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**GRIEVANCE REDRESS MECHANISM
-Manual-**

**FOOD SYSTEMS RESILIENCE PROGRAM FOR
EASTERN AND SOUTHERN AFRICA**

October 2023

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List of Acronyms

ACCRA	Adaptation to Climate Change in Rural Areas
AfCFTA	African Continental Free Trade Area
APPSA	Agricultural Productivity Programme for Southern Africa
AR4D	Agricultural Research for Development
CAADP-XP4	Comprehensive Africa Agriculture Development Programme ex-Pillar 4
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
DCAS	Digital Climate Advisory Services
ED	Executive Director
ESS	Environmental & Social Safeguard
FANR	Food Agriculture and Natural Resources
FSRP	Food Systems Resilience Program
GBV	Gender Based Violence
GCCA+	Global Climate Change Alliance Plus
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
GRS	Grievance Redress System
HRPP	Human Resources Policies and Procedures
IDT	Industrial Development and Trade
IGAD	Intergovernmental Authority on Development
M&E	Monitoring & Evaluation
MPA	Multiphase Programmatic Approach
NGRC	National Grievance Redress Committee
PIU	Programme Implementation Unit
PPE	Personal Protective Equipment
RCoL	Regional Center of Leadership
RPGRG	Regional Programme Grievance Redress Committee
SADC	Southern African Development Community
SEA/SH	Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH)
SEP	Stakeholder Engagement Plan
WB	World Bank

Glossary of Key Terms

- Complainant:** An individual, group or entity that submits a verbal or written complaint.
- Complaint/Grievance:** An allegation, claim, concern, or expression of dissatisfaction raised by parties through designated channels in seeking for a specific solution. In this document, the terms grievance and complaint are used interchangeably.
- GBV** An umbrella term which refers to any harmful act that is perpetrated against a person's will and based on socially ascribed gender differences. GBV can be life-threatening, and it is against human rights and health thus, should be treated in a private or confidential manner. GBV includes acts that inflict physical, mental, sexual harm or suffering; threats of such acts; and coercion and other deprivations of liberty, whether occurring in public or in private life. GBV can be manifested in various forms.
- Grievance Mechanism:** A process for receiving, investigating, and responding to questions or complaints from stakeholders pertaining to a particular programme/project that is inclusive, accessible, transparent, participatory, responsive, and provides, timely resolution and feedback to complaints.
- Sexual abuse:** The actual or threatened physical, verbal, or non-verbal intrusion of a sexual nature, whether by force or under unequal or coercive conditions and against the voluntary will of the other party.
- Sexual exploitation:** Any actual or attempted abuse of a position of vulnerability, power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially, or politically from the sexual exploitation of another.
- Sexual harassment:** Any objectionable verbal, non-verbal or written comment and physical conduct of a sexual nature, which is made a condition of beneficial, or which otherwise detrimentally affects the work environment by causing offence, humiliation, or intimidation.
- Vulnerable Groups:** Individuals and groups who are at a disadvantage by virtue of gender identity, ethnicity, age, physical or mental disability, social status, economic background, or because of an inherent quality they possess. They may be considered vulnerable as they may be negatively affected by a Programme than others due to limited or inability to claim or take advantage of the benefits.

CHAPTER 1: INTRODUCTION

1.1. Programme Background

The Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) was established by the Southern African Development Community (SADC) in 2010 to coordinate agriculture-related research and development programs across SADC's 16 member states. Its specific mission is to set the regional research and development agenda, mobilize resources, support capacity development, foster collaboration, and disseminate agricultural information and knowledge among SADC's 16 member countries. Since its establishment, CCARDESA has actively coordinated and supported the implementation of programs aligned with member states' regional integration aspirations. Its interventions in the agricultural sector have been guided by the priorities and strategies of SADC countries. As a subsidiary of SADC, CCARDESA has also made it a priority to operationalize various agreements that SADC countries have entered at the regional, continent, and global levels.

The Food Systems Resilience Programme (FSRP) is a regional Programme supported by World Bank (WB). The programme is being implemented over a six-year period, with the first phase started in Madagascar followed by Malawi, Comoros and Tanzania in the second phase in Southern Africa, and Ethiopia in East Africa. FSRP is coordinated by CCARDESA and IGAD in Southern and Eastern Africa, respectively. The number of countries is expected to increase in the future as more are expected to join the programme. The FSRP focuses on building resilience of the food systems of countries and regions by using smart approaches that circumvent the effects of climate change on agriculture. A combination of short-term and long-term actions have been planned and will be executed as responses to the unfolding food security crisis. CCARDESA will implement regional activities planned under the Multiphase Programmatic Approach's (MPA) four core components through (i) building resilient agricultural production capacity (ii) supporting sustainable development of natural resources in agricultural landscapes (iii) Support the value chain actors to get to the market, and (vi) Promoting food systems resilience in national and regional policymaking.

