

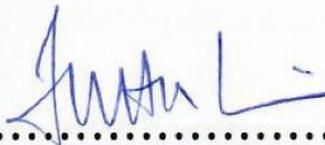
GUMA VALLEY WATER COMPANY



**FREETOWN WASH AND
AQUATIC ENVIRONMENT
REVAMPING PROJECT
(WASHAERP)**

GRIEVANCE REDRESS MANUAL

Endorsed by:


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ACRONYMS

AfDB	African Development Bank
AGN	Adolescent Girls Network
CBO	community-based organizations
CGM	community grievance mechanism
CoP	Community of Practice
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
FCC	Freetown City Council
FSU	Family Support Unit
GBV	Gender Based Violence
GBV-CT	GBV-Compliance Team
GRC	Grievance Redress Committee
GRM	Grievance Redress mechanism
GVWC	Guma Valley Water Company
HRCSL	Human Rights Commission of Sierra Leone
MSWGCA	Ministry of Social Welfare, Gender and Children Affairs
Nac-GBV	National Committee of GBV
NMJD	Network Movement for Justice and Democracy
NPAA	National Protective Area Authority
NWRMA	National Water Resources Management Agency
PAP	Project Affected Persons
PIU	Project Implementation Unit
RAP	Resettlement Action Plan
SARC	Sexual Assault Referral Centre
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment
SOP	Standard Operating Procedure
WASHAERP	WASH and Aquatic Environment Revamping Project

CHAPTER ONE

OVERVIEW OF FREETOWN WASH AND AQUATIC ENVIRONMENT REVEAMPING PROJECT

1.1 INTRODUCTION

The Government of the Republic of Sierra Leone has received financing from the African Development Fund and the Kuwait Fund for Arab Economic Development, the Islamic Development Bank and the OPEC Fund for International Development to co-finance the Freetown WASH and Aquatic Environment Revamping Project (WASHAERP). The overall objective of the Project is to improve water supply and sanitation services in the Western Area/Greater Freetown, while ensuring sustainability of the vital aquatic ecosystem in the area. The specific objectives are to:

- Rehabilitate and expand water treatment, transmission, storage and distribution systems;
- Improve solid and liquid waste collection, treatment and disposal services;
- Provide infrastructure and services to enhance capacity for the effective regeneration and management of the Western Area Protected Forest/Watershed; and
- Promote good sanitation, hygiene and child nutrition practices of the primary beneficiaries while facilitating their gainful participation in the improvement of WASH services.

The project aims at contributing 15% increase in access to safe water supply and 7% increase in access to improved sanitation in Sierra Leone. It will directly benefit an estimated 1,400,000 people (51% women), provided with access to safe water, including new access for 1,000,000 people and restoration of a regular daily water service for 400,000 people. Environmental sanitation conditions will be improved, including the improvement of hygiene and sanitation habits of at least 200,000 people in vulnerable communities of the city. The project will create over 2,700 jobs and restore the Freetown peninsular watershed thereby reducing the impact of the extreme climate events to living conditions and enhancing resources sustainability of the Protected Forest Area – the *Western Area Peninsular* watershed.

Guma Valley Water Company (GVWC) is the Executing Agency for the Project, with Freetown City Council (FCC), National Water Resources Management Agency (NWRMA), National Protective

Area Authority (NPAA) and the Ministry of Social Welfare, Gender and Children Affairs (MSWGCA) as Partner Implementing Agencies. These agencies hold the mandates for waste management including land drainage in the city, water resources management, gazetted protected areas and gender/child/social welfare affairs respectively. GVWC is also responsible for implementing the water supply activities in addition to the project execution responsibilities.

GVWC is a parastatal utility company responsible for providing water supply services to the city of Freetown, Sierra Leone. It is owned by the Government of Sierra Leone and the Freetown City Council.

1.2 PROJECT COMPONENTS

The project has four components namely:

1. Water infrastructure improvement – Immediate Investments (comprising mainly interventions that were de-scoped from the DFID funded Freetown Water Supply Rehabilitation Project due to inadequate financing);
2. Integrated infrastructure improvement – Post MTR Investments (to provide for the outcomes and recommendations of the AfDB/AWF-D2B financed Freetown Water Supply and Sanitation Master Plan and Investment Studies);
3. Capacity for Integrated Water Resources Management and Livelihood Improvement (intended to provide for interventions that will safeguard the watershed and water bodies within and around the Freetown Peninsula through a holistic approach to managing the impacts of human activities on the aquatic environment); and
4. Project Management

The specific interventions activities under the different project components can be found in Annex 5.

1.3 NEED FOR GRIEVANCE REDRESS MECHANISM (GRM) ON WASHAERP

The project has been classified as a Category 1 because it is an urban water supply system that is expected to have adverse environmental and social impacts some of which cannot be easily

mitigated including involuntary resettlement. The project being a category 1 requires full ESA studies that include ESIA; detailed ESMP and a RAP in order to comply with the AfDB's ISS requirement standards and the ESAP. The project also has been required to develop a full ESIA and RAP by the applicable national environmental and social regulations. The ESIA, ESMP and RAP have been developed by the project and the ESIA was reviewed and have been disclosed on the Bank's Website on 25th July 2018 in compliance with category 1 disclosure requirements. The ESIA was disclosed in country from 20th to 26th August 2018 in the project impact areas in compliance with the national disclosure requirements. Design and build contractors are similarly required to prepare and submit safeguard instruments necessary to adequately manage all environmental and social impacts of sub-projects.

Major activities under components 1 and 2 will require mechanism where affected persons could report concerns and get resolution in good time. There is need for the project to put in place corporate governance tools and mechanisms that will not only ensure project sustenance, but maintain its social license for its continuous execution, hence, develop a robust project based Grievance Redress Mechanism to receive, address and resolve complaints resulting from project related activities. Contractors also will be required to have an effective grievance redress mechanism as part of their stakeholder engagement plan which will align with GVWC's GRM process.

This grievance redress mechanism (GRM) manual has been designed for the entire project life, to ensure that project affected persons and complainants have access to avenues to express their grievances and for delivering speedy, just and fair resolutions to their grievances, preferably at community levels. This mechanism is simple, easily accessible, flexible, and open to various proofs with multiple complaints and appeals levels.

1.4 UNDERSTANDING GRM TERMINOLOGIES

Concerns or issues

Concerns or issues are questions, requests for information, or general perceptions that may or may not be related to a specific impact or incident. If not addressed satisfactorily, concerns may become complaints. Although concerns do not have to be registered as formal complaints, if raised

they should be noted in an appropriate management system such that emerging trends can be identified and addressed through community engagement before they escalate.

Complaint or Grievance

Complaints or grievances refer to allegations of specific incidents and of any damage, impact or dissatisfaction resulting from the project or service provider actions, whether perceived or actual. An issue, concern, problem, or claim (perceived or actual) that an individual or community group wants a company or contractor to address and resolve. Throughout this document, the terms ‘complaint’ and ‘grievance’ are used interchangeably, without presuming differences in scale, complexity or seriousness.

Feedback Mechanism

Feedback mechanism is sometimes used to collectively describe the ways response is received from the project proponent and the complainant.

Community Grievance Mechanism (CGM)

A community grievance mechanism (CGM), is a process for receiving, investigating, responding to and closing out complaints or grievances from affected individuals or communities in a timely, fair and consistent manner. CGMs are usually separated from staff/any workforce grievance mechanism.

1.5 WHAT IS GRIEVANCE REDRESS MECHANISM?

A Grievance Redress Mechanism (GRM) is a locally based, formalized way to accept, assess, and resolve community feedback or complaints emanating from or as a result of a project activities. They are institutions, methods, and processes by which a resolution to a grievance is sought and provided. It creates a platform and procedure for effective handling of complaints and grievances that are aimed at avoiding lengthy litigation which may mar or delay project implementation and achievement of its objectives.

