



**STATISTICS SIERRA LEONE**  
(Stats SL)

*Credible Data for National Development*

**GRIEVANCE REDRESS MECHANISM IMPLEMENTATION MANUAL  
(GRM)**



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**HARMONISING AND IMPROVING STATISTICS IN WEST AFRICA  
(HISWA-SL)**

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## ABBREVIATIONS AND ACRONYMS

AP	Affected Person
AU	African Union
CBOs	Community Base Organization
CID	Criminal Investigation Department
CPI	Consumer Price Index
DS	District Statistician
ECOWAS	Economic community for West Africa
ESMP	Environmental and Social Management Plan
ESSS	Environmental and Social Safeguards Specialist
FP	Facilitating Partners
FSU	Family Support Unit
GBV	Gender Base Violence
GRC	Grievance Redress Committee
GRM	Grievance Redress mechanism
HISWA-SL	Harmonizing and Improving Statistics in West Africa – Sierra Leone
HQ	Head Quarter
MDAs	Ministries, Department and Agency
M&E	Monitoring and Evaluation
NGOS	Non-Governmental Organizations
NSDs	National Statistical Division
NSS	National statistical System
NSO	National Statistics Organization
PC	Project Coordinator
PMT	Project Management Team
PFMU	Project Fiduciary Management Unit
PAP	Project Affected Person
RPS	Regional Principal Statistician
STATS SL	Statistics Sierra Leone
SG	Statistician General
SEA	Sexual Exploitation and Reduce
SH	Sexual Harassment
SHaSA2	Strategy for Harmonizing Statistics in Africa

## 1.0 INTRODUCTION (BACKGROUND TO THE PROJECT)

### 1.1 Project Description

In order to strengthen the capacity of the Country's statistical system, the Government of Sierra Leone received a grant of \$30m from the World Bank which became effective on the 10<sup>th</sup> September 2020, for a period of Five years towards the cost of its participation in the Harmonizing and Improving Statistics in West Africa Project (HISWA). This regional project is being implemented by seven West African Countries namely Ghana, Burkina Faso, Cape Verde, Cote d'Ivoire, Togo, Sierra Leone, and Liberia.

#### ***Project Development Objective and Components:***

The objective of the project is to strengthen the statistical system of participating countries and regional bodies in Africa to produce, disseminate and enhance the use of core economic and social statistics.

The project has three components:

#### **Component 1: Harmonized Core Economic Statistics**

A regional component to produce harmonized tools, collect a core set of social, economic and administrative statistics while improving their quality; disseminate and facilitate use of data collected both nationally and regionally through a regional platform.

#### **Component 2: Institutional Capacity Building**

A country-specific component to address shortcomings that are not necessarily common to all countries but that will enable NSSs to leverage regional activities. For instance, through institutional building at management level and improving human resource capacity, infrastructure and software needs.

#### **Component 3: Project Management, Monitoring & Evaluation**

The objective of this component is to strengthen and develop the Stats SL capacity in project management, coordination, monitoring and evaluation (M&E), including preparation of all project documentation.

The project will support the implementation of SHaSA2 initiative by AU; support the production of harmonized methodologies by the ECOWAS Commission and improve data access at the regional level. This will include: support to Household-based Surveys at the national level, support to the Core Set of Economic Statistics at National Level, support the modernization of the CPI at the national level, support the improvement of administrative data source, enhanced data accessibility and dissemination, support institutional reforms and enhance human capital. The project also supports the Government's vision for efficient management of data internally and improved public dissemination of data by providing a comfortable work environment and ensure the safe storage of IT equipment and statistical records.

Statistics Sierra Leone is the technical implementing agency for the project while the Ministry of Finance is providing fiduciary management under the PFMU, which is coordinating day-to-day activities as well as reporting and auditing responsibilities. In this regard, the Environmental and Social Safeguards has developed the project's GRM which is in compliance with the World Bank's GRM

policies and relevant Government of Sierra Leone policies, laws as well as ensuring social and gender inclusion in all project activities.

## 1.2 Background to the GRM

Based on the stakeholder consultation and Environmental and Social Management plan (ESMP) it is showed that during the construction phase, the project will generate environmental and social concerns notably excessive noise, dust generation, accidents involving the workers in the nearby offices and general public. The Midterm Population and Housing Census will take effect and these will bring out a lot of complaints regarding the recruitment of enumerators, the methodology of the digital census, and the process involve in carrying out unbiased data which will create some grievances that must be addressed.

Grievances may arise at every stage of HISWA project from inception or design 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 a service. Grievance Redress Mechanisms should be a part and parcel of the machinery of any administration if accountability is desired and expected. Grievance should be managed well and stakeholders well informed as it is important aspect of managing risk of the HISWA-SL Project.

People adversely affected (or about to be affected) by a HISWA-SL project will raise their grievances and dissatisfactions about actual or perceived impacts to find a satisfactory solution. Some of these grievances influenced by their physical, social including employment and other related issues can surface at different stages of the project life cycle. The role of GRM is very important in making administrations accountable to citizens, improving quality of services, and strengthening good governance. An administration cannot be accountable, responsive and user-friendly unless it has established an efficient and effective grievance redress mechanism. In fact, the GRM of an organization either public or private is an ideal tool to measure the efficiency and effectiveness of that organization, as it provides important feedback on the working of its administration.

Many adverse conditions due to HISWA-SL development projects can be either completely avoided or minimized. Most displaced and resettled communities can be provided with adequate assistance in the form of cash or material compensation to improve their living conditions if that would have been the case for Stats SL. 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, and bring positive changes in people's lives and relationships which is increasingly important in development projects.