Thematically, CCARDESA's focus is laid out in its Long-Term Strategic Plan for 2020–2029. Themes of distinct importance in the strategy include climate change, commercialization and

access to markets, agricultural production and productivity, capacity building of national Agricultural Research for Development (AR4D) institutions, and information and knowledge management. CCARDESA has long been at the forefront of efforts to improve the resilience of Southern Africa's food systems. Past efforts to enhance the resilience of agricultural production systems in the region include its support for the Adaptation to Climate Change in Rural Areas (ACCRA) Programme in the SADC region as well as the Global Climate Change Alliance Plus (GCCA+) Programme. Currently, CCARDESA is implementing the Comprehensive Africa Agriculture Development Programme ex-Pillar 4 (CAADP-XP4) Programme), which aims to enable agricultural research and innovation, including extension services, with the potential to mitigate the effects of climate change, and enhance food and nutrition security. CCARDESA is also coordinating the Agricultural Productivity Programme for Southern Africa (APPSA), which focuses on the generation of technologies that can improve the resilience of agricultural production systems.

CCARDESA has a good track record of successfully supporting the implementation of phased, multi-country programs, and will continue to play this role in the context of the Multiphase Programmatic Approach (MPA). The implementation of Phase 1 of the MPA has begun in Madagascar, and it is anticipated that more SADC member countries will follow suit through visibility of the Program. In that way, CCARDESA will enable the Programme to grow organically and in a way that is responsive to SADC country priorities and needs. CCARDESA has played this role before, one such example is the APPSA program that was successfully implemented in Malawi, Mozambique, and Zambia — and later moved on to include two more countries - Lesotho and Angola.

1.2. Programme Description

In line with the overall MPA, CCARDESA's interventions will include short-term response activities designed to respond to the unfolding food security crisis, as well as activities with a longer-term orientation. To support the MPA, CCARDESA will regionally coordinate and facilitate activities planned under the MPA's four core components.

Component 1: (Re-)Building Resilient Agricultural Production Capacity

CCARDESA will contribute to building resilient agricultural production capacity by technically backstopping and coordinating the development of climate and other

information systems and developing joint research initiatives at the regional level. CCARDESA will provide technical assistance, organize knowledge management and communication on innovations and technologies, and organize capacity building and training programs.

Sub-component 1.1: Developing national or regional agricultural information systems

CCARDESA will promote regional information and knowledge systems. It will do so by: (i) strengthening capacities to implement early warning systems that provide timely climate data and support the preparation and dissemination of information to farmers; and (ii) facilitate the establishment of SADC-level digital climate advisory services (DCAS). The DCAS will provide information and recommendations on crop cultivars, soil preparation, sowing, fertilization, the timing of harvest, product storage, ways of reducing post-harvest losses, and other information that farmers can use in decision-making.

Sub-component 1.2: Developing and delivering agricultural/farming technologies and services

To support countries in developing and disseminating climate-adapted agricultural technologies and innovation systems. Specifically, CCARDESA will help strengthen existing regional research centers and establish new national and regional research centers. For this it will: (i) support the upgrading of existing national centers through institutional linkages with regional and international networks, and academic and research institutions; (ii) coordinate specific knowledge and expert exchange programs working with national and regional centers; (iii) facilitate the establishment of regional centres of leadership (RCoL) in participating countries, in partnership with Intergovernmental Authority on Development (IGAD); (iv) facilitate the adoption of a One Health approach in Southern Africa by establishing a regional platform that convenes and coordinates animal, human, and environmental health services, facilitating interagency coordination at the regional level, and disseminating knowledge products; and (v) facilitate capacity building on the effective management of transboundary pests and diseases, phytosanitary measures, and other resilience-enhancing technologies and management practices.

CCARDESA will also promote regional agricultural R&D among SADC member countries and collaborate with IGAD and other regional organizations. CCARDESA will support regional agricultural R&D by: (i) establishing a regional FFS curriculum that follows an experiential

learning model involving the demonstration, practice, and application of learning materials on farmers' own plots; (ii) coordinating and facilitating regional research collaborations on topics relevant to food security and food systems resilience; and (iii) facilitating the use of innovative approaches to extension and advisory service delivery in major value chains.

