



The Republic of Zambia



Zambia Statistics Agency

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY REGIONAL
STATISTICS PROJECT

(P175731), Zambia

GRIEVANCE REDRESS MECHANISM

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ACRONYMS AND SYMBOLS

8NDP	Eighth National Development Plan
AP	Affected Persons
ESS	Environment and Social Safeguard Officer
GC	Grievance Committee
GM	Grievance Mechanism
GRM	Grievance Mechanism
GDP	Gross Domestic Product
CPI	Consumer Price Index
HR	Human Resource
ICT	Information Communication Technology
GBV	Gender Based Violence
GIS	Geographic Information System
LAN	Local Area Network
LCMS	Living Conditions Monitoring Survey
LFS	Labour force Survey
M&E	Monitoring and Evaluation
NDS2	Second National Strategy for the Development of Statistics
NGO	Non-Governmental Organisation
NSO	National Statistical System
NSS	National Statistical System
PCS	Project Steering Committee
PIU	Project Implementation Unit
PMU	
SADC	Southern Africa Development Community
SDGs	Sustainable Development Goals
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment
WB	World Bank
ZamStats	Zambia Statistics Agency
ZDHS	Zambia Demographic and Health Survey
ZSP	Zambia Statistics Project

1.0 INTRODUCTION AND PURPOSE OF THE GRIEVANCE REDRESS MECHANISMS MANUAL

The Zambia Statistics Project (ZSP) arises from the need to strengthen statistical development and capacity in the country, in order to close various data gaps identified by the Eighth National Development Plan (8NDP) and the Second National Strategy for the Development of Statistics (NSDS2). Development and strengthening of statistical capacity is required across the National Statistical System (NSS), which comprises Zambia Statistics Agency (ZamStats) and various other institutions involved in statistical production. In addition, the project will support aspects of data dissemination, uptake and use. Strengthening Statistical Capacity is key to formulating and monitoring policies to accelerate attainment of development and regional integration among beneficiaries.

The Zambia Statistics Project is a \$30 Million facility that has been provided by the World Bank (WB) which was effective in November 2023 and will run up to September, 2028.

Grievances may arise at any stage of the project from design to inception stage through to planning and implementation stages. It is therefore imperative that Affected Persons (AP) should be given the opportunity to raise their grievances and be given an adequate hearing for their grievances to be satisfactorily resolved. Grievance redress mechanism is a governance related management process which is usually established to ensure better public service for citizens. It is a platform for aggrieved parties to appeal to relevant authorities if they are dissatisfied with any aspect of project implementation. Redressing grievances of affected people should be an integral part of a projects design, plan and management. Setting up appropriate and efficient mechanisms to address community concerns, prevent adverse consequences and risks. A GRM provides a transparent, credible and predictable process to all parties, resulting in outcomes that are fair, effective, and lasting. The management of grievances is therefore an important element of stakeholder management and an important aspect of risk management for the Project. This Manual provides a step by step guide on how to receive, address, categories, follow-up, and close out grievances through a formal GRM system that can address a variety of grievances arising from the implementation of the project components. The GRM will also allow for reporting of Gender Based Violence (GBV) including Sexual Exploitation and Abuses (SEA)/ Sexual Harassment complaints.

The purpose of this Grievance Redress Mechanisms manual is to outline the ZSP's approach to accepting, assessing, resolving, and monitoring grievances from those affected by the implementation of the project components and sub component activities in an appropriate manner. It provides for a transparent and credible process to all concerned parties, resulting in outcomes that are fair, effective, and concrete. It is imperative to have a robust and credible mechanism to systematically resolve any complaints that might arise in order that they do not present a risk to operations or the reputation of the project and its sponsors. If well-handled, an effective feedback and grievance mechanism can help foster positive relationships and build trust with stakeholders. This GRM will complement and interface with other existing public administrative systems.