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 HISWA-SL Project. This Manual provides a step by step guide on how to receive, address, categories, follow-up, and close out grievances through a formal Grievance Redress Mechanism system (GRM) that can address a variety of grievances arising from the HISWA-SL projects.

## 2.0 JUSTIFICATION AND GOAL/OBJECTIVES OF THE GRM

### 2.1 Justification

GRM is a platform for addressing concerns, questions relating to project and to create a platform for Citizens views to be heard and concerns resolved amicably on development projects. GRM act as a background for situations in which, despite proactive stakeholder's engagement, some stakeholders have a concern about a project or program's potential impacts on them. Not all complaints should be handled through a GRM. For example, grievances that allege brutality, corruption, or major and orderly violations of rights and/or policies are normally referred to structured organizational accountability mechanisms or administrative or judicial bodies for formal investigation, rather than to GRMs for collaborative problem solving.

Some of the reasons this GRM is developed are as follows:

- Provides a predictable, transparent, and credible process in solving grievances
- Ensure a provision of channel for safe working space for which sexual exploitation and sexual harassment can be detected and forward to the right authorities or service providers
- Ensure accountability by providing a channel through which stakeholders can hold actors accountable for their obligations and commitments
- Serve as an early warning system by helping to identify problems and close gaps in a timely and cost-effective manner, thereby avoiding escalation of problems into more entrenched or complex disputes
- Identify recurring problems or grievances that may escalate by helping to identify underlying systemic issues that needs to be addressed
- Ensure respect for rights by providing a channel through which human rights abuses can be detected and redress obtained
- Tackle corruption by providing a secure channel for victims and whistle-blowers to seek and achieve redress
- To prevent suspicions, misconceptions and dissatisfaction that will lead to violence in the absence of a transparent redress mechanism
- To enhance accountability in the use of public funds
- Provide information for future project design
- Get Citizens informed about project issues and feedback provided to Stats SL Council, thus strengthening citizen's interaction and engagement with Stats SL Management
- Enhances information flow, transparency and accountability which are key pillars in good governance
- To develop survivor centered approach for GBV victims

### 2.2 Purpose of the Grievance Redress Mechanism Manual

The purpose of this manual is to provide a user friendly guidelines for the implementation of Harmonizing and Improving Statistics in Sierra Leone project. It provides a step by step guide on how to receive, address, sort, follow-up and document grievance through a formal digital online platform.

Distinctly, it aims at:

- Providing the strategic and operational guidelines for easy understanding with the importance of instituting the mechanism for the implementation of Harmonizing and Improving Statistics in West Africa project (HISWA-SL).

- The Manual provides detailed description of the project components, the implementation arrangements of GRM, operational procedures including roles and responsibilities, and highlights procedures for the three Tiers, communication strategy and Gender Based Violence process
- This Manual has been prepared in a participatory manner involving the Ministry of Gender, Ministry of Children Affairs, the Rainbow Initiative, Criminal Investigation Department (CID) and the implementing agency – Statistics Sierra Leone (Stats SL).
- Simplify procedures and processed at all level for receiving and addressing grievances related to the project.
- Providing a reference material for not only GRM implementers but also providing useful information to project beneficiaries and other relevant stakeholders on the system and how it operates.
- Provides a reference grievance redress forms for lodging, acknowledging and closing out complaints.

### 2.3 Target Group for the GRM Implementation Manual

The users of this Manual include:

1. The Government and people of Sierra Leone who especially are the ultimate beneficiaries of this project
2. Researchers, Mappers, Enumerators, Consultants, Students, Ministries, Departments, and Agencies (MDAs), NGO, the private sector and other stakeholders that will benefit from improved data and information provided by Stats SL;
3. Engineering and construction firms who will receive funds to implement some activities of the project;
4. Development partners providing financial support and technical assistance to the National Statistics System of Sierra Leone.
5. Legal firms that will provide direct support for the implementation of the Project

### 2.4 Goal and Objectives of the GRM

The goal of the Project GRM is to provide a redress platform to address grievances, complaints, concerns of stakeholders and provide an effective and necessary feedback mechanism for the purpose of enhancing effective project performance and delivery of services by the HISWA-SL.

The following are the objectives of established GRM;

- i. To address complaints, grievances and enhance conflict resolution arising from, and during HISWA-SL project implementation.
- ii. Ensure transparency and accountability throughout the implementation of projects amongst the relevant stakeholders including project beneficiaries and Staff.
- iii. Resolve any emerging environmental and social grievances in project areas.
- iv. To promote relations between the project implementers and beneficiaries that will be sufficiently sensitized about the project and the GRM.
- v. Strengthen accountability and provide channels for project stakeholders to submit and receive resolution to their complaints, ask questions, and receive feedback on project activities.

## 3.0 The GRM PREPARATION STAGES

Four Stages are been followed:

### **Stage 1- Setting up and Mobilization**

### **Stage 2- Capacity Building Support**

### **Stage 3- Monitoring the GRM process**

### **Stage 4- The Exit Stage**

#### **Stage 1- Setting up and Mobilization**

- Setting up of Grievance Redress committee with received mandate;
- Prepare GRM Manual
- Develop online Platform and availability of toll free line
- Suggestion boxes made available at Stats SL and other project locations
- Provision of logistics (material and Finance) setting up of GRM

#### **Stage 2- Capacity Building Support**

- Orientate key MDAs on GRM
- Conduct training for GRM Operatives at Stats SL
- Orientation for Grievance Redress committee on their role in GRM;
- Train stakeholders and beneficiaries on the use of the GRM