Component 2: Supporting sustainable development of natural resources in agricultural landscapes

CCARDESA will support and coordinate transnational and regional technical assistance, analytical and advisory work, and training efforts, especially on topics related to sustainable management of transboundary natural resources.

Sub-component 2.1: Identification and validation of interventions at the local or watershed level

CCARDESA will: (i) support the capacity of AR4D institutions to conduct regional research on natural resource management and risk assessments; (ii) facilitating studies on water and water resources management policies (through partners such as GMI), and the regional assessment of hydromet and weather advisory services, and the development of spatial analysis tools to improve the timely availability and quality of data for decision making; and (iii) supporting regional-scale multi-sectoral coordination and steering structures at different levels of governance and involving private and public sector stakeholders.

Sub-component 2.2: Investments identified or validated in 2.1

CCARDESA will coordinate country and regional progress on CCBs by: (i) establishing a regional monitoring mechanism that provides harmonized, georeferenced data that can be used to monitor and assess the impacts of landscape-level decisions and actions; and (ii) organizing capacity building and knowledge exchange programs among national AR4D institutions and other technical and development partners.

Component 3: Getting to market

To support the development of competitive agrifood value chains and well-functioning marketing infrastructure, CCARDESA will support SADC member countries in taking full advantage of the African Continental Free Trade Area (AfCFTA) and other intraregional trade and value addition opportunities.

Sub-component 3.1: Developing competitive value chains

CCARDESA will support this subcomponent through technical studies on value chain competitiveness and risk assessments. CCARDESA will: (i) support regionally significant agricultural value chain analyses; (ii) support the assessment of market intelligence systems, including their responsiveness to the needs of smallholder farmers and other value chain actors; (iii) coordinate regional studies on the costs of doing business; and (iv) assess the status of market compliance and quality controls.

CCARDESA will also support the regional dissemination of value chain analyses and other knowledge products, while drawing attention to private investment opportunities. CCARDESA will implement activities jointly with Food Agriculture and Natural Resources (FANR's) Industrial Development and Trade (IDT) Directorate and the Infrastructure and Water Directorate (both within SADC). They will specifically: (i) carry out an assessment, for Southern Africa, of epidemio-surveillance, trade border controls, seed certification, and pesticide quality controls; and (ii) establish the SADC Regional Agricultural Trade and Market Scorecard, to be fashioned after the EATM-Scorecard² in partnership with other regional organizations, as well as producer groups, famers' unions, and other private sector entities.

Sub-component 3.2.: Upgrading marketing infrastructure

This subcomponent will establish and upgrade agrifood marketing infrastructure, and at the regional level, CCARDESA will contribute through a study on regional market and trade connectivity infrastructure in Southern Africa. The study will examine: (i) border-crossing posts and economic priority zones and their ease-of-trade; (ii) new cross-country trade and economic corridors connected through road and rail infrastructure; (iii) the strength of current border procedures, as well as “single-window” and “multi-tier” operations that facilitate or hinder the cross-border movement of goods and services; and (iv) the extent of digital connectivity in trade facilitation services and areas for improvement to inform country policy reforms.

Component 4: Promoting food systems resilience in national and regional policymaking

Under this component CCARDESA will support national government agencies and regional organizations in ways that pertain to high-level policies, initiatives, institutional arrangements, and even budgeting decisions that have cross-cutting relevance to food systems resilience. CCARDESA will support participating countries and other SADC member

states in harmonizing country policies with international and regional cooperation frameworks, agricultural quality standards, and food safety protocols. CCARDSEA will also support the preparation of regional policies and regulations to increase regional flows of agricultural goods and inputs, and to consolidate the regional food reserve system.

Sub-component 4.1: Making food systems resilience a priority in public policies and spending

CCARDESA will support country-level efforts to make food systems resilience a higher priority of public policies and spending in multiple ways. It will specifically: (i) facilitate and coordinate policy reviews to assess entry points for building a resilience-focus into national planning mechanisms and policies; (ii) develop, in collaboration with IGAD and other regional partners, a new-generation framework for carrying out agricultural public expenditure reviews (PERs) that offer insight into opportunities to better align public resources with resilience-informed policy priorities; (iii) coordinate the harmonization of agricultural policies relating to seed production and the cross-border movement of germplasm and other genetic material, as well as other policies and agricultural expenditure tracking systems; and (iv) contribute, in collaboration with SADC, IGAD, and other regional economic communities, to the review and modernization of regional food stock or reserve architecture.