2.0 DESCRIPTION OF GRIEVANCE REDRESS MECHANISMS AND COMPLAINTS

2.1 Objective of the Grievance Redress Mechanism

The Grievance Redress Mechanism (GRM) will guide the receipt and response to any complaints and questions made to the Project from project stakeholders including provide guidelines of handling of Gender-Based violence (GBV), Sexual Exploitation and Abuse (SEA) or Sexual Harassment (SH) complaints, and the referral procedure to GBV specialized services providers. The GRM will also provide modalities for raising awareness, visibility, understanding and providing feedback on the project implementation.

The government complaint and grievance management mechanism will be used to manage grievances and complaints related to Project activities.

The GRM is intended to:

- Provide avenues for stakeholders to seek information and ask questions on the SADC Regional Project being implemented by ZamStats.
- Provide project affected and interested people with avenues for lodging concerns, complaints and resolution (see Annex 2).
- Ensure that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants.
- Provide avenue for vulnerable groups and survivors of sensitive grievances such as sexual exploitation and abuse or sexual harassment (SEA/SH) to have equal access to grievance redress process and support.
- Avoid project-community conflicts and improve community support for the project activities.

Although project affected parties have the right to seek redress in court, the project recognizes that court cases are known to be cumbersome and time consuming. Therefore, the project, through this GRM intends to propose an alternative simple but functional first point procedure for aggrieved project affected persons to amicably seek redress to their complaints. Nonetheless, aggrieved persons would remain free to access the court system without any hindrance or retribution from the project as provided by the laws of Zambia

This GRM will apply for the all Project stakeholders. The project will have a national scope in targeting both rural and urban settings in Zambia which will make it difficult for all stakeholders to access the project information and benefits and also experience low literacy levels may pose a barrier to some project stakeholders' especially vulnerable groups and persons with regard to the GRM. Based on this fact, the Project will inform all stakeholders of the existence of a Grievances Mechanism that takes into account all possible cases of complaints and grievances related to the project. The information must be communicated in a clear way, understandable to the targeted parties, and using different accessible media/methods. In particular, the methods of recording grievances should be very precise and highlighted during the communications and awareness-

raising activities. In addition, all communication materials produced concerning the grievances mechanism (leaflets, posters, articles and press releases) should include all available contact details (postal address, telephone number and e-mail address, titles of officers).

3.0 GRIEVANCE MECHANISM GUIDING PRINCIPLES

In designing of this GRM, the following principles are adhered to as they enhance effective resolution of stakeholder grievances:

3.1 Responsiveness and Confidentiality

Adopting the doctrine that there is always room for improvement, the GRM will entertain all types of complaints, comments and suggestions, with a view to improve the project's efficacy and efficiency. Comments and suggestions received for improvement of the mechanism will be given due consideration and the providers will be kept informed of the response to their inputs. In order to ensure transparency in handling and processing of grievances, all project stakeholders, especially complainants will be kept informed of the handling process and the outcome of the redress process in a timely manner. As confidentiality is an integral part of fairness, the identity and personal details of complainants will only be disclosed to those involved in the resolution of the grievance.

3.2 Objectivity and Independence

The mechanism empowers the various operational levels in the grievance redress hierarchy to operate independently and objectively while handling grievances and to ensure that all information, stakeholders and records required for inquiry and analysis are easily accessible.

3.3 Simplicity

The mechanism will provide simple and easy to understand procedures lodging complaint and/or submitting suggestions or comments. The document shall be made accessible and understandable to all project stakeholders' especially vulnerable groups and persons. GRM materials shall be translated into applicable local languages to ensure wider understanding and awareness.

3.4 Fairness

The GRM will equally consider all complaints irrespective of their nature, size and complexity. All complaints, comments and suggestions received will be registered and the person or entity making the request for Redress will be acknowledged in writing or verbally. The project staff implementing the GRM will be specially trained for grievance handling and resolution.

