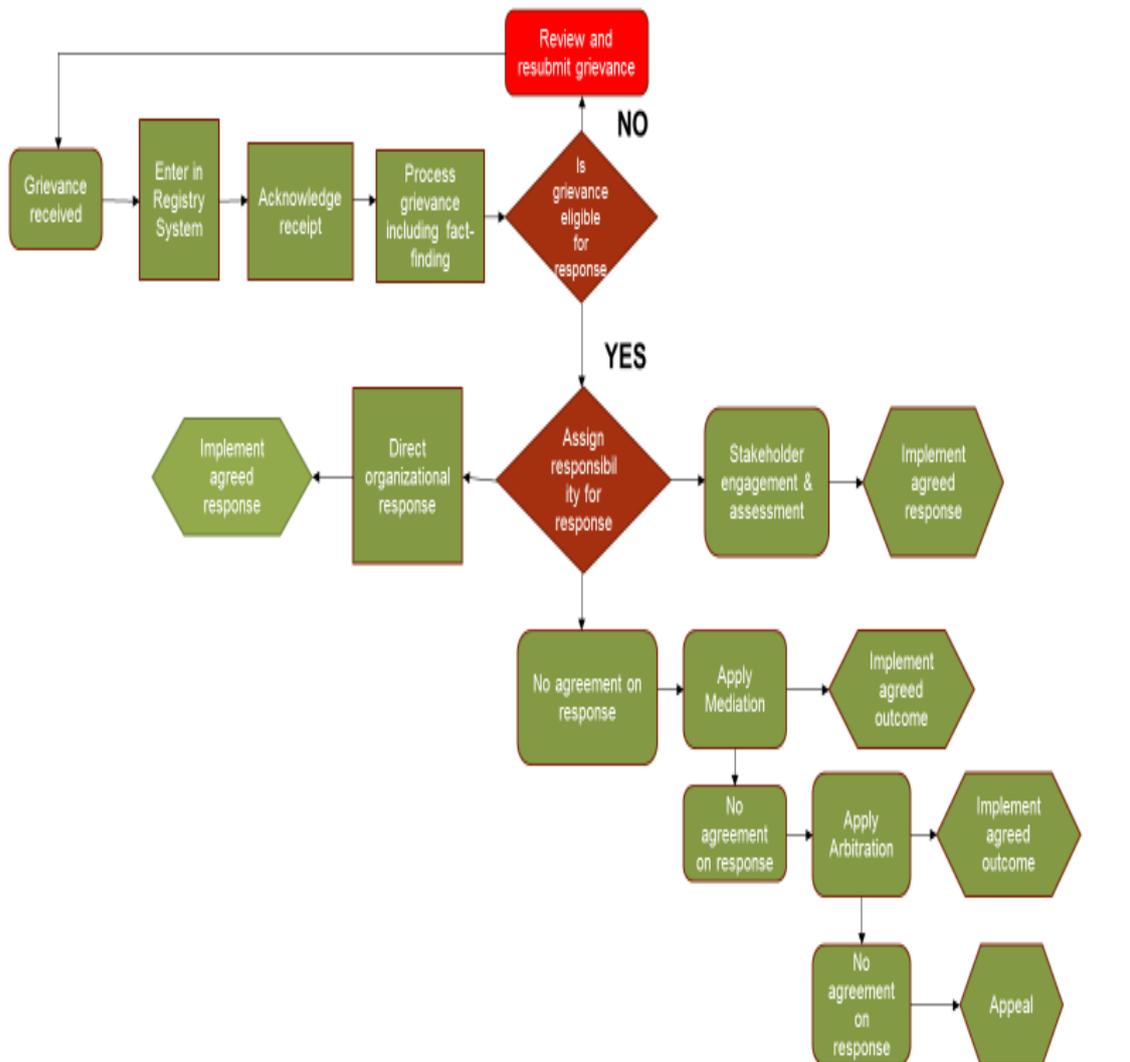


Figure 1: Flow Chart for Ghana's FGRM Operations

FGRMs are intended to be accessible, collaborative, expeditious, and effective in resolving concerns through dialogue, joint fact-finding, negotiation, and problem solving.