Sub-component 4.2: Building the capacity to implement resilience-focused policies

Under this subcomponent, CCARDESA will strengthen its own technical and program delivery capacities. CCARDESA will specifically build capacity to carry out policy and value chain analyses, needs assessments, and other analytical work, notably with a focus on certain thematic areas such as seed production and regulatory systems, intellectual property rights, biosafety regulations, and similar topics. It will also acquire capacity to facilitate regional policy dialogue.

Sub-component 4.3: Supporting regional organizations to build food systems resilience transnationally

Under this subcomponent, CCARDESA's general capacity to implement the MPA will be strengthened. It will gain this capacity by: (i) developing expertise on technical areas such as digital agricultural technologies (DATs), competitiveness, and marketing compliance strategies; (ii) designing and implementing regional information and management systems (MIS) and

operationalizing the regional M&E system; (iii) building institutional capacity for knowledge generation and dissemination and the use of advanced information and communication technologies (ICTs); and (iv) facilitating high-level multi-country and regional trade dialogue.

1.3. Programme Objectives

The Southern African Development Community (SADC) region consists of 16 countries and is home to at least 364 million people. The region's food systems are generally beset by low agricultural productivity due to environmental and socio-economic factors, leaving many without access to adequate, safe, and nutritious food daily. On average, over 40 million people in Southern Africa have been estimated to be food insecure every year. Although climate change (prolonged dry spells, frequent droughts, and floods) is the major long-term contributor to food insecurity, other contributing factors include among others; pervasive poverty, conflicts (human and wildlife), gender disparities, human diseases (COVID-19 and HIV), natural disasters, global financial crises, market instability, low agricultural productivity due to pests and diseases outbreak, degraded land, and stressed natural resources base. Together, the increasing weight of food system shocks in the region and the interdependent nature of the abovementioned challenges underscore the need to enhance regional food systems' resilience to recover from setbacks.

Agriculture remains the main source of income for most citizens in the SADC region, with at least 60% of the population directly or indirectly dependent on agricultural activities for their livelihoods. The agriculture sector not only offers food security but also contributes significantly towards tradable commodities in the region and beyond. The FSRP seeks to increase the resilience of the region's food systems, thereby putting all people in the region, including the most vulnerable, on a path to having reliable access to adequate, safe, and nutritious food, while contributing to enhancing rural livelihoods and healthy ecosystems. It aims to achieve this by building resilient food production capacity, promoting the sustainable use of natural resources, enhancing food marketing, fostering resilience-focused public policies, and improving regional coordination. In that respect, the FSRP is primarily designed to complement emergency response activities and focus on medium-term investments that will help break the cycle of crises and response.

1.4. Stakeholders Served under this GRM

This GRM has been designed to serve CCARDESA’s stakeholders as individuals, groups or other entities who may be categorized as:

- (i) Programme Affected Parties - those impacted or likely to be impacted directly or indirectly, positively, or adversely by the Programme. These are individuals, groups, organizations, or local communities. The table below indicates the list of parties that may be affected by this programme and their engagement or interests.

Table 1. Programme Affected Parties

Stakeholder	Engagement or interest
<p>Madagascar, Comoros, Malawi and Tanzania – Ministries responsible for agriculture and food security, climate change and natural resources and environmental management.</p> <p>SADC Member States – involved in regional activities</p>	<p>Food insecurity and systems resilience is a concern in many Member States. CCARDESA will engage relevant line ministries and directorates to inform Programme activities such as developing regional approaches and establishing regional policies.</p> <p>Other SADC member states will benefit from spill-over effects and regional-level activities implemented by CCARDESA.</p> <p>CCARDESA will conduct ongoing stakeholder analysis to further define the categories of the beneficiaries.</p>
<p>Beneficiaries</p>	<p>Given the nature of the activities to be implemented by CCARDESA, the beneficiaries will be the governments and people of participating countries and SADC member states who will benefit from increased regional support to strengthen food systems resilience. End beneficiaries of the Programme include farmers (with a particular focus on women and youth), small-scale producers and</p>

	processors, as well as small and medium agricultural enterprises.
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(ii) Other Interested Parties – individuals, groups, entities, or organisations with an interest in the programme due to location, programme characteristics, its impacts, or matters related to public interest. Their interests may be affected by the programme and they may affect the programme or implementation processes due to the factors highlighted above. These parties may include international and regional development partners, government entities, private sector, researchers, academia, farmers’ organisations, women’s group, youth organisations, community/village leadership groups and religious or cultural groups.