3.5 Timeliness

All grievances, irrespective of their nature and size shall be considered and corrective actions taken within reasonable time. All possible efforts will be made to complete the process within the shortest possible time.

3.6 Participation

The GRM encourages any stakeholders to lodge complaints, make suggestions, including improvements to the GRM. The GRM will ensure that project beneficiaries are included in the process of redressing grievances and incorporating suggestions where required.

3.7 Accessibility

The grievance mechanism procedures will be placed conveniently for all project stakeholders with full details and contacts on how to reach the respective Project Office. Applicable local language shall be used to assist those who may face barriers in terms of language and literacy. Stakeholders will be made aware of their rights and procedures for lodging grievances which will include awareness of available GRM uptake channels to register their grievances.

4.0 TYPES OF COMPLAINTS

This GRM will be made available to parties who have grievances arising from activities related to the project which may occur during implementation phases. Grievances will be handled through negotiation aimed at achieving consensus.

The GRM will be set up and administered at Project Implementation Unit (PIU) level. Records of complaints and responses will be maintained by the PIU through the ESS Officer as designed Focal Person. Potential grievances and disputes may arise during the course of implementation of the project. These may be categorised as follows:

- i. Grievances related to procurement (Unfair award of contracts;
- ii. Delayed payments to contractors and Long procurement procedures etc.)
- iii. Grievances related to Labour (Delayed payments to hired field staff; Limited labour opportunities through Project implementation Unit, field workers' conduct (e.g SGBV and Child Labour perpetration)
- iv. Grievances related to project information/knowledge (Inventory mistakes made during field work; e.g. incorrect/under reporting of field materials, Delayed commencement of project activities, inadequate awareness material and inadequate inclusive consultations etc.).
- v. Grievance related to GBV, SEA/SH.

To this effect the grievance procedure will be simple and administered in relation to the existing local grievance systems in that sub project area as far as possible, to facilitate access, flexible and open to various proofs taking into cognizance the fact that most people are illiterate requiring a speedy, just and fair resolution of their grievances. Annex 1 contains a sample grievance submission form that may be adapted for use in recording project grievance cases.

5.0 GRIEVANCE REDRESS MECHANISM PROCEDURE

During the project preparation phase and during the start of project implementation, any complaints or grievances related to the project will be taken care of and further handled by the ESS Officer. The establishment of the Grievance Mechanism will consist of Environment and Social Safeguard Officer and Human Resource officers from the central level (ESS, HR staff) and Regional Statisticians who will serve as focal point persons from each of the 10 provincial offices .

In addition to the Grievance Mechanism established at the Project level, specific protocols for handling sensitive grievances such as SEA/SH cases will be established in the GBV Action Plan. With respect to GBV related complaints, special procedures will be adopted to ensure anonymity and referral procedures to associated NGOs or service providers who are experienced in handling GBV cases will be set up.

5.1 Channels of GRM Uptake

Grievances will be raised in either of the following channels:

- **Email:** The official email: info@zamstats.gov.zm will be used for receiving the grievances and will be provided to the communities in brochures and will be made accessible for local communities and other relevant stakeholders.
- **Boxes:** The project will set up visible and accessible grievance boxes for all project audiences, which will be placed at the reception of Headquarters, and at all the regional offices. The ESS Officer is responsible for checking them on weekly basis in collaboration with the focal point person at all the regional offices;
- **Telephone call:** Three mobile Companies (Airtel, MTN and Zamtel) with the toll-free line number will be made available through a brochure for complainants or affected persons to reach and lodge complaints.
- **Letter:** Grievances can also be addressed by an official letter to the provided contacts of the Project.

5.2 Principles of Handling Grievance

Any grievance received must be treated fairly (recorded, verified and analyzed, investigated if necessary, adjudicated and responses will be communicated to the complainants concerned). The handling of a grievance is considered completed after resolution, decision and feedback to the complainant concerned.