MAJOR STEP 1: RECEIVE AND REGISTER COMPLAINTS

1. Anyone affected by the implementation of any REDD+/forestry programme is competent to make a complaint.
2. All aggrieved persons with complaints related to REDD+ implementation should have the opportunity to register it at the FGRM desk office at the district forestry office, offices at MMDAs, regional or national level.
3. The District FGRM officer shall receive and collate the grievances or concerns of a complainant.
4. Complaints can be received orally but must be recorded in writing by the district FGRM officer.
5. All complaints shall be recorded on a standard complaint form (FGRM Form A1) which must be submitted to the national FGRM coordinator irrespective of whether the complainant is seeking redress or not.
6. Where the complainant is illiterate, the FGRM officer or another literate individual nominated by the complainant shall complete the FGRM Form A1, read to the complainant what has been written and have them sign or thumbprint to indicate their approval of the written account, after which the FGRM Officer will also sign.
7. A signed or thumb printed FGRM Form A1 is considered 'submitted' by the complainant. Where the complainant is a group/community/company, the person signing the complaint must be competent as a legal representative, however its own rules define it.
8. The FGRM officer who receives complaints orally or in writing must complete the FGRM Form A1, sign and register it in the official complaints record book, noting date of receipt, complainant, handling officer and assign a case ID within a day before submitting those details to the head office within 5 days
9. For purposes of uniformity, a case ID will follow the following format: District Code/year/00+number following in a chronological manner
10. A completed form that has been assigned a case ID is considered 'received' and must be processed
11. Where there is a networked electronic registry accessible to the FGRM officer, the case shall be logged into the registry within 2 days
12. Thus the processes of receiving and registering complaints at the District FGRM office MUST not exceed 5 working days.

MAJOR STEP 2: ACKNOWLEDGE, ASSESS AND ASSIGN

- i. All complaints received must be assessed for eligibility using an eligibility criteria that ought to be developed, before they are processed through the FGRM and assigned official responsibility within 3 working days
- ii. The complaint, the reply and the decision on eligibility should be acknowledged, either through email, written letter, in person, telephone or, SMS
- iii. The decisions on eligibility and actions assigned must also be recorded in the official District complaints record book.
- iv. In all cases, it is mandatory for the FGRM Form 2B to be completed
- v. The FGRM officer is responsible for the assessment of the complaint and the reply. They may co-opt other people for the purposes of the assessment to propose a response and the response shall be recorded on FGRM Form 2B
- vi. The party whom the complaint is made against (“responding party”) must be notified of the complaint against them and invited to reply within 7 working days of receipt of complaint.

Accurate case documentation using an electronic database is essential for public accountability, organizational learning, and resource planning

MAJOR STEP 3: PROPOSE RESPONSE

- i. Based on the assessment report recorded in FGRM Form 2B, the grievance redress strategy (including a clear statement of what must be done, by who and within what time) proposed will be communicated to the Parties, either directly or through the submitting FGRM Officer within 14 days of receipt of complaint.
- ii. The proposed action may involve negotiations between the Parties, direct actions by the FC or with other stakeholders to deal with the subject matter, or referral to an ADR process
- iii. The agreed action shall be communicated to the relevant officer/persons/institutions for implementation by completing the FGRM Form 3C directing the action to be taken, stating what should be done, who should do it, when it should be done and when a report is to be submitted.
- iv. In the event that mediation is proposed, the Parties will jointly select or agree on the method for selecting the mediator from the roster of mediators. In the absence of an agreement, the mediator will be chosen by the District FGRM officer.
- v. A memo shall be written by the District FGRM officer within 3 days after receipt of consent of complainant to the proposed action.
- vi. Where the grievance has not been successfully resolved through mediation, the dispute will be referred for compulsory arbitration by the District FGRM Officer.
- vii. In the compulsory arbitration, a 5-member ad-hoc panel⁴ consisting of a qualified arbitrator, a lawyer, a forestry/natural resource expert, a traditional authority and a governance expert with at least 1 of them being a woman will be constituted.
- viii. Subject to the provisions of the Alternative Dispute Resolution Act, 2010 (Act 798), the panel shall be constituted by the parties or in absence of agreement, by the national coordinator of the FGRM from a roster of arbitrators maintained by the national coordinator.
- ix. Awards by the ad-hoc arbitration panel shall be in writing and binding on both parties.

MAJOR STEP 4: CLOSED OUT

- i. A dispute will be considered 'closed out' if the settlement terms have been implemented or a party files an appeal at the High Court, in which case the resolution of the case leaves the ambit of the prescribed FGRM
- ii. Where the dispute has been fully settled and the terms implemented, the dispute would be considered to have been effectively resolved and recorded as such in the district and national FGRM records/database.
- iii. Where one Party disagrees with the award, the Party may file an appeal at the Court of Appeal upon limited grounds such as on questions of law.