Table 2. Other Interested Parties

Stakeholder	Engagement or Interests
CCARDESA Secretariat and specialized institutions	CCARDESA and other specialized regional agencies, including SADC-FANR, SADRI, GMI and others responsible for agricultural research and development, agricultural extension, and communication, will support the implementation of the technical components of the Programme.
Regional Coordination Committee (RCC)	The Programme will be overseen by a Regional Coordination Committee (RCC), which will provide overall coordination of the Programme.
International and regional partners such as FAO, other UN Agencies, World Bank, USAID, EU, SADRI, GMI, SACREEE, GWP, SARUA, FARNPAN, NGOs, research institutions, among others	These partners have invaluable experience, including knowledge, skills, and resources for the management and delivery of the Programme components. CCARDESA will work closely with them to plan and implement programme activities stipulated under each of the four components.
Media	These have wide regional and global coverage that can be utilized for awareness creation and visibility. In addition, CCARDESA has a well-structured and vibrant communications channel that will be used

	during the programme to disseminate information to relevant beneficiaries.
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(iii) Disadvantaged or Vulnerable Individuals or Groups

Disadvantaged/vulnerable individuals and groups are those who may not have a voice to express their concerns or understand the impacts of the Programme and sometimes excluded from engagement and /or Programme benefits. Within both Programme affected parties and other interested groups, it is CCARDESA's responsibility to give special consideration to stakeholders that may be disadvantaged or vulnerable. The Programme will consider engagement approaches to ensure participation of those who represent the interests of vulnerable individuals or groups in activities in policy development, studies, outcomes of technical assistance etc. Vulnerable groups include pastoralists, women (including female headed households), Internally Displaced Persons (IDPs), people living with disabilities and indigenous peoples (as defined by ESS7). These groups may have distinct livelihood activities and be more vulnerable to shocks within food systems, which need to be considered.

1.5. What is a GRM?

The Grievance Redress Mechanism (GRM) is an avenue for parties to submit complaints if they believe that the Programme has or is likely to have an adverse impact on them and/or the environment. Grievance redress mechanisms are an effective tool for the identification, assessment, and resolution of various forms of complaints emanating from programme activities. It specifies the process for documenting and addressing grievances/complaints that may be raised by affected parties on environmental and social performance, the engagement process, unanticipated social impacts, and any other undesirable actions. Furthermore, it describes the scope and procedural steps and specifies the roles and responsibilities of the parties involved.

1.6. Objectives of the GRM

The overall objective of this GRM is to ensure that the concerns, complaints, grievances, and suggestions of the FSRP stakeholders are promptly received, recorded, analyzed, and addressed in an effective, transparent, and participatory manner. CCARDESA has established a grievance redress procedure through which complaints can be handled and resolved that is culturally

appropriate, transparent, accessible to all parties at no cost, and has a regular reporting system. Hence, this manual describes the procedures to be followed by CCARDESA in addressing complaints or concerns submitted by stakeholders who may be impacted by the Programme. It intends to provide clarity and predictability on how complaints will be received, assessed, sorted, resolved, and monitored.

The objectives of establishing a GRM are aimed at:

- Providing an accessible and transparent platform for stakeholders to seek information and ask questions about the programme;
- Describing the process and establishing an appropriate institutional framework for the management of complaints and conflicts/disputes;
- Provide avenues for affected people for lodging concerns, complaints/grievances and disputes arising from programme activities, and enhance conflict resolution;
- Improving programme effectiveness through accountability, honesty, and transparency throughout the implementation of FSRP amongst the relevant stakeholders;
- Promoting relations between the programme implementers, contractors, executors, and beneficiaries and improving the performance results;
- Providing a platform with multiple uptake options for lodging grievances, such as through telephone, mail, email, SMS, in writing, in person, fax, etc., for affected parties to lodge their concerns, complaints, and disputes arising from Programme activities;
- Deterring corruption of any kind and encouraging transparency;
- Ensuring appropriate and mutually acceptable redress procedures and actions are identified and implemented to the satisfaction of complainants;
- Providing a platform for disadvantaged or vulnerable individuals or groups and victims of SEA/SH to have equal access to the grievance redress process and support;
- Establishing a monitoring, evaluation, and control system for the effective handling of complaints and disputes.

Although affected parties have the right to seek redress in court, the programme recognizes that court cases are known to be cumbersome and time-consuming. Hence, an alternative procedure for aggrieved persons is proposed in this manual to amicably seek redress for the complaints arising during programme implementation. This GRM does not replace existing administrative or

judicial redress mechanisms. Hence, aggrieved persons would remain free to access the judicial system without any hindrance or retribution, as provided for by the courts of law in their respective countries.