5.3 Level of handling of complaints and grievances

Mechanisms will be put in place to ensure that grievances are recorded and considered fairly and appropriately as indicated in figure 1 and Table 1 below. These include:

5.3.1 Receiving, Sorting and filing of grievances

The three steps involved in triaging and classifying grievances are,

- First, the focal officer (at each level) will receive and record all the complaints received in the complaints logbook/grievance set grievance database.
- Second, determining the nature of the grievances received,
- Third, categorizing the information received to determine how long it will take to be processed and the entity that will review and investigate it. Sorting and grading will be carried out directly by the GM focal points at each level.

5.3.2 Record-Keeping

The archiving of the GM database will be done at the ZamStats head office. However, the project will set up a physical and electronic archiving system for the classification of grievances received and processed.

The project will establish a database that will capitalize on all grievances and grievances received and dealt with as part of the preparation of the project. The Project will provide general capitalization and management of the central database. The overall monitoring of the handling of grievances under the project will also be ensured by the Project ESS Officer, HR Officer and M&E Officer. Therefore, the Project designated officer will draw up periodic reports on the status of grievances related to the project (number of grievances received, categories of grievances, cases resolved, and feedback to complainants).

Once a complaint has been received, by any channel, it should be recorded in the complaints logbook or grievance set grievance database. Once all possible redress has been proposed and if the complainant is still not satisfied then they should be advised of their right to legal recourse.

5.3.3 Acknowledgement sent to the Grievance owner

The acknowledgement of the receipt of complaints will be done within stipulated timeframes for handling of complaints as reflected in table 1 below, through maintainable and convenient means of communications such as written letter, verbal (telephone call) or email. A template will be used as a standard for written acknowledgements to avoid delays. The Focal Officer as to applying Committee will acknowledge or facilitate the acknowledgment process through the appropriate GRM focal point persons.

5.3.4 Verification of Grievance / Investigation / Redress

Once all the complaints are screened and sorted out, the Focal Officer as to applying Committee in consultation with the Chairperson of the Committee shall determine whether the complaints can be resolved without the involvement of the GRM committees which include the National Statistics Coordinating Committees (Steering Committee) or whether they need to be referred to relevant

stakeholders in the case of GBV/SEA/SH grievances. If the complaints require the involvement of the committees, they shall first be forwarded to the appropriate Committee.

During this stage, complaints will be reviewed by the grievance committee following which corrective action will be implemented accordingly. In a case where complaints require to be verified and investigated, the Focal Officers will facilitate the verification and investigation of complaints in consultation with ESS and HR officers or the entire committee. The results of the investigation shall assist in resolving the complaints. The preferred course of actions will be discussed with the affected persons to ensure consensus in the resolution of the grievances. If the complaints are resolved at that level, then the affected shall be informed of the outcome, through appropriate means, with a copy to the Chairperson of the Committee. If the Committee fails to resolve the issues, then the issues shall be tabled before the next level Committee.

If the grievance has been filed at the level of the communities, the Regional Statistician will deal with it, especially if it concerns actions involving the community. If the grievance cannot be resolved at this level (by its nature for example), it will be directed to project management/Governance structure and dealt with by PSC. However, grievances handled at the local level will go back to ESS of the Project for consolidation.

It is worth noting that unresolved grievances by the National Statistics Coordinating Committee can be referred to arbitration/courts of law as reflected below

5.3.5 Recourse to the court

The judicial process is the last resort of the plaintiff in case of failure of the different levels of amicable resolution. As much as possible, the project will try to settle disputes without going to court.

5.3.6 Dissemination of grievance results to the Complainant

The Complaints Handling Officers as per Committee in collaboration with ESS Officer will facilitate dissemination of the resolutions to the complainant through appropriate means. The applicable Committee will ensure that the relevant details of grievances, with outcomes, are made available to the affected parties including an explanation of the approach and methodology used to resolve the grievance whilst maintaining confidentiality as required.