⁴ the membership here is revised from the panel contained in the 2014 DRM Report

Estimated Time Frame for FGRM Process

- i. Grievance Uptake, Record, Acknowledgement - 5 working days
- ii. Process, Research and Fact-finding - 15 working days
- iii. Response - 5 working days
- iv. Implement Agreed Response - 20 working days
- v. Total Process timeline - 45 working days

Capacity Requirements of FGRM Staff

- i. A staff of FC assigned to handle FGRM at all levels must have undergone a training in REDD+ FGRM operational modalities, ADR Act of 2010 and mediation skills
- ii. All Officers with a role in the FGRM should understand the entire FGRM process (Training Schedule 1: FGRM operational modalities)
- iii. All such FGRM Officers should have a working knowledge of the ADR Act and relevant forestry laws and the basic provisions and working procedures for arbitration (Training Schedule 2 delivered by ADR officer or legal expert)
- iv. All such FGRM officers should have a working knowledge of basic mediation (facilitated negotiation) skills (Training Schedule 3 delivered by a Conflict management expert)

RECOMMENDATIONS

The current poor forest governance will be a direct driver of REDD+ conflicts in Ghana if it is not reformed to ensure that dispute settlement in forest landscapes are addressed in a conciliatory, transparent and unbiased manner under the proposed FGRM. Settlement of such conflicts ought to be done in an open and inclusive manner to ensure improved multi-stakeholder dialogue and decision-making particularly in the context of REDD+ to enhance forest governance.

The institutionalization of an independent FGRM is expected to improve forest sector governance through sustained multi-stakeholder participation in developing policy options and designing the institutional framework for addressing these in a manner that works for all stakeholders in REDD+ eligible areas including the ER program area.

The FGRM will be crucial for the effective implementation of Ghana's first subnational Cocoa Forest Emission Reduction REDD+ program within the High Forest Zone. The necessary resources should be provided for making it operational for stakeholders' use of the system in the coming months.

The following recommendations are made:

- That the Forestry Commission should develop an action plan for the implementation of the operational modalities of the FGRM to improve the national, regional, district and local capacity for addressing stakeholders' grievances regarding environmental and social performance of REDD+ programs and projects.
- The FGRM should be integrated into the national REDD+ governance and implementation architecture, which operates at the national, regional and district level to ensure an open and transparent resolution of grievances.
- The study also recommends that FGRM guidelines be incorporated into the REDD+ Communication Strategy as a tool to inform stakeholders about the existence, purpose and instructions of FGRM operations. This awareness creation should involve a comprehensive communication plan targeted to relevant ministries and agencies, NGOs, private sector and other interest groups, local communities, district and regional forest offices, Metropolitan Municipal District Assemblies (MMDAs) within the ER Program area, REDD+ implementation structures and other stakeholders.
- The study further recommends that for the FGRM to be an effective tool for REDD+ dispute settlement the plan to train and build the capacity of stakeholders engaged in REDD+ ER Programme implementation on the FGRM modalities must be implemented. This training programme should also include the working procedures for mediation and arbitration. Also there ought to be a plan to administratively support the institutional capacity building efforts. The target group for the training should include FC and COCOBOD staff, Metropolitan, Municipal and District Assemblies (MMDAs), Ministry of Lands and Natural Resources (MLNR), Ministry of Local Government and Rural Development (MLRD), Civil Society Organizations (CSOs), traditional authorities, private sector and other stakeholders.

ANNEXES

FGRM Complaints Form (Add FC & COCOBOD LOGO)		Form 1A
NAME OF COMPLAINANT (optional):		
LOCATION (FULL ADDRESS):		
TELEPHONE NUMBER:		
DESCRIPTION OF COMPLAINT:		
COMPLAINANT SIGNATURE/THUMBPRINT OFFICER/COLLABORATOR SIGNATURE		
DATE:		DATE:
NAME OF RECEIVING OFFICER:		POSITION:
DATE:		
CASE ID:		
DISTRICT COMPLAINTS RECORD COMPLETED CASE LOGGED IN CENTRAL DATABASE		
SIGNATURE		

**FORESTRY COMMISSION OF GHANA (add Logo)
FGRM PROCESSING FORM**

FORM 2B

Case ID:

Committee/Officer handling case:

Comment on eligibility

Decision: Case eligible

Case ineligible

Proposed redress action:

Signature of designated Officer

Date:

Consent to proposed action

Statement of complainant: Agree

Do not agree