#### **Stage 3- Monitoring the GRM process**

- Monitoring the implementation of the GRM to track compliance to the processed and timelines in the grievance handling procedures
- Monthly follow-ups done to track the progress of various complaint receive through the online platform and by the use of the form
- Identify emerging challenges and engage the Stats SL and World Bank to provide the required administrative support for the effective functionality of the GRM system;
- Share report with GRM committee which will be used to provide regular update to the Ministry of Planning and Economic Development

#### **Stage 4- The Exit Stage**

- The exit phase is designed to put adequate mechanisms in place for sustainability of the process after funding
- A wrap-up session bringing together various stakeholders which will serve as a reflection forum;
- Interface meetings with Ministers and Officials of the Ministry of Planning and Economic Development to give update on progress and challenges;
- The Statistics Council Members should monitor and ensure sustainability of the process

### 3.1 KEY DEFINITIONS AND WHO CAN USE THE GRM

The GRM is part of HISWA-SL stakeholder engagement and project risk mitigation measure. It will be comprehensive to receive complaints from all stakeholder in the North, South, East and Western Regions in Sierra Leone (including those listed under 3.3) on any aspects of the project including Environmental and Social impacts.

### 3.2 KEY TERMS OF GRM

**An Affected Person (AP)** is a person that is adversely affected temporarily or permanently as a result of sub-project implementations or works under HISWA-SL.

**A Grievance Redress Mechanism** is a formal, legal or non-legal (or 'judicial/non-judicial') complaint process or system that can be used by individuals, workers, communities and/or civil society organizations that are being negatively affected by certain projects activities and operations. Grievance mechanisms are sometimes also called 'complaints', 'redress', or 'accountability' mechanisms.

**A Complaint** is a statement (verbal or written) or expression of displeasure that an impact or effect arising from a sub-project is unsatisfactory or unacceptable to the complainant. A complaint is a concern about a minor impact or effect that is short term, low in risk, often temporary, that typically does not require an investigation but does require a specific response to remove or remediate the unsatisfactory or unacceptable impact or effect. Unresolved complaints may become grievances if not dealt with appropriately and within a short (typically 2 days but a maximum of 14 days) timeframe. Complaints able to be dealt with or resolved immediately can be referred to as minor complaints.

**Dissatisfaction** is anything that disturbs an employee, whether or not the unrest is expressed in words.

**A Grievance** is a statement about an action, impact or effect arising from a sub-project that adversely affect the Environment, rights, health and/or well-being of an affected person or people to the extent that it forms legitimate grounds for grievance and if upheld, may result in compensation, legal action or a change to the sub-project in order to resolve the grievance. For the purposes of this GRM, a grievance will require specific response and potentially formal intervention by ESSS or site contractor for resolution and such resolution must be formally agreed and recorded.

**A Resolution** means that a complainant related to this Project has been investigated and a decision reached or action taken by the GRC and feedback provided to the complainant.

Resolution also means that a non-related Project issue has been referred to the relevant institution and GRC to be handled and complainant informed. This grievance procedure is designed to help employees resolve problems they may have at work. It is our objective to reduce conflict with the Stats SL and as such we encourage employees to address issues of concern at a premature stage.

### 3.3 Who Can Use GRM

Governmental institutions/ Agencies, Construction Workers, Communities, Data collectors, Enumerators, consultant can suggest/complain about management and implementing processes of HISWA-SL that, if they are inequitable, exclusive, non-transparent, non-accountable, non-participatory, and non-representative and/ or do not follow fair and transparent selection process of enumerators and data collectors. Construction work, project implementation, procurement, or relating to any financial management issues can use this GRM. A complaint can be filed against the Government, facilitating partners (FP's) Project fiduciary Management Unit (PFMU) or Project Management team (PMT), private individuals or any other party that interfere in the development or

governance process. In sum, the GRM ensure that communities, or groups and individual within communities, can raise their voice and obtain fair and just resolution in case those that execute the program (Government or statistics Sierra Leone) do not follow accountable, transparent, participatory, discrimination, pro-poor and pro-women, development practices.

Complaints not related to the HISWA project do not qualify as a grievance, this is because such grievances will be routed to the appropriate agencies and feedback provided to the complainants on why such grievances do not require action from the project.

The GRM is also a channel for staff and non-staff (communities, staff from MDA's, CBOs etc.) to report project management grievances. These include, but are not limited to, digressions in the areas of recruitment, administering of questionnaire, financial management, and procurement at district, provincial or HQ levels. Project Management Grievances will be registered then channelled to the Grievance Redress structure of Stats SL HQ and also to the ESSS.

## 4.0 PRINCIPLES OF THE GRM

The effectiveness of this GRM for HISWA-SL will be guided by the following principles:

- i. **Accessibility:** The GRM should be accessible to everyone including staff, enumerators, and community stakeholders at any time. It should take into consideration potential barriers such as language, literacy, awareness, cost or fear of reprisal and seek to address them.
- ii. **Predictability:** GRM should be time-bound at each stage, and have specified time frames for the responses and should offer a clear consistency of the system, processes, procedure with the time frame for each stage and clarity on the types of result it can deliver
- iii. **Fairness:** All the procedures therein should be widely perceived as unbiased in regards to access of information and meaningful public participation. It will avoid favouritism and also consistent grievance resolution outcomes
- iv. **Rights compatibility:** The outcomes of the mechanism should be consistent with the international and national standards. It should also not restrict access to other redress mechanisms.
- v. **Clarity of structure:** The GRM should have a reasonable design that unequivocally explains how it works; the jobs and responsibility assigned to its different unit personnel and the agents responsible for handling different aspect of the grievance resolution process such as receiving, recording, and sorting complaints; conducting assessments and resolution process; leading appraisal and goal measures.
- vi. **Transparency and accountability:** The entire GRM process should be done in public interest.
- vii. **Capability:** For an effective GRM, the system needs to be endowed with the necessary resources, that is technical, financial and human resources.
- viii. **Feedback:** It should serve as a means to channel citizen feedback, to improve project outcomes for the people.
- ix. **Confidentiality:** The project GRM will follow the principles of confidentiality to protect complainants' identity; and accept anonymous grievances from complainants who may not want to be identified.
- x. **Right to appeal:** The complainants will be given explanations of and have the right to appeal against the decision made on their grievance.