1.7. GRM Guiding Principles

The operationalization of this GRM is guided by the following principles:

- **Accessibility:** the GRM shall be accessible to everyone and any interested parties and take into consideration barriers such as language, literacy, awareness, costs, or fear of reprisal and seek to address them. The contact details of the Safeguard Officer (Grievance Handling Officer) will be made known to all stakeholders.
- **Predictability:** provides clear, impartial, and objective procedures for handling and responding to complaints, with an indicative timeline for each stage (acknowledgement, decisions, and appeals) and clarity on the types of processes and outcomes available.
- **Confidentiality:** No personal data or details about the complainant will be made public without their consent. Information will only be shared with those directly involved in the investigation process. Should provide an avenue for lodging SEA/SH cases in a safe, confidential, and non-stigmatizing manner and with a referral pathway for such cases.
- **Equitable:** seeking to ensure that aggrieved parties have reasonable access to the required sources of information and advice necessary to participate in a fair grievance process.
- **Transparency:** keeping aggrieved parties informed about the process and progress
- **Enabling continuous learning:** drawing on relevant measures to identify lessons for improving the mechanism and preventing future grievances and harm.
- **Fairness:** considers all complaints irrespective of their nature, size, and complexity.
- **Based on engagement and dialogue:** engaging regularly with affected stakeholders on the performance of the GRM to ensure that it meets their needs and that there is a shared interest in ensuring its success.
- **Appropriateness:** the complaint should be relevant to the program, and the response should be proportionate to the risk.
- **Record:** The complaint should be recorded, including information on:
 - name and contact details (unless requesting anonymity),
 - date of contact,
 - issue(s) of concern raised,

- proposed response,
- status (recorded, active, closed).
- **Data management:** Personal data contained in the Complaints Register will only be kept for investigation purposes and to implement a resolution. Personal data will either be deleted or kept in an archive for a reasonable period following the investigation.
- **Process:** Free of retaliation, abuse, or discrimination and allows stakeholders to file complaints by various means (face-to-face, mail, email, phone, text, website, and in person) and, when necessary, in an anonymous manner.
- **Acknowledgement:** The receipt of a complaint should be acknowledged within three (3) days after submission.

1.8. Scope and Admissibility of the GRM

This GRM is specific to CCARDESA under the Programme "Food Systems Resilience Program" and is intended to solve the concerns of stakeholders during all phases of program development and implementation. The GRM covers various aspects of the program, such as management, technical, procurement, finance, Knowledge Management, Environmental & Social Safeguards, Monitoring & Evaluation, and any other aspects encompassed under the Programme components.

- i. Complaints are admissible if they meet the following criteria:
 - The project or programme is active or has been closed for less than 15 months;
 - The complaint is filed by programme-affected individuals and/or communities, or their authorized representatives; and
 - The complaint(s) allege that the programme has caused or is likely to cause harm to the individuals and/or communities submitting the complaint.
- ii. Only substantiated or verifiable complaints will be addressed.
- iii. Exclusions

This GRM excludes the handling of grievances that allege corruption or major violations of human rights as these shall be referred to the Police or judicial bodies for formal investigations. However, such grievances shall be captured under this GRM for record-keeping purposes to ensure that they are settled and that they do not affect the programme outcomes.

1.9. Potential Grievances from the Programme

This GRM was developed by undertaking the following steps:

- 1) Appraising the Programme components; and
- 2) Reviewing existing literature namely; the FSRP Appraisal Document, FSRP Stakeholder Engagement Plan (SEP), the FSRP Environmental and Social Commitment Plan for CCARDESA, the World Bank Environmental and Social Framework, the FSRP Implementation Manual, the CCARDESA Human Resources Policy and Procedures Manual, and the CCARDESA Policy and Procedures on Disclosure of Information Regarding Malpractices (Whistleblowing).

1.10. Types of Anticipated Grievances and Information

Based on the components of the programme and the nature of activities to be carried out, the information to be requested and anticipated grievances could fall into the following categories:

- Criteria for the selection of beneficiaries;
- Corruption and mismanagement of funds; devaluation and inflation effects on budgets;
- Complaints related to the benefits of the Programme;
- Delay in procurement activities;
- Poor contract management;
- Delayed on the commencement of Programme activities;
- Exclusion of vulnerable groups;
- Nepotism or favouritism;
- Lack of collaboration, disagreements, and conflict among Programme leaders;
- Sexual Exploitation, Abuse, and Harassment (SEA/SH) and other forms of Gender-Based Violence (GBV) resulting from potential interaction with vulnerable individuals/groups;
- Gender-Based Violence (GBV), e.g., as a result of women's empowerment (e.g., change in power at a household level), and others;
- Gender inequality;
- Risk of spreading communicable diseases and Sexually Transmitted Infections (STIs) such as HIV/AIDS and others (pandemics);
- Occupational Health and Safety issues, including unsafe working conditions due to a lack of using Personal Protective Equipment (PPE) and enforcement policies;
- Theft and/or vandalism materials to be procured through the Programme, and others.