5.3.7 Closure of the grievance

The proceedings will be closed if the mediation is satisfactory to the parties and leads to an agreement. The satisfactory resolution must then be documented.

All grievances received will have to be collected by the stakeholders mentioned above. They will analyze the facts and resolve them accordingly.

The overall management of the GM will reside with the designated Focal Person. The ESS Officer, as the designated Focal Person, will specifically be responsible for:

- The disclosure of the GM to project stakeholders.
- Sensitization of implementing partners and staff on the GM.
- Keeping records of all complaints received, updating, and closing complaints.
- Pre-empting and facilitating activities of Grievance Committees (GC).
- Checking if all grievances have been addressed and follow-up actions have been taken.
- Escalating cases to PMU
- Referring survivors of SEA/SH cases to Gender Based Violence (GBV) service providers
- Monitoring and producing biannual performance report on the GM.

The Project encourages the handling of grievances within Project level and amicably. The mobilization of the judicial mechanism is considered a last resort when all mediations at different levels have failed. However, the complainant is free to seek legal recourse.

Gender Based Violence-Sexual Exploitation Abuse

The grievance mechanism shall also receive, register, and address concerns and grievances related to GBV/SEA/SH in a safe and confidential manner, and shall include the referral of survivors to GBV/SEA/SH service providers. Survivors of GBV/SEA/SH will be supported through a referral system that includes One-Stop Centers (OSCs), where they are available. These centers provide comprehensive care, including:

- Medical examinations
- Access to post-exposure HIV prophylaxis
- Emergency contraceptives
- Psychosocial counseling
- Legal advice
- Police support

These GBV/SEA-H complaints may entail:

- a) **Sexual Harassment**, this entails sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature with individuals associated with a World Bank project.
- b) **Sexual Exploitation**, any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.
- c) **Sexual Abuse**, the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

- d) Any form of **sexual activity** with individuals under the age of 18, except in case of pre-existing marriage

When handling this type of grievance, the project will also take the following principles into account:

1. **A survivor-centered approach** which entails respect for the rights and wishes of the survivor applying a human rights-based approach. The survivor-centered approach includes safety, confidentiality, choices, needs, and well-being remain central. The SEA/SH GRM will also include processes that protect the rights of the alleged perpetrator, including confidentiality.
2. **Respect:** Survivors need to be treated respectfully when they are present. Their concerns must always be heard and valued.
3. **Safety:** The survivor's physical and psychological safety as well as that of their family always remains a priority. Survivors must be kept safe from harm, provide alternative shelter if their security is threatened.

Grievance Redress Mechanism Hierarchy

The Project will set up a grievance redress mechanism (GRM) building on both traditional conflict-resolution flows as well as administrative and Project based steps to ensure community members or any stakeholders have an opportunity and means to raise their concerns or to provide suggestions regarding Project-related activities. From the community to the PSC level, there will be focal persons to receive, record and address grievances, queries and suggestions.

A reporting line of received (and addressed) grievances will also be clearly defined, so that the PIU will have a full set of data. Complaints will be categorized and recorded at each level of the structure and consolidated periodically in a project grievance database. The database will also be an effective management tool to monitor progress and detect potential obstacles in the Project implementation. The database is established in an easy-to-use software system (e.g. Microsoft Excel) to allow ease of transition as the project moves between phases and employees change.

The Illustration in Figure 1 below summarizes the procedure and key steps for grievance readdress mechanism and Table 1 stipulates the timeframes for the Process.