## 5.0 EXPECTED GRIEVANCES AND ARRANGEMENTS FOR REDRESS

### 5.1 Types of Expected Grievances for HISWA-SL

Different types of grievances surface at different stages of a project cycle, e.g., during project design and planning, during project implementation or during project operation phase. Grievances may also spread over a wide range of issues concerning the activities in the HISWA-SL Project, the following types of grievances could arise;

- Delay in payment or not meeting the demand and expectation of project staff at field level for enumerators or data collectors and cartographers before or during census/surveys
- Grievances raised for interrupted traffic during the construction phase of Stats SL Head Quarter
- Grievances regarding environmental health issues due to the construction works, like dust pollution and noise etc.
- Delay in the salaries of labourers
- Grievances raised by contractor
- Grievance from neighbouring schools, offices, petty traders/ women in the construction area for disruption of their daily activities and livelihood
- Any other issue pertinent to the engineering work such as quality of work or delay in the construction work
- Grievance with financial management, recruitment, procurement
- Grievance arising on sexual exploitation and abuse (SEA) and GBV issues
- Children right, discrimination of special needs group and economic and social right
- Poor performance of trainers and facilitators and poor delivery or availability of the training
- Grievance on lack of information or provision of inaccurate information and lack of status update

### 5.2 Grievance Redressed Arrangements

A three-tier grievance redress mechanism is designed to handle grievances, concerns, and queries that in the event of dissatisfaction of any aspects of HISWA-SL project implementation.

These are:

#### 1. Tier 1 Regional Level

The regional level will be made up of the following:

- Regional Principal statistician
- District statistician
- The assigned district contractor/engineer
- Admin officer

The Regional Principal Statistician is the administrative head of the Regional offices in the different regions, the Regional Principal Statistician will make sure is in the loop of every grievance reported within it region and also do a follow up on the final decision made, and report final decision to the complainant. RPS role is to bring out fair solution in redressing those grievances received, He will also be responsible of liaising with the ESSS on any grievances, complaint received and the decision taken from his region.

The District Statistician will find an unbiased solutions that can satisfy both parties at district level. If the parties are not satisfy of the outcome, the DS will then forward these issues to the Regional Principal Statistician for further referral

The Admin officer will receive phone calls and register complaints. Once the complaints have been categorized a GRM admin Person logs the details regarding the complaint into the online tracking system. This system may be manual (hard copy) or connected to the project GRM digital system. GRM files would be stored in a secure setting (password protected IT database and locked storage cabinet for hard copies).

If the aggrieved parties are not satisfied with the outcomes they have received from the provinces, they may seek redress from the GRM committee, the regional principal statistician may also seek referral of complaints to the environmental and social safeguards specialist.

## **2. Tier 2: Grievance Redress Committee (GRC)**

A Grievance Redress Committee will be established at a National level otherwise known as the project team; membership of the committee will be multi-tasked team. This committee will be called upon when aggrieved persons are not satisfied with the feedback received from the regional phase and the ESS Specialist who represent the Head Quarter.

The committee will be made up of:

- A representative of the Stats SL(Project coordinator) -chairperson;
- The National Census Officer -Deputy chairperson;
- The ESSS Specialist- secretary;
- Director of Operations- member;
- The M&E Specialist-member;
- The Supervising Engineer/contractor -member;
- A Council Chairman- member;
- The Manager of Human Resource -member;
- A Representative of FSU -member;
- A Representative of the Ministry of social welfare gender and children's affair –member
- Office of the Ombudsman-member.

The functions of the grievance redress committee will be to receive, investigate and resolve issues with the Contractor, affected persons or complainant. The aggrieved party or parties is/are required to channel their grievances to the ESSS or the Grievance Administrator through any means including

face to face, telephone calls, text messages, online platform and letters. The Committee will sit as and when complaints are lodged. The grievance redress process at this level shall follow the chain below in resolving grievances, including introducing any other initiatives that could compliment the effectiveness of the process:

- Receive, review and supervise grievances;
- Acknowledgement of grievances;
- Verification, investigation, negotiations, and actions;
- Monitoring and evaluation;
- Provide Feedback to parties;
- Agreement secured, and
- Signing off.

Grievance will be received and transmitted on to an official form and the applicant will be duly notified within 3 days of lodging a complaint. If the grievance can be resolved by the Grievance Committee, corrective actions will be determined. After the case is evaluated and corrective action determined, the proposed solutions or preventive actions shall be discussed with the complainant and also on his/her compensation process.

### **3. Tier 3 Statistician-General/ Deputy statistician**

- If aggrieved parties are not satisfied with the outcomes of the first two processes, they may seek redressal from the Statistician General, Stats SL.

### **4. The Courts**

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

## 6.0 THE GRM STRUCTURAL PROCEDURE

### 6.1 Grievance Prevention

There are several ways to actively solve issues before they can be considered as a very serious grievance. The HISWA-SL project team should be aware of the fact that grievance most times occur, that dealing and solving them is part of the work and should be incorporated into our annual work plan.

**Build capacity for project staff at the STATS SL:** Stats SL should be provided with adequate information on the project such as project design, activities, implementing schedules, and institutional arrangements as well as enhanced skills in effective communication, stakeholders and community dynamics and processes, negotiation and conflict resolution, It is also important that Stats SL staff be provided with regular trainings on how to receive feedback from their enumerators, data collectors and all stakeholders.