A well-designed and implemented GRMs can help project management significantly enhance operational efficiency in a variety of ways, such as generating public awareness about the project

and its objectives; deterring fraud and corruption; mitigating risk; providing project staff with practical suggestions/feedback that allows them to be more accountable, transparent, and responsive to beneficiaries; assessing the effectiveness of internal organizational processes; and increasing stakeholder involvement in the project. An effective GRM can help address problems before they become more serious and/or widespread, thereby preserving the project's funds and its reputation.

Developing an Effective GRM require the following steps:

- Survey formal and informal GRM and Client's existing capacity for grievance redress (if any) in the area of concentration and build on it
- Assess potential users and likely grievances that may arise during project preparation and implementation
- Create a Standard Operating Procedure (SOP)/Flowchart
- Develop and publicize GR Policies that best suit the project
- Assign GR tasks to staff with right attitude and train staff
- Develop an action plan that identifies priority areas for strengthening grievance capacity

GRMs are generally designed to be the first line of contact or response to beneficiaries concerns especially, those unforeseen concerns that could not be prevented by awareness campaign and proactive stakeholder engagement. They are intended to be accessible, collaborative, prompt and effective in resolving concerns through dialogue, joint fact-findings and negotiation and problem solving.

1.6 OBJECTIVES

The purpose of this Grievance Redress Mechanism is to outline the Project's approach to accepting, assessing, resolving and monitoring grievances from those affected by WASHAERP and its Contractors' activities. The aim is to identify and manage grievances from individual stakeholders or stakeholder groups. Timely redress or resolution of such grievances is vital to ensure successful implementation of the project

The objective of the Grievance Redress Mechanism (GRM)/complaints handling system includes the following:

- To ensure that the views and concerns of project affected person under the WASHEARP Project are heard and acted upon in a timely, effective and transparent manner;
- To establish a prompt, easy to understand, consistent and respectful mechanism to support the receiving, investigating and responding to complaints or grievances emanating from community and other stakeholders; and
- To ensure that proper documentation of complaints or grievances and any corrective actions are taken.
- To ensure that complaints or issues does not degenerate to unimaginable or unmanageable levels.

1.7 EXPECTED TYPES OF GRIEVANCES AT COMMUNITY AND PROJECT IMPLEMENTATION UNIT (PIU)

The following are typical grievances that are envisaged in WASHAERP Project;

- Potential Risk of Gender Based Violence/Sexual Exploitation and Abuse/Sexual Harassment of locals from service providers;
- Non-involvement (exclusion) of beneficiary communities and discrimination against project affected individuals and groups;
- Lack of implementation of appropriate measures to involve communities in the project area of influence;
- Poor stakeholder involvement;
- Expropriation and claims on land and other assets;
- Restriction of access and use of land / property, households, places of residence, shops, infrastructure and social equipment;
- Discrimination against those with or recovered from COVID-19, Ebola or having HIV / AIDS from project activities;
- Unequitable sharing of the project benefits;

- Disproportionate impacts on vulnerable and disadvantaged groups and individuals;
- accidents at work;
- working by minors and children;
- unsatisfactory pay or late pay;
- refusal of workers' payment by companies;
- Lack of protective and safety equipment and safe working conditions;
- Lack of securing the project area to protect community members and vulnerable groups like children and persons with disabilities;
- traffic disruption, traffic and road safety;
- Labor influx impacts;
- Disruption of socio-economic activities;
- noise pollution and various other nuisance;
- Other risks and impacts identified in ESIA's not properly managed, monitored or addressed by contractors and project team; etc.

1.8 BENEFITS OF GRM

- Open channels for effective communication
- Demonstrate that the project is concerned about the beneficiaries, stakeholders, community members and their well-being
- Mitigate or prevent adverse impacts on communities caused by the project implementation activities
- Improve trust and build mutual respect
- Provide structures for raising, addressing, and resolving issues
- Promote productive relationships in the span of project implementation at all levels
- Build community acceptance and buy-in for the project operations

CHAPTER TWO

GRIEVANCE REDRESS PROCESSES

2.1 INTRODUCTION

The GRM aims to address issues and concerns individuals, host communities, and organizations have about certain project activities or grievances that arise from the project implementation. The development of a GRM process for the WASHAERP is part of the commitment to continuous Community Engagement strategy of the project and will be operationalized at Community GRC level, Project PIU levels etc.

GRM shall be evaluated based on how responsive it is at resolving project related complaints.

Categorically, a GRM will be set-up to:

- Provide information about project implementation
- Serve as means of public acceptance, public administration, improving public relations and enhancing accountability/transparency
- Provide a forum for receiving and resolving grievances and disputes at the lowest level;
- Facilitate effective communication between the project and project beneficiaries or affected persons
- Help win the trust and confidence of beneficiaries, community members in the project and create productive relationships between the parties
- Enhance equitable and fair distribution of costs, benefits and risks
- Mitigate or prevent adverse impacts of the project on communities and produces appropriate corrective measure or preventive action; and
- Helps to avoid unnecessary delay on project implementation, avoidable cost increase and improve quality of work.

2.2 PRINCIPLES OF EFFECTIVE GRIEVANCE REDRESS MECHANISM

For a GRM to be effective, it must follow two main principles:

1. Keeping the process as close to the source (i.e. the complainant) as possible and

2. Using culturally appropriate systems (which helps to build quick acceptance/ownership and rapid progress).

Other principles includes;

- **Communication and Visibility:** Complainants (project affected persons and other stakeholders) must be aware that the project has put a well-organized structure through which they can get redress and air their views or concerns and such mechanism must be well-known by all beneficiaries/stakeholders.
- **Accessibility:** all barriers or hindrances to GRM must be removed for it to achieve the purpose for which it has been designed and implemented.
- **Responsiveness:** All complaints, once found genuine after investigation (result/emanate from, having to do with the project activities) must be promptly attended to.
- **Fairness and objectivity:** It must be fair to all manners of people in the community including the vulnerable, poor, physical challenged, less-privilege, etc.
- Resources must be provided for Officers with GRM function to perform their roles effectively and efficiently.
- **Learning and improvement:** Officer must be trained on grievance handling procedure to function effectively
- **Confidentiality:** Trust must be established that the identity of complainants are protected and well-secured
- **Safety of complainants/survivors:** Complainants should feel secured and without fear of reprisal for complaining
- Survivor centered approach, specifically for handling GBV/SEA/SH cases.

2.3 STRUCTURE FOR MANAGING GRIEVANCE

A grievance redress committee (GRC) is a sub-committee established to address the grievances of affected persons at different levels where the GRM will be established. It is established with the aim of addressing the grievances raised by affected persons, beneficiaries and other stakeholders. The committee functions to look into and address complaints lodged by the victims not only in regards to project related/service provision issues and concerns, but also matters of harassment

that may occur within the scope of the project. The Committee ensures that all cases are promptly attended to on receipt of complaints. The committee also reviews all reported cases and acts accordingly in compliance with the stipulated GRM standards and procedures.

The GRCs would be set-up at different levels for project implementation and coordination. GRCs would be established at the community, project and GVWC levels. Members would be responsible for receiving and resolving grievances.

2.4 LEVEL AT WHICH GRIEVANCE WILL BE SET UP

The table below provides information on the various levels of project implementation where the Community, Project Implementation Unit (PIU), Guma Valley Water Company (GVWC) level GRC will be established.