Figure 1 Illustration of GRM Procedure

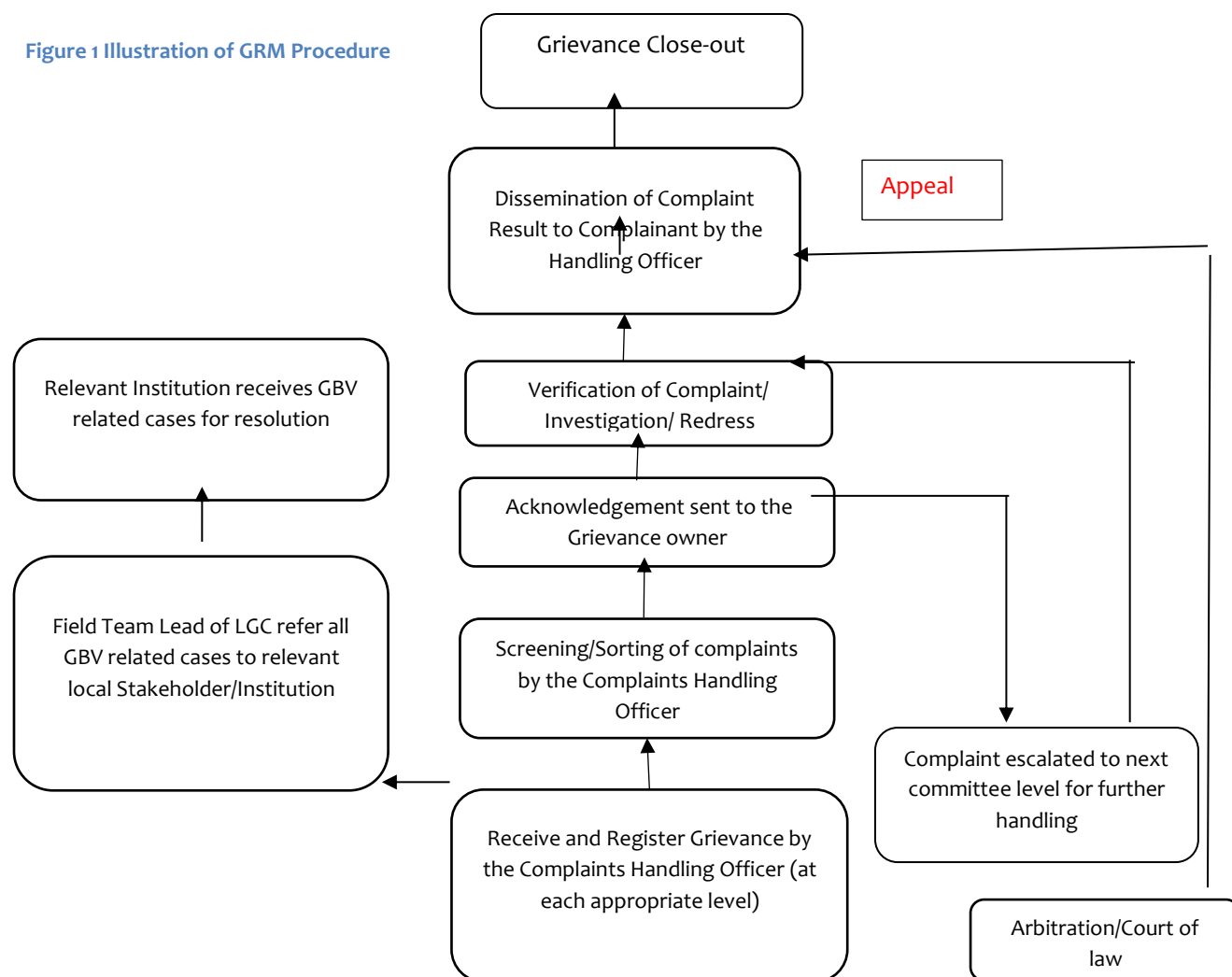


Table 1 Suggested Timeframes for Grievance Redress

PROCESS	TIME FRAME
Receive and register grievance	within 2 Days
Acknowledge, assess grievance and assign responsibility	within 7 Days
Development of response	within 3 Days
Implementation of response if agreement is reached	within 2 weeks
Close grievance	Within 5 Days
Initiate grievance review process if no agreement is reached at the first instance	within 2 weeks
Implement, review recommendation and close grievance	within 2 weeks
Grievance taken to court by complainant	This will depend on the type of grievance