**Provision of timely data/information to stakeholders:** many grievances arise because of lack of knowledge; delay in information, or insufficient information. A develop project plan should be communicated to stakeholders. Precise and satisfactory data about an undertaking and its exercises should be provided through the right channels and method for correspondence.

**Conduct significant local area consultations:** Project implementers should proceed with the cycle of council and discourse all through the execution of the project. Sharing data/information, covering project progress, furnishing local area individuals with a chance to communicate their interests, explaining and reacting to their issues, inspiring communities, and getting criticism on intercessions will profit the networks and the project management.

### 6.2 The GRM Processes

This is where staff, enumerators, data collector, cartographers, communities and individuals who believe they have been adversely affected by the Project may submit complaints.

The GRM allows for questions, concerns, complaints, and grievances to be received by the project team, investigated, recorded, and resolved. In its simplest form, grievance mechanisms can be broken down into the following primary components:

1. Receiving, log and acknowledgment of a complaint;

Once complaints are received from any of the listed channels, they are recorded in a grievance registration form or directly onto the digital GRM database. An acknowledgement of the complaints is sent to the complainant with the next steps and when to expect feedback.

2. Investigate and assess the complaint;

The ESSS and Regional Admin officers (grievance Administrator) will sort the complaints, assign priority, and assign the complaint to the appropriate entity or GRC to investigate. The ESSS will convene a GRC meeting as relevant. The responsible entities or GRC will investigate to understand the complaints further, follow up with the complainant if possible, fact-finding from other persons or entities where relevant. The ESSS will track the progress made in resolving the issues and make sure, it is within the timeframe.

3. Design a response;  
Once the investigation is concluded, the responsible entity (GRC) will discuss the results and propose and outline the options for resolving the complaint.
4. Choose a resolution approach and communicate to complainant;  
The resolution approach would be appropriate to the nature of the complaints, consideration for cost and reputational implications, testing out resolution option with complainant to check for satisfaction etc.
5. Implementing the approach;  
Implement the agreed actions of the resolution within the agreed timeline and track progress in implementation.
6. Pronouncing the result;  
Pronouncing the final decisions from GRC to both parties as a form of feedback wherein both parties will have an amicable understating of the process that would be fair to all.
7. Closing out  
In the event that the reaction has been satisfactory, the ESSS staff should document the pleasing determination, in interview with the complainant. In cases where there have been major dangers, impacts and/or negative reputation, it may be suitable to incorporate composed documentation from the complainant showing fulfillment with the reaction. It'll be adequate for the ESSS staff to note the activity taken, affirm that the reaction was pleasing to the complainant and the organization, and record those realities. In more complex and abnormal grievance circumstances, it may be useful to archive key lessons learned as well
8. Monitoring, evaluation, accountability and Learning from the results and communicate back to all parties involved; and
9. Preparing timely reports to management on the nature and resolution of grievances.

### 6.3 Possibility to Appeal

The complainant is not prevented from appealing outside the STATS SL GRM if he/she is not satisfied with the response given. ONCE ALL OPTIONS HAVE BEEN WORN OUT AND THE COMPLAINANT IS NOT SATISFIED WITH THE OUTCOME, REFERRAL TO THE GRIEVANCE REDRESS SYSTEM AT THE WORLD BANK IS THE LAST RESORT. Complainant also has the right to appeal to the judicial system of Sierra Leone.

## 6.4 Management of Revealed Grievances

- When complaints are lodged, the complainants would be given information on the following GRM and the next steps (including a timeline), contact information of Environmental and Social Safeguard Specialist, and case number by which their complaint can be tracked.
- Grievance would be resolved as soon as possible, if not immediately at the time. This means that any individual involved in project implementation to whom the complaint is lodged should be able to resolve the grievance. This would be based on dialogue, constructive engagement and other conflict management approach. The procedure for managing grievances would be as follows:
  - ✓ The complainant will fill the grievance form see Annex 1, relating to any issue, verbally, in writing, face to face, online platform, suggestion boxes or via toll free line (881) or through [www.statistics.sl/hiswa-sl](http://www.statistics.sl/hiswa-sl) to the Environmental and Social safeguards Specialist or Regional Admin Officers.
  - ✓ A Grievance Redress Form would be used to record, process and file grievances see Annex 1. Where such are written, the grievance note should be signed and dated by the aggrieved person. Where complaints are received via phone, the call recipient should document all details;
  - ✓ Where the complainants unable to write, the Regional admin officer and ESS Specialist will write the note on the aggrieved person's behalf;
  - ✓ Informal grievances will also be documented
  - ✓ Anonymity and confidentiality of complainants will be protected.
  - ✓ Special Case number will be provided for complainants to track the progress of their complaints and for confidentiality

## 6.5 Grievance Redress Timeline and Description

No	Time frame	Stage and Responsible person(s)	Description
1.	Within 3 days	Receipt and acknowledgement of complaint (ESSS/Admin officer)  See Annex 2	Complaint, queries or grievance received through any of the update channels  ESSS or Regional Admin officer will completes the GRM reporting form for complaint receive during field monitoring or suggestion boxes  ESSS/staff will receive and register complaint, assign a complaint number and make acknowledgement