CHAPTER 2

2.1. Handling Non-SEA/SH Grievances

2.1.1. Introduction

The structure for handling grievances should be concise to avoid delays in providing the required information or resolving grievances. Considering that CCARDESA does not work closely with programme beneficiaries and communities but rather with various implementing entities, a two-tier bottom-up Grievance Resolution Structure will be used to address complaints and grievances concerning CCARDESA during the programme implementation. Two committees, namely the National Grievance Redress Committee (NGRC) and the Regional Programme Grievance Redress Committee (RPGRC), will be setup for this purpose.

2.1.2. National Grievance Redress Committee

Each implementing country is expected to develop its own GRM, which outlines the procedures for handling grievances at the country level. With the GRM in place, countries will be expected to establish a structure and various committees that will be used to administer and resolve general grievances and disputes arising during the programme implementation, including complaints about CCARDESA's programme activities. The National GRC will be the highest-level Committee within the country, targeting funding agencies, project implementers, executing entities, communities, project beneficiaries, and related institutions. The composition of the National GRC shall be appointed by the FSRP implementing entity in a respective country to receive and handle all grievances and disputes arising from stakeholders and recommend an action. Where the Committee is unable to resolve issues of CCARDESA, they shall be escalated to the next level of redress, the RPGRC. The NGRC operates under the supervision of the most senior FSRP Officer in the country.

2.1.3. Regional Programme Grievance Redressal Committee (RPGRC)

The RPGRC will be hosted by the CCARDESA Programme Implementation Unit. This committee shall mediate all unresolved complaints from the National GRC as well as complaints from the activities of regional implementing partners. Parties can also lodge their grievances directly with the RPGRC without going through the National GRC. The composition of this Committee shall be

mandatory comprised of the Regional Programme Coordinator, the ESS Officer, and the M&E Officer and shall be officially appointed by the CCARDESA Executive Director (ED). The ED has the prerogative to appoint external stakeholders or additional staff such as the Investigator or Subject Matter Expert to serve in this Committee either on full-time or on an *ad-hoc* basis. The Committee shall be chaired by the Regional Programme Coordinator while the Safeguard Officer, should serve as Secretary. The Safeguard Officer shall be responsible for receiving grievances and logging them in the complaints register. (Annex 4). Once the grievance is received, it will be communicated to the PIU within seven (7) days from the date of receipt. Depending on the nature of the grievance, the Committee is expected to resolve the complaint within 30 days from the date of receipt.

The RPGRC shall make recommendations on the matter for approval by the ED. Once the dispute is resolved, the outcomes shall be officially communicated to the complainant. If the complainant is dissatisfied with the outcome of the grievance resolution from the RPGRC, they can file an appeal through the ESS Officer at no cost. The appeal will be forwarded to PIU, and an Independent Appeal Panel or a Mediator shall be appointed for remedial action. This shall be done in consultation with the complainant and other key stakeholders to ensure trustworthiness of the process. Alternatively, the complainant will be informed about other alternative mechanisms for recourse such as the use of the judicial system.

2.1.4. Appeal

Following a response from the RPGRC, the complainant may appeal the decision of the Committee if he/she is dissatisfied or does not agree with the outcome. This should happen within fourteen days of receiving a response from the Committee. The appeal shall be brought to the attention on the RPGRC which will study the complaint and consider if another solution is appropriate. If the complainant agrees with the proposed response, he/she shall sign the acknowledgement section of the Grievance Closure Letter (Annex 5) to confirm the finalization of the matter. If the complainant does not accept the proposed solution, the matter shall be presented to the Appeal Handling Committee which should be formed in consultation with the complainant. If the complainant accepts the solution proposed by the Appeal Handling Committee, he/she shall be required to sign the acknowledgement section of the Grievance Closure Letter to confirm the finalization of the matter. Contrary to that, the matter shall be handed over to the Court of Law in the respective country to

handle it.

2.1.5. Redressal through Arbitration/Court of Law

Another alternative to the Independent Recourse Mechanism would be to pursue appropriate recourse via the judicial system in the respective country. If the complainant remains dissatisfied with the mediation effort of the project grievance committee, the complainant has the option to pursue appropriate recourse via judicial process of choice. The complainants may seek recourse through arbitration (Office of the Ombudsman) or the court of law within 30 days. It should be noted that arbitration only works when the parties to a dispute agree to resolve a difference through arbitration. The Court is the final instrument for the resolution of all grievances that may not have been addressed by the RPGRC.