6.0 GRIEVANCE REDRESS COMMITTEES COMPOSITION

The various GRM Committees involved in the handling process shall be composed as stated below:

1. The Regional Grievance Management Committee (RGMC)

This shall be the provincial level committee which will be made up of following:

- Regional Statistician (RS)
- District Commissioner (focal point for the reporting District)
- The assigned field team lead (focal point to local grievance committee)

The Regional Statistician (RS) is the administrative head of the Regional Statistical office in the province. The Regional Statistician (RS) will make sure he/she is in the loop of every grievance reported within the province and also make a follow up on the final decision made and report final decision to the complainant. The RS' role is to bring out fair solution in redressing those grievances received. The RS will also be responsible of liaising with the ESS on any grievances, complaint received and the decision taken from their region.

The District Commissioner (DC) together with district administrative officers will hear and adjudicate over received complaints related to the project activities at district level. If the parties are not satisfied of the outcome, the DC will then forward these issues to the Regional Statistician for further referral. The team lead apart from the assigned field role, will receive complaints and register them. Once the complaints have been categorized the team lead logs the details regarding the complaint into the GRM system (could be online or paper).

The assigned field Team lead will be the local focal point at each project assigned field level. The field Team Lead together with identified community members will constitute the local grievance committee (LGC). The LGC will hear and adjudicate over received complaints from the community accordingly.

2. Project Grievance Management Committee (PGMC)

The PGMC committee will be called upon when aggrieved persons are not satisfied with the feedback received from the regional phase. The committee will be made up of:

- Project coordinator -chairperson;
- The ESS Specialist- secretary;
- Representative of Directorate of Agriculture and Environment
- The M&E Specialist-member;
- The Human Resource Management Officer-member;

The functions of the grievance redress committee will be to receive, investigate and resolve issues with the field teams, affected persons or complainant. The aggrieved party or parties is/are required

to channel their grievances to the ESS or the Grievance Administrator through any means including face to face, telephone calls, text messages, online platform and letters. The Project Grievance Management Committee will sit as and when complaints are lodged. The grievance redress process at this level shall follow the chain highlighted under 7.3 above. However, grievances handled at the Project level will go back to the ESS for consolidation.

3. The National Statistics Coordinating Committee (NSCC)

If aggrieved parties are not satisfied with the outcomes of the first two processes, they may seek redress from National Statistics Coordinating Committee (NSCC). The NSCC shall be composed of 15 Directors from institutions servicing the ZamStats Board of Directors and comprised of 15 members representing 15 key sectors for purposes of national statistics in Zambia. These are namely: Zambia Statistics Agency, Bank of Zambia, Zambia Revenue Authority, Ministry of Education, Ministry of Finance and National Planning, Ministry of Labour and Social Security, Ministry of Commerce Trade and Industry, Ministry of Fisheries and Livestock, Ministry of Tourism, Ministry of Local Government and Rural Development, Ministry of Agriculture and Ministry of Health, Ministry of Information and Media, Gender Division and Ministry of Lands and Natural Resources.

The NSCC normally meets twice a year for statistical matters. However, during the project implementation being the Steering Committee, the committee will sit as and when they are called upon.

If the aggrieved party is not satisfied with the outcomes from the three levels, the party has the right to go the law court at their own expense.

Generally, the Grievances Committee:

- Examines the eligibility of the grievance to the mechanism;
- Produces, if necessary, any file deemed useful for the processing of this grievance;
- Analyzes the relevance of the grievance;
- Conducts an investigation if necessary;
- Offers answers;
- Makes a decision and forwards the recommendations and resolutions taken to the complainant;
- Records decisions and recommendations in the register of grievances.