			Complainant receive an acknowledgement of their grievance submission regardless of project related grievance or not
2.	Within 2 days	Sorting of Grievance (ESSS/ Regional Admin officer)	<p>After the acknowledgement and compilation of the complaint/feedback, they will then be sorted out in this order below</p> <p>Type 1- grievance regarding environmental and health impacts (noise, dust)</p> <p>Type 2- grievance regarding contract violation</p> <p>Type 3- grievance related to traffic interruption during construction</p> <p>Type 4- grievance in delay of payment for enumerator, data collectors and cartographers</p> <p>Type 5- grievance raised by the contractor</p> <p>Type 6- grievance with financial management, procurement, recruitment</p> <p>Type 7- grievance relating to disruption of livelihood and their daily activities from neighbouring schools, offices, petty traders during construction</p> <p>Type 8- GBV concerns and SEA/SH</p> <p>Type 9- delay in payment of labourers</p> <p>Type 10- any generic grievance relating to the project</p> <p>Type 11- Children right, discrimination of special needs</p>

			<p>group and economic and social right</p> <p>Type 12- Poor performance of trainers and facilitators and poor delivery or availability of the training ,Grievance on lack of information or provision of inaccurate information and lack of status update</p>
3.	Within one week	<p>Clarification/Enquire/Investigation (GRC) and (SG)</p>	<p>Set up a team to clarify the claims of the complainant</p> <p>Conduct of field investigation to confirm the complaint is true</p> <p>Investigation team (GRC) or ESSS will use their expertise of report on findings and report to the GRC (Stats SL), SG.</p> <p>ESSS uses investigation from field or suggestions boxes to complete GRM form</p>
4.	Within one week	<p>Actions/respond and resolve (GRC) and (SG)</p> <p>See Annex 4</p>	<p>Findings be submitted to GRM committee</p> <p>Feedback provided to complainants</p> <p>Action will be taken by the committee and SG/DSG</p> <p>ESSS or Regional Admin officers completes the grievance resolution form</p> <p>ESSS or Regional Admin officer updates details into online GRM database</p> <p>Complaints not resolved by Stats GRM committee will be escalated to SG</p> <p>Complaints GBV will be sent to FSU</p>
5.	Within 30 days	<p>Follow up/close up (GRC), (SG) and (ESSS)</p>	<p>ESSS provides feedback and follow up on the complainant</p>

		See Annex 4	<p>Complainant sign off with his/her satisfaction</p> <p>ESSS completes grievance close out forms if satisfied</p> <p>ESSS uses information in Grievance closeout form to update GRM database</p> <p>An email will be sent to notify the complainant on resolution and the complainant will then reply to agree with the entire process</p>
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## 7.0 GRIEVANCE MECHANISMS FOR GENDER BASED VIOLENCE - EXPLOITATION AND ABUSE AND SEXUAL HARASSMENT (SEA/ SH)

GBV is also part of the Bank's commitment to gender issues and the prioritization of the Gender Strategy for 2016-2023. Increasing World Bank funding for projects aimed at eliminating GBV as a barrier to women's empowerment.

Since the project has a component dealing with the reconstruction, rebranding of the headquarters (Construction phase) it is expected that during the construction phase of the project, workers with relatively high incomes will be working on site. The site workers can lure hawkers, food vendors, other petty traders who supply them food and other services and defile or rape them. Workers may also abuse their wives, partners, children, hawkers, petty traders both physically or verbally, misunderstanding over prices of goods and services. The incident of rape, defilement and other forms of gender based violence are related significant, short term and localised. The component one (1) of the HISWA-SL project which has to do with recruiting thousands of enumerators, may have the propensity for employees to sexually exploit job seeker or recruiters.

The GRM will develop the survivor-centred approach that will create survivor's safety, confidentiality, supportive, protective and enable environment for the survivor's right. Staff will be trained on how to report sexual Gender based violence cases and how to use the channels of lodging a complaint, a sensitization will be conducted, and code of conduct developed on sexual exploitation and abuse and sexual harassment on all field staff, acknowledging the fact that it prohibited to any World Bank supporting projects.

The Government of Sierra Leone is very much concern about Gender Base Violence. The Ministry of Social welfare and the Family Support Unit are engaged on providing technical support and capacity building for both staff and site engineers.

The GBV complaints will be investigated by professional service providers like the Family Support Unit at the Police Head Quarter in the Central Intelligent Division (CID), the Rainbow initiative and the Aberdeen women clinic.

If GBV issues are not addressed during the implementation stage of the project it will bring disruption and delay in the process, this is why in the Stats SL GRM the issues of GBV, SEA/SH will be a priority for the institution.

Taking into consideration the stigmatization, rejection and reprisal of GBV survivors the project will engage service providers to the Project implementation team on the right GRM procedures, protocols and tools needed to ensure the confidentiality and survivor centred approach in the GRM set up. The GRM will ensure that there are multiple channels through which complaints can be registered in a safe and confidential way. The information in the GRM relating to the complainant identity will be handled confidentially.

## 8.0 COMMUNICATION STRATEGY, UPTAKE CHANNELS AND AVAILABILITY OF GRIEVANCE FORMS

The HISWA-SL related Grievances would be received from different uptake channels including:

### **Meetings:**

Scope- Ministry of Social Welfare, FSU, and Ministry of Children's Affairs will be engage on their roles and responsibilities in the GRC, to render knowledge in the form of capacity building for both staff and contractors.

Grievance forms- no grievance form

### **Email:**

Scope- The official email for receiving the grievances is [www.statistics.sl/hiswa-sl](mailto:www.statistics.sl/hiswa-sl), which is written in all brochures and will be made accessible for local communities and other relevant stakeholders.

Grievance form- no grievance form

**Phone:** Three mobile Companies (Airtel, Africell and Qcell) with the toll free line number of **881** is made available from 9:00 am to 4:30 pm for complainants or affected persons to reach and lodge complaints. Phone/toll free line numbers information would be written on stickers, brochures and on sign post.