Table 2.1: WASHAERP GRM Tiers

Tiers	Members of GRC	How complaints are received	Timeline for Resolution
Tier 1- Community GRC	<ul style="list-style-type: none"> - Headman (Chairman), - Youth leader, - Women’s leader, - GVWC site engineer, - Contractor representative. 	Complaints received anytime through any member of the committee verbally or written, or by phone, sms, email, complaint box(es)	7 days from receipt of grievance. Otherwise escalate to Tier 2
Tier 2- Project GRC	<ul style="list-style-type: none"> - Ing. Ibrahim C. Bah (Chairman), - Ing. Ishmail Bundu, - Ward Councilor, - Contractor’s Deputy PM, - Ing. Francis Lahai (PC), - WARDC’s E&S representative. 	Complaint directly received by any member of the committee or escalated through the chairman of the Community GRC	14 days from receipt of grievance
Tier 3- GVWC GRC	<ul style="list-style-type: none"> - Ing. Maada Kpenge MD, - Mayor/WARDC Chairperson, - Constituency MP, 	From Chairman/Secretary of Tier 2	28 days from receipt of grievance
Tier 4 – Independent Mediator	<ul style="list-style-type: none"> - Human Rights Commission of Sierra Leone (HRCSL) - OXFAM 	From the Chairman of Tier 3	40 days from receipt of grievance
Tier - 5 Court	Court of Competent Jurisdiction		

2.5 STRUCTURE OF GRIEVANCE REDRESS ESCALATION PROCESS

A sequence of five levels will be followed to give the complainant/affected person more avenue/access to grievance redress. Complaints may also be escalated by individuals who are unsatisfied with the resolution process/results/outcome, or who believe the acceptable timelines for resolution have been exceeded. The Project intervention is mainly at the Community level; hence, it is most likely that grievances will start at this level. The first step of this procedure is for the aggrieved persons to make a complaint to the Community GRC Secretary or through any of the various channels available for reporting grievances. Every project site is to establish a Community GRC to receive and redress complaints.

In cases where complaints are unresolved or cannot be resolved by the Community GRC or the complainant is unsatisfied with the resolution at the First Tier, the complaint can be escalated to the Project GRC. The complainant will be notified on this action and Community GRC. Complainant will follow up with the Project GRC. The Project GRC will liaise with the GVWC GRC members to resolve complaints that reaches it. Where the resolution is not satisfactory, an independent NGO should be invited to assist the process, following which the complainant may proceed to the Fifth Level. This shall as much as possible, be avoided, and only resorted to as last option.

2.6 GRIEVANCE REDRESS PROCEDURES

The step-by-step GRM procedure to be utilized by the WASHAERP is indicated in Table 2.1. This GRM Procedure/Channels shall be applied at all levels of the project implementation. Depending on degree or severity of the complaint, stipulated timeframe for responses to grievances is 7-40 days and if resolution would exceed this timeline, reason for such delay should be shared with the complainant.

2.7 GRM TOOLS FOR UPTAKE

Project Affected Persons (PAPs) and other complainants can make concerns known anytime through any member of the committee verbally or written, or by phone, sms, email, complaint box (es). The GRC Secretary then register the complaints and complainant's details, and in conjunction with the rest of the GRC members, resolve the issue. This could also be done with the

Complainant physically walking into the PIU office to meet with the GRM Desk Officer to officially log complaint.

Use of Complaints Box: This is a rectangular box (preferably steel or wooden) with a pigeon-hole for inserting complaint letters and a lockable cover to keep contents safe and for emptying contents. Community members will be sensitized on the usage of Complaint Box as a channel for receiving grievance, especially, if one intends to make such complaints anonymous. Complaint box will be available in a conspicuous location in all project communities and respective council secretariats. The key to the box will be held by the GRC Secretary, with the GRC Chairman at every level of implementation having a spare key to the box. The boxes will also have the phone numbers and e-mail address of GRM responsible officers conspicuously written on them. The contents of Complaints Box shall be checked on daily basis by the GRC Secretary to retrieve Complaints Forms for necessary update of the GRM Log book.

GRM Complaints Form: A grievance complaint form shall be made available at all levels of GRM implementation. The Complainants will be given the opportunity to document their complaints in the form. Wherein they are unable to write or fill the form, the GRC Secretary or any other person of their choice may provide assistance. Alternatively, the Complainant will be given the option of verbal report of complaints.

Telephone calls /SMS: The GRC Secretary shall be equipped with a dedicated phone and phone line with constant operational readiness. The community members will be sensitized on the use of the phone lines to drop any complaints.

Language: As a way to better understand beneficiary's complaints and for clarity sake, beneficiaries will be encouraged to speak in the language of their choice while making the complaints, most preferably, in their mother-tongue or in the language spoken in the community.

2.8 FLOW CHART OF GRM IN WASHAERP

The flow chart in Figure 1 summarizes the processes involved in raising, managing and resolving grievances. For this to be effective and meaningful, the information should be disclosed to all Stakeholders to allow for active and informed engagement. Also, there are multiple channels

available for individuals and groups to lodge grievances. It is mandatory that all channels of communication are kept open throughout the process of addressing each grievance until resolved. In order to encourage active participation and utilization of these channels, timely resolution of grievances is required and adequate feedback provided.

2.9 GRIEVANCE ELIGIBILITY ASSESSMENT AND SORTING

All written complaints will be sorted by the GRM Desk Officer based on being eligible or ineligible.

- Eligible complaints may include:
 - That complaint pertains to WASHAERP and to the project activities
 - The issues raised in the complaint form falls within the scope of issues the grievance redress mechanism is authorized to address
- Ineligible complaints may include those that:
 - The complaint is clearly not project-related
 - The nature of the issue is outside the scope of the grievance redress mechanism
 - If other procedures are more appropriate to address the issue

2.10 GRIEVANCE EVALUATION

Each individual complaint is evaluated to clarify the issues and concerns raised, to gather information on how others see the situation, and to identify whether and how the issues might be resolved.

During the evaluation process, the GRC Secretary conducts random assessment by engaging directly with some complainants to gain first hand understanding of the complaint, as well as to clarify the parties, issues, views, and options involved in the complaint.

Where necessary, the GRC Secretary collects the views of other stakeholders that may be related to or directly involved in the complaint.

These interactions are used as a means of determining the possible options that parties have considered, and explores other various approaches for settlement, like:

- Mediation to seek mutual consent
- Simple inquiry and examination of findings

- Findings sufficient
- Findings insufficient-conduct full investigation

In a case where the complainant is not willing to be evaluated, the committee will respect his/her decision.

2.11 GRIEVANCE RESOLUTION

The key is to actively involve the complainant in the assessment process, rather than finding a unilateral solution. This helps in allowing the complainant to feel that they are part of the resolution process, especially as regards agreeing on eventual settlement options.

The agreed option must be transparent, without retribution (especially to the complainant) and at no cost. The option must take into consideration customary and traditional methods of dispute resolution. Some approaches to achieving settlements include:

- Internal decision-making processes, whereby issues are handled by designated program officials, using stated standards and criteria, to develop and propose a programmatic solution to the grievance and to allow for an escalation process;
- Joint problem solving, in which the committee and the complainant engage in direct dialogue; and
- Third-party decision making to offer a solution when a voluntary agreement is not possible.

Whichever resolution approach is adopted, it is critical that the complainant gets a feedback promptly, whether they were actively involved in the resolution process or not. This confers a sense of appreciation of the complainants' importance to the overall functionality of the GRM/system.

2.12 GRIEVANCE REPORTING

The Community GRC Secretary is to update their GRM Register throughout the duration of the grievance resolution process. This will allow for proper internal review of the resolution process and performance assessment by higher administrative authorities in case of grievance escalation.

The Community GRC Secretary may also use the GRM tracking number to seek status on escalated grievances, in order to ensure that there is constant feedback given to the complainant. The

Community GRC Secretary will update the GRM Register/Log Book on daily basis using completed complaints forms and forward all registered complaints within the Community to the GRM assigned Officers at the PIU on weekly basis. Collation of all complaints received from community GRC will be done at the PIU level. The GRM Register at the PIU will be updated both on daily basis for walk-in complainants and on a monthly basis using the Complaints summary sheets from the Community GRC Secretary. The PIU will provide collated GRM data monthly and submit to the Bank quarterly.