The Project grievance mechanism will be simple and administered in relation to existing grievance systems channels in the project areas that are already acceptable to project stakeholders as well as implement the government complaint system through the provincial and national committee structures. The Project will ensure appropriate representation for the local level GM focal points in all project areas. Sensitive cases related to gender-based violence (GBV), Sexual

Exploitation and Abuse/Harassment (SEA/SH) will be referred to the RGMC for onward, PGMC and NSCC for forwarding to institutions with the expertise in dealing with such cases.

The Project aims for grievances to be managed at the lowest project levels to avoid escalation of grievances to higher levels of managing and resolving complaints.

7.0 MONITORING AND EVALUATION

The GM will be part of the project reporting on a monthly basis or as may be deemed necessary depending on prevailing circumstances. The PIU's monitoring and evaluation criteria will have indicators for measuring effectiveness at all stages of the GM but not limited to include the following in Table 3:

Table 2 Monitoring indicators

Indicators	Frequency	Documentation
<ul style="list-style-type: none"> - Number and description of the grievances registered over a specified time frame - Number and % of complaints related to the project - Number and % of complaints not related to the project - Number and % of complaints resolved, - Number and % of complaints unaccepted - Number and % that resorted to legal route - Number and % of resolutions made in a timely manner - Number and % of complainants by gender - Number of issues that comes up repeatedly, which warrant changed procedures or are a lesson learned - % resolutions, - Number of Referrals - Ongoing efforts at resolutions - Status of implementation of ongoing resolutions. 	Monthly	Semi-annual report on the management of grievances

The above information will also show the geographic areas where most complaints circle around. The information provided by the registry (see Annex 2) will assist the project team to improve the mechanism and better understand and address the impacts of the project.

A report describing the work of the GM will be available to the World Bank and the public bi-annually, listing the number and nature of the grievances received and processed in the previous six months. Confidentiality with regards to any individual grievance will be maintained, while providing appropriate transparency about the activities of the GM. The report will also highlight key trends in emerging conflicts, grievances and dispute resolution.

10.0 ANNEXES

Appendix 1. Sample grievance lodgment sheet

SADC Regional Statistics Project - Zambia, GRIEVANCE/COMPLAINT FORM	
Section 1: Complaint	
1.	What harm do you believe the SADC Regional Statistics Project caused or is likely to cause to you or your community? Please describe in as much detail as possible.
2.	What location is concerned with your submission? (Please include country/county name)
3.	Do you live in the project area?
4.	Have you previously reported your concerns to SADC Regional Statistics Project management? If yes, please provide the details about those communications and explain why you are not satisfied with the action in response.
5.	If known, please list the operational procedures you believe have been violated by the SADC Regional Statistics Project.
6.	Do you expect any form of retaliation or threats for filing this complaint to the SADC Regional Statistics Project?
Section 2: contact information	
7.	Are you filing an individual submission or representing a community?
Individual: <input type="checkbox"/> Representing a community: <input type="checkbox"/>	
8.	Would you like your name and contact details to be kept confidential? (The SADC Regional Statistics Project will not disclose your identities to anyone without your prior consent.) Yes <input type="checkbox"/> No <input type="checkbox"/>
9.	Submitter's Name & contact information:
Name:	
Address:	
Email:	
Phone:	
10.	Preferred Method of Contact:
11.	I, the undersigned, request the Project to investigate the issues described above.
12.	Signature/Thumbprint
Name:	Date

NOTES:

- Please attach supporting documents, if available.

Section 3: Office Use Only

Grievance ID Number

Recorded by:

Date

Place/Method grievance was received

Appendix 2. Model Grievance Registration Register

**SADC Regional Statistics Project
REGISTER OF GRIEVANCES**

CODE	Date of receipt of grievances	Report				Level of treatment	Analysis of causes	Identifying response actions	Action planning		Implementation of actions	Monitoring and measuring the effectiveness of the actions implemented	Processing time		Status
		Data Sources / Information	Statement / Description of the grievance	Relevant entities/stakeholders	Category of Grievance				Responsible	Date			Actions taken	Measuring the effectiveness of actions	