Scope- at every project target locations

Grievance Forms- for the online platform, grievance will go directly into the system for processing.

The grievance information received will be documented in the grievance forms by the ESSS or Regional admin officers (for grievance received in the field) and entered into the online platform

A case number will be developed which is part of the grievance form and the relevant complainant will be informed of the number

**Brochures and stickers:** Should be distributed among the local community and other relevant stakeholders. In addition, brochures should also be placed in the subproject site in the district headquarters and the responsible person will be the ESSS

Scope- all project direct and indirect beneficiaries

Grievance forms- no grievance forms

**Verbal/ Personal Visit:** Grievances can be recorded from personal visits of complainants and community members into standard form, from Monday to Saturday at 9:00am to 4:30pm

Scope- Stats SL headquarters and Regional Headquarters

Grievance forms- the grievance information provided will be documented on the grievance form by the ESSS and GRM admin officers

A case number will be generated (part of the grievance form) and the relevant complainant will be informed of the number

**Regional Level:** Grievances can be recorded throughout regional level. The grievance forms would be placed in the district headquarters to help the GRC members to supervise the complaints.

Scope- all the Regional head quarters

Grievance forms- the grievance information provided will be documented on the grievance form by the Regional Admin officer

A case number will be generated (part of the grievance form) and the relevant complainant will be informed of the number

**Suggestion/Complaint Box:**

Scope- suggestions or complaints boxes will be used where useful. Complaint boxes will be provided before, during the construction and operation phase and place in the project site (at least six places). On the suggestion/complaint boxes a sticker of how to submit the grievances would be pasted.

Grievance form- The responsible person to collect and maintain the suggestion/ complaint boxes will be ESSS, grievances are referred to the relevant GRC after collection. Suggestion boxes will be locked with keys and will be opened on weekly basis in the presence of GRC members. If letters are dropped in the suggestion boxes, all complains will be registered in the Grievance form available at project/subproject site and the form has to be signed by the two members of the GRC and the information should be entered into the database.

**Project Staff:** Grievances can also be filed through project staff of Stats/SL, donors, government counterpart, and stakeholders.

**Office address:** letters will be sent to address (statistics office, AJ Momoh Street, Tower Hill)

## 9.0 DETAILS OF THE THREE TIER ROLES AND RESPONSIBILITIES

### 9.1 The grievance redress committee

The statistics SL grievance committee will execute the following task as part of their responsibilities to the project team.

- Supervise, receive and review reports from the GRM officer (ESSS) or Regional Admin Officers
- Work with the ESSS in arranging, carrying out sensitization on the GRM and building the capacity of staff, enumerators, data collectors and cartographers
- Investigate and resolve all cases reported to the GRM committee
- Make a follow up on aggrieved person on the resolution and outcomes
- Refer unresolved cases to the Statistician General (SG)
- Receives and review the reports of the contractor and ESSS
- Aid in the planning of national GRM reports in consultation with the ESSS

### 9.2 The project coordinator HISWA-SL

The HISWA-SL project coordinator will be the Executive chairperson for the project team and his obligation is to guarantee that grievances/concerns received or heard are settled in an ideal and proficient way. The PC will likewise refresh the Statistics council Board on complains received and settled, and challenges including extraordinary issues. Such commitment will occur on a quarterly basis. Preceding any meeting, the PC will plan and composed a well-structured document and submit to the SG, and committee at around three days before the planned meeting.

### 9.3 Statistician General/Deputy Statistician

- To investigate cases that are escalated from the stats SL committee
- Provide genuine resolution and guidance to the complainant
- Participate in the GRM refinement exercises from one side of the country to the other provinces and approve project related data (pamphlets, flyers, jingles, billboards etc.)
- Review grievance details and appropriate background information, including notes/minutes of meeting of resolution at the office level with respect to the specific grievance case
- Will be called upon more frequently or monthly to handled cases escalated by the project team or cases received directly.
- Engaging laborers/contractors on how to uphold the GRM process

#### 9.4 Environmental and social safeguards specialist

The Environmental and Social Safeguards Specialist at the Stats SL will be at the focal point for receiving and sorting grievances with the support and oversight of the Stats SL Grievance Redress Mechanism Committee as the Institutional home for the GRM system.

- To receive complaints from all projects at national level
- To sort complaints received and assess if the complaint raised fall within the scope of the GRM.
- Coordinate the activities of the GRM committee (Stats SL Committee and other MDAs)
- Work with stats SL staff to create awareness and popularize the GRM system of the HISWA-SL project
- Manage the GRM Suggestion Boxes and the Grievance Forms
- Ensure provision of feedback to complainants within the agreed timeframe
- Document the grievances and track the status of grievance resolution in the GRM database

#### 9.5 The regional principal statistician

The regional principal statisticians are stats SL officers based in the provinces. Their responsibilities will be to include community liaison for enumeration, cartography and construction works in the provinces. For project component 1 and 2, the Contractor or equivalent, along with a senior statistician's will identify relevant community stakeholders potentially affected by project works. Because of the regional principal statistician role, it is anticipated that many complaints made directly to the district statistician and not the regional principal statistician. The regional principal statistician, along with the site contractor will be responsible for clarifying complaints and verifying that agreed solutions to complaints are agreed to and implemented. Regional statistician may assist the resolution of complaints and grievances under each component if required. The regional statistician will do referral of complaints to the ESSS and seek redress to the GRM committee.

## 10.0 MONITORING AND REPORTING COMPLAINTS (CONSTRUCTION PHASE)

The Environmental and Social safeguards Specialist shall monitor as follows:

Providing the Grievance Redress Reports detailing the reference number and status of complaints; Monthly reports, including analysis of the type of complaints, levels of complaints, actions to reduce complaints and initiator of such action and address any emerging issues.