2.13 GRM PROCESS REVIEW, DATA MANAGEMENT AND REPORTING

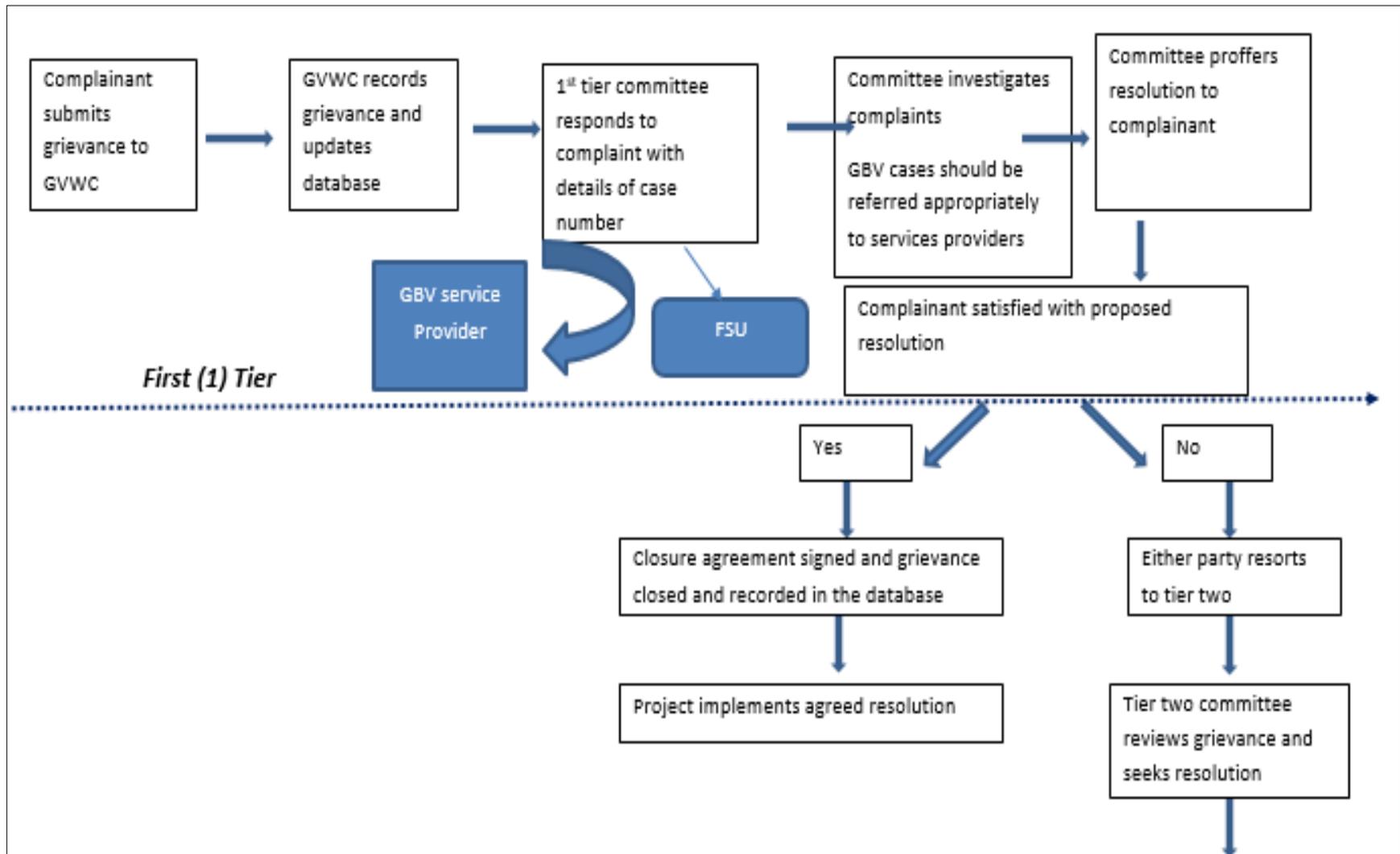
The GRM implementation process will undergo regular review, using existing project implementation review structures (GRC meetings, PIU, PIC, PSC Meetings, etc.). At these fora, information on volume and nature of grievances recorded, as well as case outcomes, resolution rates and efficiency of the monitoring and evaluation process will be reviewed. The Electronic or Paper Database would provide information on grievance patterns, which would be used to zero in on systemic causes of grievances, promote transparency through wide dissemination, as well as evaluation of the overall functionality of the system, with relevant changes being applied to the mechanism where the need arises.

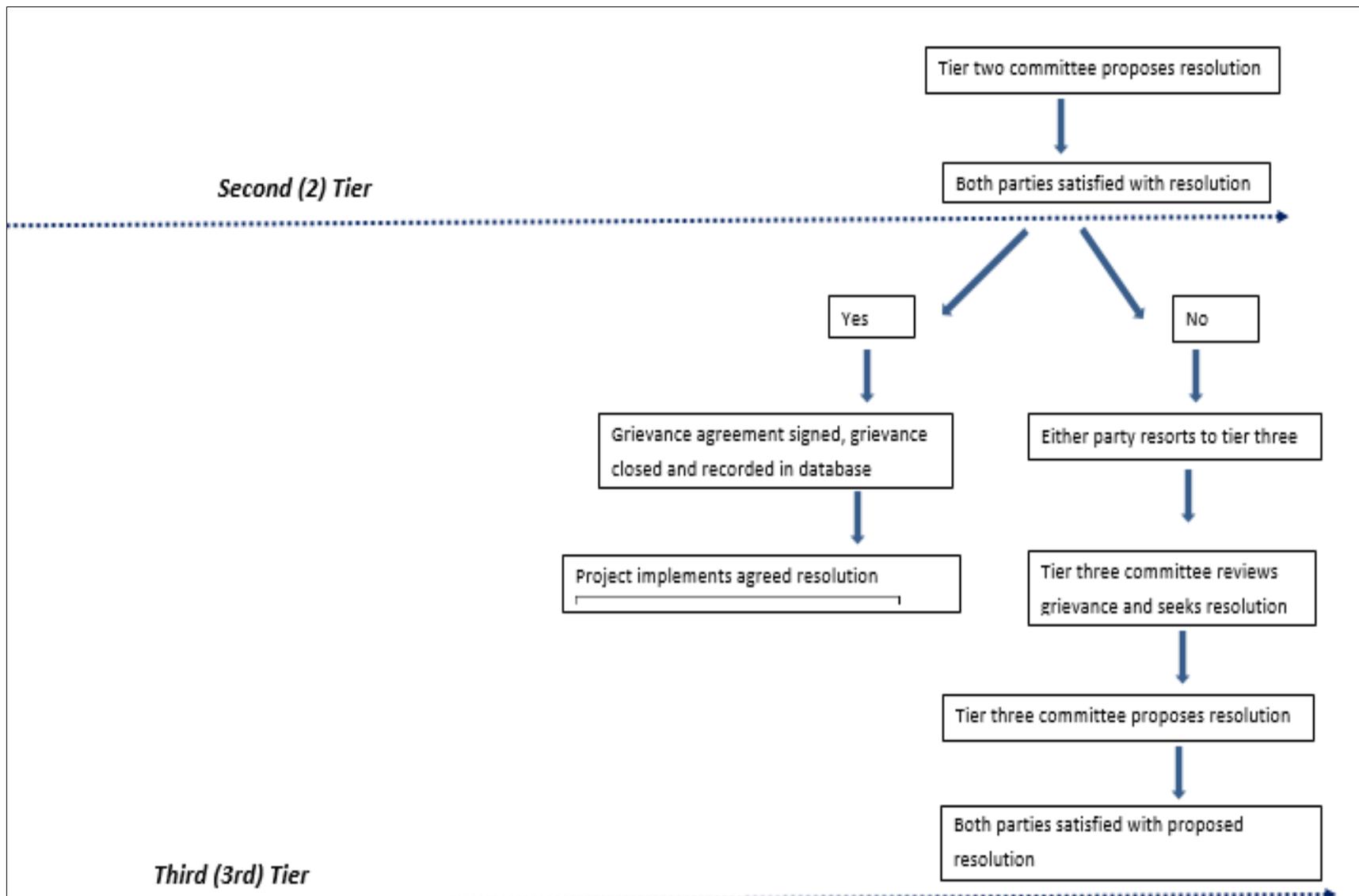
This data will be summarized into regular reports and disseminated amongst relevant stakeholders, for relevant inputs on how to improve the quality and efficiency of the service process.