Contractors will be trained on the GRM and will be expected to follow its requirements as part of the oversight of their subprojects. The Contractor's representative (typically Site Engineer or sub-contractor) will attend community sessions on GRM and safeguards awareness or training carried out by ESSS. The Contractor is responsible for logging all complaints and other safeguards non-compliance incidents in the site logbook for inspection by the ESSS or Stats SL representative see Annex 3. The Contractor is also responsible for ensuring that all minor complaints are dealt with and resolved directly without any undue delays.

### *Receive:*

Relevant personnel in each project site (ESSS, Regional Admin Officers and Contractor) will be required to accept formal grievances and ensure avenues for lodging grievances are accessible to the public and affected persons. Avenues will include: face to face with the contractor, statistics-SL representative or project representative, by telephone or in writing to the above or suggestion boxes or via platform. The first point of contact for all potential grievances from community members or stakeholders is usually the Contractor or ESSS and Regional Admin Officers. The grievance may be made directly by the aggrieved party or through the GRM channels.

A grievance may also be made directly to anyone involved in HISWA-SL or perceived to be in authority including project coordinator. However, the grievance must be passed to the Contractor for it to be formally recorded and received into the GRM. Irrespective of the source, the Contractor will record all grievances on the Grievance Report Form and inform the ESSS immediately passing a copy of the form to the ESSS. Depending on the circumstance, ESSS may also fill out the Grievance Report Form with the Contractor. The grievance will be acknowledged within three days to the Complainant confirming that the grievance has been received and is under investigation.

### *Investigate / Enquire:*

The ESSS and GRC will investigate the details on the ground with assistance from the contractor or site engineer if required. Additional support or information may be gathered from any other sources in order to clearly describe the cause and effects of grievance, its level of urgency or severity and its relationship to HISWA-SL.

Investigations may include site visits and meetings to determine the scale and impact of the grievance and what options there may be for appropriate responses or resolutions.

### *Respond and Resolve:*

After investigation, all grievances will be responded to by HISWA-SL Environmental Safeguards Specialist directly to the Complainant within seven days after the completion of the investigation to discuss and identify potential resolutions. If additional time is needed, the Complainant will be advised of this in advance. Any other representatives that may be required either the SG, PC or the

Complainant will be present in order to provide input to developing an appropriate response or resolution.

The severity of each grievance and subsequent course of action shall be determined by the relevant supervisor (contractor or engineer). If the issue is easily resolvable, the responsible parties should endeavour to address the issue directly on site. If the grievance is a more complex issue, it may require additional meetings and further investigation, and may need to be managed by the SG rather than the PC. If a grievance is dismissed as groundless or resolved at any stage, the Complainant will be informed of their rights in taking it to the next stage. A copy of the decision is to be given to the Complainant in writing and a further copy sent to next level of authority to inform them of the complaint. The records shall be kept and filed into the Grievance database managed by the ESSS.

*Follow up/Close Out:*

A grievance is closed out when no further action can be or needs to be taken. All grievances would be closed out within the initial 30 days or as soon as possible thereafter and after all reasonable attempts to resolve the grievance have been made. The response should communicate findings of the investigation and resolution, and seek approval from the Complainant. If the Complainant is satisfied with the outcome, then the grievance is closed out and they provide their signature (or fingerprint) on the agreement as confirmation.

## Annex 1: Grievance registration form

Grievance case number:
LOCATION:
NAME OF COMPLAINANT:
ADDRESS:
DATE RECEIVED:
HISWA-SL categories of grievance:
<p>Delay in payment for enumerators, data collectors, cartographers etc. <input type="checkbox"/></p> <p>Interrupted traffic <input type="checkbox"/></p> <p>Environmental health related issues <input type="checkbox"/></p> <p>Delay in salaries of laborer <input type="checkbox"/></p> <p>Grievances raised by contractor <input type="checkbox"/></p> <p>Disruption of daily activity and livelihood <input type="checkbox"/></p> <p>Construction work related issues ( quality of work or delay in work) <input type="checkbox"/></p> <p>Financial management <input type="checkbox"/></p> <p>Recruitment <input type="checkbox"/></p> <p>Procurement <input type="checkbox"/></p> <p>SEA/SH <input type="checkbox"/></p> <p>GBV <input type="checkbox"/></p> <p>OTHER (specify).....</p>
Brief description of the grievance:
Suggested action (by complainant) to address grievance:

## Annex 2 Acknowledgement receipt

Case number.....

Date of issuing complaint :.....( date.....)

Place of issuing complaint:

Province/stats HQ.....

country.....

Details of complaint:

Name...

Age: .....

Address...

Gender...

Email address...

Phone number...

Supporting documents submitted:

1.....

2.....

3.....

Summary of complaint:

Name of person receiving complaint .....

Signature of person receiving complaint .....

### Annex 3 Grievance Redress Mechanism Logbook

Registered by	Type of grievance	Date	Contact number	Name of complainant
Grievance:				
Suggested actions:				
Status:				

Annex 4 Disclosure form

Province/stats HQ.....

Country.....

Result of Grievance Redress

1. Complaint number:

2. Name of complaint:

3. Date of complain:

4. Summary of the complaint:

.....  
.....  
.....

5. Summary of resolution:

.....  
.....  
.....

6. Level of redress ( choose below)

Regional level....

GRC level....

SG...

7. Date of grievance redress.....

Name of complainant.....

Signature of the complaint, indicating acceptance of the result to his/her grievance:

Name of grievance handling person.....

Signature of grievance handling officer

Date.....

(Note: copy to be sent to the complainant and the ESSS)