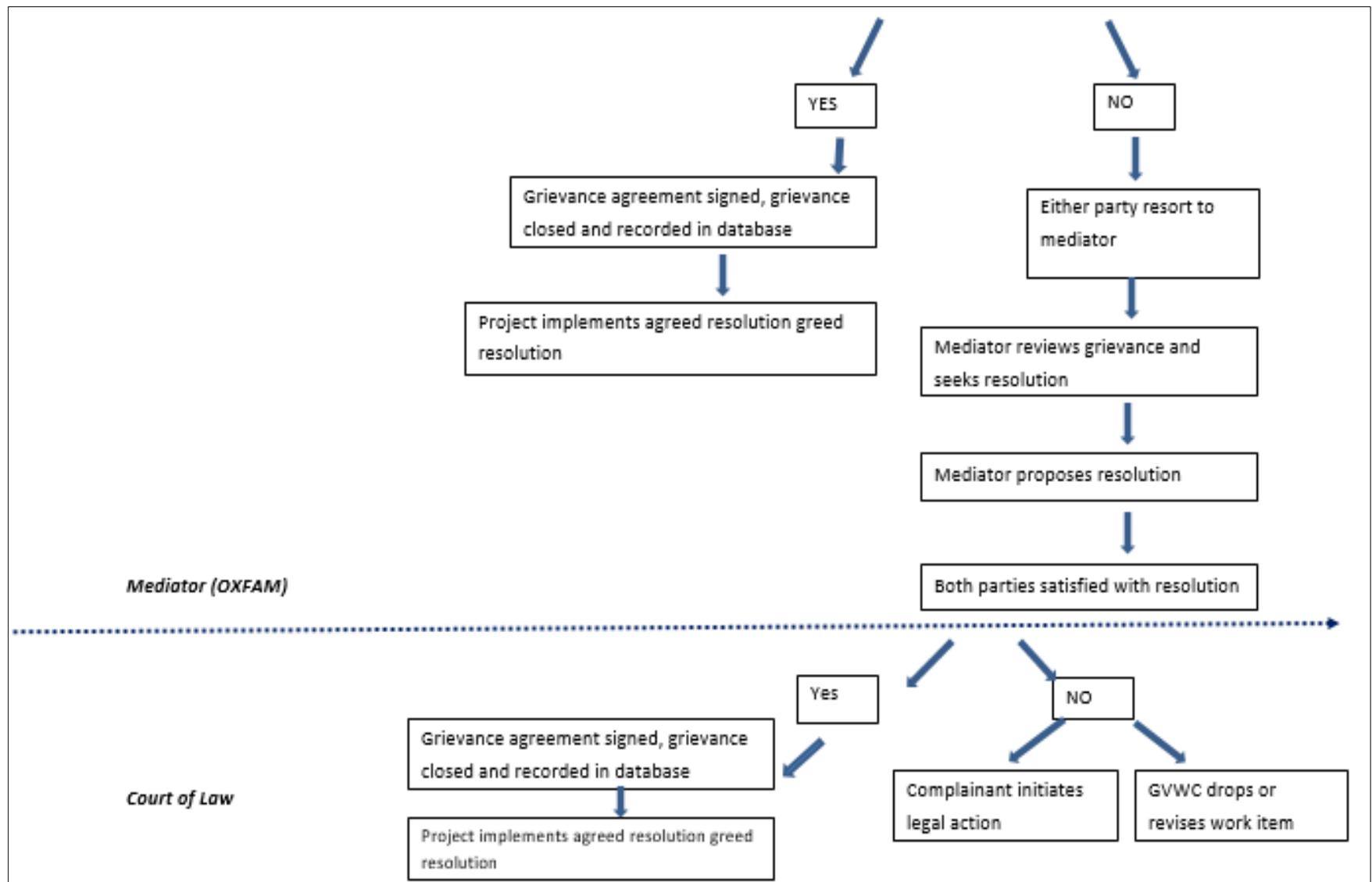
Some considerations that would regularly be assessed from the database include:

1. How many grievances are resolved?
2. How many grievances are unresolved and why?
3. How long did it take to resolve a grievance?
4. Number of Complaints that fall within each category
5. Knowledge of the status of each complaint.

Figure 1: Flow Chart of GRM in Freetown WASHAERP







CHAPTER THREE

GENDER-BASED VIOLENCE

3.1 WHAT IS GENDER BASED VIOLENCE

This chapter provides information on how incidences or complaints of Gender Based Violence (GBV) nature will be handled. Gender-Based Violence is an umbrella term for any harmful act that is perpetrated against a person’s will, and that is based on socially ascribed (gender) differences between males and females. While men and boys can be victims of some types of GBV (particularly sexual violence), around the world, GBV has a greater impact on women and girls than on men and boys. This is why the term “gender-based violence” is often used interchangeably with the term “violence against women.” The term highlights the gender dimension of these types of acts; in other words, the relationship between females’ subordinate status in society and their higher vulnerability to violence. Gender-based violence takes various forms, including sexual, physical, emotional and psychological abuse.

3.2 KEY MITIGATION MEASURES TO HANDLING GENDER-BASED VIOLENCE GBV-GRM, SEXUAL EXPLOITATION AND ABUSE (SEA) AND SEXUAL HARASSMENT (SH)

Risks of GBV/SEA/SH are to certain extent mitigated by the presence of existing services and management in the country. Existing GBV/SEA/SH management systems in Sierra Leone include the National Committee of GBV (Nac-GBV), Community of Practice (CoP) and Adolescent Girls Network (AGN). The Ministry of Gender and Children’s Affairs, with support from UN Women, has established a One Stop Center in five district hospitals where OSC recorded 736 GBV cases and launched free GBV hotline in 2020. The use of the One Stop Center has reached 30,000 people. The Rainbow Initiative has established five Centers for GBV survivors in five districts where some 2,966 sexual assault cases and 326 physical assault cases were reported in 2021. Family Support Unit (FSU) is present in all the 16 districts in Sierra Leone. The services provided at the One Stop Centers are free so long as they relate to referral GBV cases. A Memorandum of Understanding has been signed with the Ministry of Gender and Children’s Affairs and with Institutions/Project implementing GBV-SEA/SH. UNFPA ensures that free counselling and clinical services are available to GBV survivors through the GoSL and the Rainbow Initiative, with funding from Irish Aid. These Centers offer a comprehensive package of services of medical treatment, legal services and

psycho-social support to both male and female survivors of GBV. In 2020, UNFPA-supported Rainbow Centers have provided services to 1,426 survivors of GBV, 12 of whom are people living with disabilities.

NGOs in Sierra Leone such as Campaign for Good Governance and Network Movement for Justice and Democracy (NMJD), are engaged in a range of human rights and governance initiatives and link gender issues to their training and advocacy activities. NMJD, for instance, has been engaged in gender awareness-raising and has organized initiatives for gender justice and are engaged in a project that seeks to conceptualize gender from the 'African perspective'. More research is needed to assess the scale of programming related to GBV implemented by NGOs. There are also many community-based organizations (CBOs) in Sierra Leone that run small income-generation and skills-training projects with gender components.

Sierra Leone has a robust set of laws to protect women and girls, but research has shown that legislation alone is not enough (Medie, 2013). Despite the adoption of three gender laws in 2007 and the Sexual Offences Act of 2012, the rate of rape and impunity of these crimes remain high. According to BBC News (2018), rapes in Sierra Leone more than doubled from 2017 to 2018 (increasing from 4,000 to more than 8,500), although the actual number of cases likely exceeds this as rape is underreported. The Rainbow Initiative, one of the few organizations in the country that offer free medical treatment and psychosocial counselling for SGBV survivors, received 2,900 survivors of SGBV at its centers in 2018 and this figure increased to 3,701 in 2019 (Mitchell, 2020). Of particular concern is the age of victims, with at least 70% minors (Kardas-Nelson & Inveen, 2019). Survivors find it difficult to access justice, with only 1.2% of the cases Rainbow recorded in 2019 successfully prosecuted. The reasons for high impunity include a culture of compromise, poorly resourced police and judiciary, and lack of forensic equipment to strengthen evidence generation (Relief Web, 2010; Mules, 2019, Schneider, 2019).

To address these issues, the president called for life imprisonment for anyone found guilty of rape of a minor. Also among other measures, a dedicated division has been created in the courts to investigate these crimes. However, his declaration has not have the force of the law. In October 2019, Parliament passed the Sexual Offences (Amendment) Act of 2019, which incorporated some

of the punishments articulated in the president’s declaration, mediated by input from women-led and women-focused organizations (M'Cormack-Hale, forthcoming). Findings from the most recent Afro-barometer survey in Sierra Leone show that most citizens are aware of the declaration of rape as a national emergency and the revision of the Sexual Offences Act, and they approve of both.

- Most Sierra Leoneans are aware of the president’s declaration of rape as a national emergency (91%) and the passing of the 2019 Sexual Offences (Amendment) Act (86%).
- The overwhelming majority supports the president’s declaration of a national emergency (93%) and believe that the harsher new punishments for sexual and gender-based violence (SGBV) will help reduce rape and sexual assault (89%).
- However, seven in 10 (71%) say that these changes will not be enough to solve the problem of rape and sexual assault and that government should do more to educate people to change their sexual attitudes and behaviors.
- Men are somewhat more likely than women to be aware of the president’s intervention, to believe that the harsher punishments will help reduce rape and sexual assault, and want the government to do more to educate people to change their sexual attitudes and behaviours.

3.3 SIERRA LEONE GBV SERVICE PROVIDERS - MAIN ACTORS IN GRIEVANCE MECHANISM FOR SEA/SH

A Service Provider in this GAP refers to any local organization or individual that provides support in the form of medical, psychosocial and legal service to survivors of GBV/SEA/SH. This action plan has identified some organizations as service providers and the project will establish good working relationship with them. The Service Provider (see Table) will have representatives within the GBV-Compliance Team (GBV-CT) and will be involved in resolving complaints related to GBV/SEA/SH.

Table 3.1: Information on Service Providers

Sector	Type of Service	Address	Contact
Rainbow Center Initiatives	Medical, psychosocial and protection	PCM Hospital, Cottage – Fourah Bay Road, Freetown.	076900611 077553141

		Kono, Bo, Kenema, Makeni and Tokolili	
One Stop Center – Ministry of Gender and Children Affairs	All GBV-related Issues as legal, medical, protection, psychosocial and medical response	Pujehun, Moyamba, Kenema, Port Loko, Kono	78257228
Police via Family Support Units	Civil and legal assistance to victims	Nearest Police Station	078305125 076926214
International Rescue Committee (IRC)	Protection, psychosocial and medical response	Aberdeen Road	077553141
Ministry of Gender and Children Affairs and Ministry of Education	Enforce policy and policy advice	New England Vile	78257228
Legal Aid Board	Legal service	3 Percival Street	079244446
King Harman Road Hospital	HIV/Aids testing and counselling	King Harman Road	076736346
GBV and VAC Compliance Team (GBV-CT)	Receive and resolve complaints and refer appropriately	In communities	076900611
Project GBV Focal Person	Coordinate support	PCU	078585727

Source: Ministry of Gender and Children's Affairs

3.3.1. THE RAINBOW INITIATIVES/CENTER

It was originally known as the Sexual Assault Referral Centre (SARC), established in Freetown. Within the project location is the established institution that provides medical response to survivors and at no cost. It is situated at the Cottage Hospital at Kissy, Western Freetown and in Kenema, Bo, Makeni, Kono and Port Loko One Stop Centers. In 2020, UNFPA supported Rainbow Centers to provide services to 1,426 survivors of GBV. Twelve of the survivors were people living with disabilities. However, all other health centers and hospitals are aware of GBV/SEA/SH cases and could make prompt referral when they receive complaints.

- The center is designed to provide consistent, appropriate, timely and accessible medical and psychosocial services to survivors of sexual violence from Freetown and the surrounding communities.
- The center works very closely with the Family Support Units of the Sierra Leone Police and with other local service providers for providing support to survivors of GBV and VAC, including SRGBV in the areas of healthcare, legal protection, psychosocial support and personal security.
- The center is open from Monday to Sunday and offers medical examination and treatments. It provides psycho-social service and provides information and follow-up on legal service and protection. All project-related GBV cases will be referred to Service Providers.

3.3.2. FAMILY SUPPORT UNIT (FSU)

Provides civil and legal assistance to victims. This Unit is established in major police stations within the project locations of the cities and 16 districts, police stations and others. They also provide information for medical and legal services.

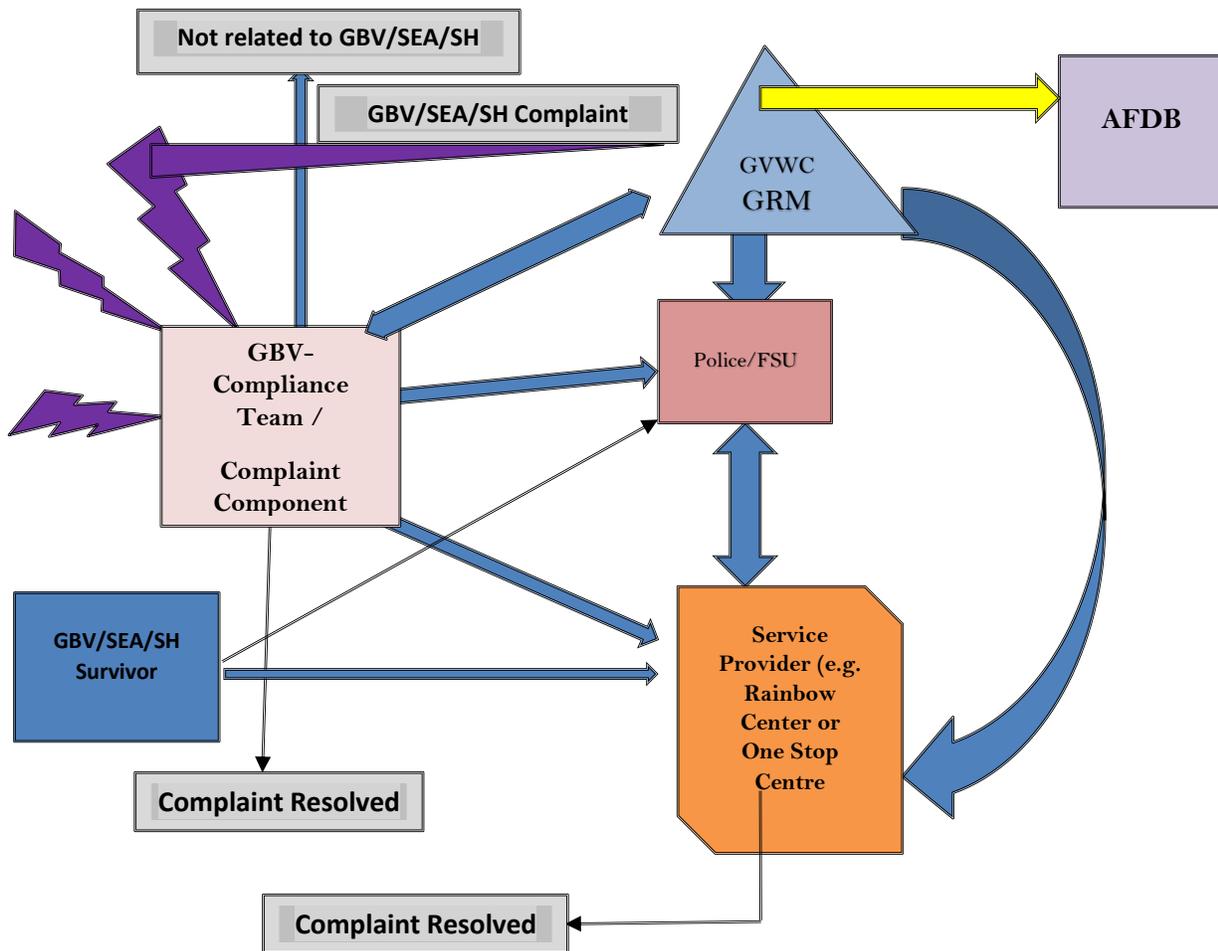
3.3.3. ONE STOP CENTRE

The Ministry of Gender and Children’s Affairs, with the support of UNFPA and other partners, established a GBV toll-free hotline to provide counselling and referral services to survivors of GBV. UNFPA ensures the availability of free counselling and clinical services to GBV survivors through the Government of Sierra Leone and the national NGO Rainbow Initiative, with funding from the Irish Aid. These centers offer a comprehensive package of services of medical treatment, legal services and psychosocial support to both male and female survivors of GBV.

Also in 2020, UNFPA Sierra Leone supported the Government of Sierra Leone in establishing and operating Government One-Stop Centers with the generous support of the Irish Aid and the Government of China. The Government One Stop Centers offer a comprehensive package of services, including family planning commodities to survivors of GBV and have reached some 532 survivors.

The Ministry of Gender and Children’s Affairs has adopted One Stop Centers for SGBV response in six pilot centers to provide One Stop locations for multi-sectoral response services that support survivors. The initiative will ensure confidentiality while offering psychosocial counselling, free medical examination and treatment, legal support and access to safe homes and other referral pathways.

Figure 3.1: GBV/SEA/SH incidence handling Process



3.4 GRIEVANCE MECHANISM MODELS FOR GBV/SEA/SH

3.4.1 PROJECT-LEVEL GRIEVANCE MECHANISM (GM) FOR ALLEGATIONS OF GBV, SEXUAL EXPLOITATION AND ABUSE, AND SEXUAL HARASSMENT (SEA/SH)

In this context, a grievance mechanism for allegations of Sexual Exploitation, Abuse, and Harassment (“SEA/SH GRM”) is one element of the Bank’s approach to addressing SEA/SH in Bank

financed projects. A SEA/SH GRM may take different forms, based on project context, needs, and level of risk. It may be a project-level GRM that has been adapted to address SEA/SH allegations, it may link the project GM with an existing grievance mechanism for various types of gender-based violence (“GBV”) including SEA/SH, or it may be a stand-alone SEA/SH GM outsourced to a third party.

The SEA/SH GM is generally managed by the Project Implementing Unit (“PIU”) and financed by the Project.

Only grievances related to SEA/SH allegedly committed by any “individual associated with the project” fall under the mandate of a SEA/SH GM. The mandate of a SEA/SH GM is limited to:

- Referring, any survivor who has filed a complaint to relevant services,
- Determining whether the allegation falls within the World Bank definition of SEA/SH, and
- Noting whether the complainant alleges the grievance was perpetrated by an individual associated with the project.

A SEA/SH GM does not have any investigative function. It has neither a mandate to establish criminal responsibility of any individual (the prerogative of the national justice system), nor any role in recommending or imposing disciplinary measures under an employment contract (the latter being the purview of the employer).

A SEA/SH GM operates without prejudice to any other complaint mechanisms or legal recourse to which an individual or community may otherwise have access under national, regional, or international law, or under the rules and regulations of other institutions, agencies or commissions, including the GVWC’s Grievance Redress Service (GRS), or the project Inspection Panel.

3.4.2 GBV/SEA/SH COMPLIANCE TEAM

The FWASHAERP intends to establish a GBV Compliance Team that will comprise of at least five representatives who will respond to complaints; the majority of whom should be women trained in Psychological First Aid, providing information and making an appropriate referrals of all GBV and VAC cases. The team will be established in each of the project communities. The team will receive

training from PIU on its roles, responsibilities and scope. The major objective of the GBV Compliance Team (GBV/SEA/SH) is to provide information on GBV issues and refer complains as appropriate.

Their role is only for uptake, as community members may trust them to take complaints forward and nothing else. The teams will be set up during public disclosure meetings and will be popularized during community sensitization. Information about the Compliance Team, including contact numbers for members, will be posted at work sites and community places. Women will be encouraged to be part of the team, especially from these communities.

Members will include, but not limited to the following:

- FWASHAERP's Gender livelihood and Community Technical Assistant - PIU.
- Ministry of Gender and Children Affairs.
- SLLAP's Social and Gender Specialist from PCU.
- Contractors' supervisor/s.
- GVWC
- Representative from Service Provider who will be the focal person
- Ward Councilors from the community
- Community Health Workers

It will be the responsibility of the Gender livelihood and Community Technical Assistant with support from the GVWC to inform workers about the activities and responsibilities of GBV/SEA/SH. Training will be provided for the teams by the PIU and Service Provider prior to the commencement of their assignment to ensure effectiveness. The training will focus on understanding the Gender Action Plan, the Codes of Conduct and the basic concept of GBV/SEA/SH. This is to ensure that they are knowledgeable and well sensitized on GBV/SEA/SH issues. Any amendment to the Codes of Conduct will be approved by the team through the PIU and "No Objection" from the Bank.

3.4.3 GUIDING PRINCIPLES OF A SEA/SH GRM

Accessibility, transparency, and non-discrimination: A SEA/SH GM must be accessible to all potential complainants and its existence and operation should be transparent to the community in which it is situated. SEA/SH GM accessibility should be sensitive to gender, age, disability, and other potential contextual barriers. Adequate information about the existence and operation of the SEA/SH GM must be provided in a language and manner accessible to any potential project-affected person. The principle of non-discrimination should be respected when receiving, processing, and referring the allegation.

Survivor-centered approach: All prevention and response actions must balance the respect for due process with the requirements of a survivor-centered approach under which the survivor's safety, confidentiality, choices, needs, and well-being remain central. The SEA/SH GM should also include processes that protect the rights of the alleged perpetrator, including confidentiality.

Safety: The survivor's physical and psychological safety as well as that of their family remains a priority at all times.

Confidentiality: Confidentiality should cover all information in a complaint that may lead to the identification of a specific incident or those affected by the allegation. This applies to the survivor and witnesses and the alleged perpetrator's identity. Confidentiality is a key to protecting survivors' and witnesses' safety. Confidentiality requires that information gathered about the allegation not be shared with persons or entities unless explicit the complainant grants explicit permission such cases, information-sharing should take place on a strictly need-to-know basis, limited to essential information, and based on pre-established information-sharing protocols which are in line with best practices for the handling of SEA/SH cases. Reports of grievances to the GVWC /PIU shall only include an anonymized summary of allegations based on pre-established information-sharing protocols.

Considerations regarding children and persons with intellectual disabilities: When the survivor is a child, the best interests of the child is the governing principle. Children are considered incapable of providing consent because they do not have the ability and/or experience to anticipate the implications of an action, and they may not understand or be empowered to exercise their right

to refuse. The World Bank considers that a child is anyone under the age of 18 and, as such, not able to give free and voluntary consent. Similar additional considerations and protective safeguards may also apply where the complainant or survivor is a person with intellectual disabilities.

CHAPTER FOUR

COMMUNITY SENSITIZATION AND FEEDBACK MECHANISM

4.1 AWARENESS CREATION AND CAMPAIGN

The WASHAERP will promote awareness and community sensitization on the project and the GRM to enable access and utilization of the procedure to resolve grievances. If a project receives few complaints, it may indicate that impacts are well managed. However, it could also be a warning sign that the GRM has been poorly publicized, is inaccessible or not trusted. A large number of complaints may indicate unhappiness with the project or, on the contrary, that stakeholders trust the mechanism and have no hesitation in using it. Hence, identifying trend indicators may give a clearer picture of how the GRM is functioning or not.

Community Level

For the project affected persons and the community people to seek and access the Grievance Redress Mechanism, it is very important to educate them on its availability. The success of any GRM is essentially determined by the degree of its awareness by the local people within the communities. Fundamentally, successful strategy that would be utilized to publicized the complaints and resolution procedure to the local population shall include the following:

- Developing simple, visually catchy and engaging advocacy materials - These will describe the process for handling people's concerns and the benefits that can result from doing so. The materials will inform the local population on where to go and who to contact in case they have a complaint;
- Produce and Provide educative materials in an understandable format and language the local people could understand (preferably in the local dialect i.e. Krio) and put into consideration special approaches such as the literacy level of the people and if it deemed to be very low, then consider other approaches like skits, dramas, demonstrating scenarios, etc., using local context/icons/cultures; and
- Use of face-to-face communication (e.g. focus group discussions, town hall meetings) - this should be done preferably using the local language and organized by locally recognized

traditional institutions (Social influencers, Opinion leaders, Ward Development Committee, Traditional rulers, etc.).

Project Level

Awareness creation at State level should be done at regular intervals, especially when there have been recent innovations to the implementation approach

- Use of jingles on local radio stations
- TV commercials and paid interviews/program sponsoring
- Stakeholder engagements activities/GRM workshops
- Publications in State and National dailies
- Social media Channels/platforms (Facebook, Twitter, etc.)

4.2 COMMUNITY FEEDBACK

The GRC at the Community level should provide regular feedback to the community and relevant stakeholders, to clarify expectations about what the mechanism does and what it does not do and to encourage people to use it. This will help the GRC gather feedback to improve the grievance redress mechanism.

Feedback topics should include:

1. Types of cases and how they were resolved, presented in an interactive way that maintains confidentiality of the parties involved where required.
2. Impacts of the grievance mechanism and complaints on project procedures and operations.
3. How to make the grievance mechanism more effective.
4. Regular committee-community meetings, with two-way feedback and joint appraisals of the mechanism, its components, or specific procedures.
5. Regular or targeted meetings with community leaders.
6. User evaluation/feedback forms distributed to complainants at the time of resolution and again several months later.

7. In-person or telephone interviews by GRC Secretary with past complainants to assess their satisfaction with mechanisms and procedures to address complaints
8. Information to stakeholders about the status of a case (disseminating written reports)

4.3 OPEN CHANNELS FOR FEEDBACK PURPOSES

There are various ways to collect feedback on the mechanism from complainants and community stakeholders. This includes;

- Community surveys:
- Satisfaction surveys of previous complainants;
- Requesting feedback during community meetings;
- Listening to the community in informal settings, such as social gatherings; and
- Developing feedback forms that are available at strategic locations.

CHAPTER FIVE

MONITORING AND EVALUATION

5.1 MONITORING AND EVALUATION INDICATORS

The grievance redress mechanism is an integral part of the knowledge management machinery of any project and helps in measuring efficiency and achievement of the entire project objectives. All the data on the grievances received will be provided to the M&E Specialist for evaluation. This will help the project to make necessary adjustments on operational procedures. The data emerging from the report of grievance redress can also help the project evaluate the efficiency of the implementation of safeguard instruments.

The project will include GRM related updates including types of grievances, frequencies and measures taken in the quarterly Environmental and Social Implementation Reports. The monitoring and evaluation indicators will include:

1. Percentage of grievances addressed within set time frame
2. Percentage of grievances handled with simple conflict resolution technique (consensus, disciplinary, explanations, etc.)
3. Percentage of grievances handled with more complex procedure
4. Percentage of positive feedback

CHAPTER SIX

GRIEVANCE REDRESS MECHANISM COSTS

6.1 GRM COSTS

For an effective operationalization of the GRM, dedicated financial resources need to be put in place to support the implementation of all activities as captured in the GRM. It is a well-known fact that a budget is required to run an effective GRM, even though projects are not expected to remunerate the GRCs. Budgets may cover dedicated staff training, external communications material, Consultants, use of neutral third-party facilitation/mediation, and grievance investigation and resolution costs and logistics.

Other relevant GRM costs includes:

- Activation and training of GRCs
- Sensitization of communities (IEC Materials, Banners, etc.)
- GRM Registers
- Computer System Printing of Complaint Forms
- Complaint Boxes (annotated with phone numbers and emails of dedicated Officers)
- Mobile Phone Top-up for GRC Secretary/Focal persons
- Paid Adverts/Jingles on National radios, Television programmes

Annex 1: Stakeholder Grievance Form

To be completed by GRC/PIU/Contractor or person submitting complaint.

Grievance Form			
Reference No: (for official use)			
Anonymous:	Yes	No	
Full Name:			
Contact Information: Please check how you wish to be contacted (letter, telephone, e-mail)		<input type="checkbox"/> Address/Village/traditional authority and ward: _____	
		<input type="checkbox"/> Telephone: _____	
		<input type="checkbox"/> E-mail: _____	
Preferred Language of communication			
Description of Incident or Grievance: What happened? Where did it happen? Who did it happen to? What is the result of the problem?			
Date of Incident/Grievance		<input type="checkbox"/> One-time incident/grievance (date _____)	
		<input type="checkbox"/> Happened more than once (how many times? _____)	
		<input type="checkbox"/> On-going (currently experiencing problem)	
What would you like to see happen to resolve the problem?			
Additional Comments:			

Annex 2: Grievance Record

Grievance Record			
Grievance Number:	Date Submitted:	Target Date for Resolution:	
Name:			
Address and Contact Details:			
Grievance Received by:			
Name of Grievance Chairman:			
Description of Grievance:			
Assessment of Grievance Level:		Notification to PIU?	Y/N
Actions to Resolve Grievance			
Delegation to:			
Action:	Who	When	Completed Y/N/Date
Response/Resolution:			
Strategy to Communicate Response			
Sign-off:			
Date:			
Conclusion			
Is complainant satisfied?	Y/N	Comments from Grievance Chairman	
Grievance Closed?	Y/N	Grievance Resubmitted	Y/N
Signature of PIC Chairman:		Date:	
Date:		New Grievance Number:	

Annex 3: Grievance Receipt Form – to be used to acknowledge grievance submitted

Grievance Receipt Form		
Grievance Number:	Date Submitted:	Target date for initial meeting to address grievance:
Name:		
Address and Contact Details:		
Grievance Received By:		
Name of Grievance Chairman:		
Contact details of Grievance Coordinator	Telephone: Email: Address:	

Annex 5: Specific Interventions under the Different Project Components

Nr.	Component Name	Component Description
1	Water Supply Infrastructure Improvement - Immediate Investments	Rehabilitation of five (5) mal-functioning raw water intakes and 12 km. of raw water transmission mains
		Rehabilitation and expansion of two (2) existing water treatment plants
		Rehabilitation of two Booster pumping stations and improving stand-by power supply capacity.
		Rehabilitation of 100km of old water distribution mains and expansion of distribution network by 250km
		Rehabilitation of eight (8) existing service reservoirs
		Rehabilitation and construction of 120 Public Stand Posts
		Establishment of 38,000 metered water service connections
		Supervision and quality assurance services for immediate infrastructure improvements
2	Integrated Infrastructure Improvements - Post MTR Investments	Establishment of water-shed data collection, protection, and surveillance infrastructure.
		Development of ten (10) raw water intakes and 18 km. of raw water transmission mains
		Construction of nine (9) water treatment plants
		Construction of seven (7) new service reservoirs
		Construction of 100 km of new water distribution pipe network
		Flood mapping of Western Area
		Western Area Peninsular Protected Forest/Water-shed Regeneration –tree planting
		Construction of stand-by water sources to maintain services during rehabilitation works (20 production boreholes and 20 km of distribution
		38,000 metered water service connections
		Establishment of 140 solid and liquid waste transfer station, including mobile transfer stations.
		Lining of 143,600 Sq.m. of drainage channels
		Construction of two (2) solid waste Material Recovery Facilities
		Establishment of pilot solid and liquid waste treatment plants including selection of private sector operators.
		Construction of 150 public toilets
Supervision and quality assurance services for integrated infrastructure improvements		
3	Capacity for IWRM and Livelihood Improvement	Training of managerial and technical staff
		Support for 40 internships in water supply and sanitation related disciplines.
		Promoting youth (including women) employment through nurturing of micro-enterprises for providing urban water supply and municipal waste services, as well as engaging in environmentally sustainable water-shed resources management/MSE training & equipment for small operators
		Establishment of Surface and Groundwater observation stations (at
		Development of tools for community-based water resources, waste-water and solid waste management
		WASH behavioural change and child nutrition campaigns
		Community-based water resources management, solid and liquid waste management capacity improvement training
		Supervision and quality assurance services for IWRM and livelihood improvement activities.
4	Project Management	Overall project coordination and administration;
		Technical Oversight and quality assurance;
		Supervision of service providers, Monitoring & Evaluation and Reporting, including Environmental and Water Quality Monitoring.
		Office supplies and logistical support for all implementing agencies.