2.1.6. World Bank Grievance Redress System

The FSRP is funded by the World Bank, which has its own Grievance Mechanism procedure as part of social safeguards policies known as a Grievance Redress System (GRS). All grievances that cannot be resolved by the established Committees under this GRM can be submitted to the World Bank Management through the GRS. GRS enhances the World Bank's responsiveness and accountability to programme-affected communities by ensuring that grievances are promptly reviewed and addressed. Notwithstanding the GRM process described above, aggrieved parties may opt to lodge their complaints in writing directly to the GRS if they are concerned that the FSRP has or is likely to have adverse effects on them, their communities, or their environment.

Communities and individuals who believe that they are adversely affected by a World Bank-supported project may submit complaints to existing project-level GRMs or the World Bank's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project-affected communities and individuals may submit their complaint to the World Bank's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate GRS, please visit <http://www.worldbank.org/en/projects-operations/products-and->

[services/grievance-redress-service](#). For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

CCARDESA will ensure that FSRP stakeholders are informed of the World Bank Grievance Redress System and, as such, will facilitate sensitization on the World Bank Grievances Mechanism during stakeholder engagements and sensitization and awareness creation workshops. In addition, information on the World Bank GRS will be accessible through a link on the CCARDESA website.

2.1.7. Points for Lodging Grievances and Information Requests

Grievances/complaints and information requests can be made in any of the SADC official languages. In the event of a language barrier, and where applicable, a translator may be engaged to translate materials into another preferred language. However, the principle of confidentiality is to be maintained during this period. The following modes or channels of communication will be used as points of receiving complaints at CCARDESA Secretariat Office:

- By letter addressed to the Executive Director, P/Bag 00357, Gaborone for the attention of the FSRP Regional Programme Coordinator and Safeguard Officer
- email address: fsrpgrm@ccardesa.org
- Telephone calls during business hours at +267 3914997
- Fax: +267 316 7211
- In person at CCARDESA Headquarters: Ground Floor, Red Brick building Plot 4701 Station Exit Road, Gaborone
- Suggestion Boxes at CCARDESA Secretariat Office
- Online - by completing an online application form.

For ease of accessibility, the Grievance Submission Form can be downloaded on the CCARDESA FSRP web page which will be shared with stakeholders during meetings and in printed media <https://www.ccardesa.org/food-systems-resilience-programme-fsrp-eastern-and-southern-africa>

The Safeguard Officer will facilitate the redress process by engaging the RPGRC and where necessary, the National Grievance Resolution Committees in investigating and resolving complaints.

2.1.8. Formal Justice Systems under this GRM

Whilst stakeholders are encouraged to use this GRM as the first point of seeking justice, it should be noted that this GRM is not meant to replace or substitute the formal justice systems in any country but rather to complement it. Aggrieved parties should feel free to approach formal courts or report to the police and Anti-corruption Agencies, the Office of the Ombudsman without necessarily going through the Grievances Committees established under this GRM. Grievances of criminal nature such as corruption, GBV, rape, coercion, fraud, theft, and violation of rights and policies within the ambit of this Programme may warrant redress through police and/or legal intervention. Labour-related grievances may be re-directed to workers' unions and labour officers where applicable.

2.1.9. Information to be submitted by the Complainant

The complainant should provide enough information when submitting a complaint to determine the eligibility of the grievance. Where insufficient information is not provided, the Safeguard Officer should source additional information from the complainant. A grievance submission form should be completed, and any submission should be assigned an ID number for reference purposes. The complainant is expected to submit the following information when filing a grievance.

- Name, address, and contact information of the complainant;
- Whether the complainant wishes to keep their identity confidential, and if so, why;
- Programme/project identity such as name, location, and nature of the activities;
- If a third party, such as a civil society organization is filing a complaint on behalf of an affected individual or community, the complaint should include evidence that the third party is working on behalf of the individual or community e.g., a written confirmation endorsed by those represented;
- Detailed explanation of the complaint or information requested relating to FSRP (description of the risk/harm and those affected, names of the individual(s) or institutions responsible for the risk/harm, the location(s) and date(s) of harmful activity);
- Actions taken to resolve the matter;

- Any proposed resolution to the grievance.

2.2. Handling and Redressing Sensitive and SEA/SH related Cases

2.2.1. Introduction

GBV and SEA/SH complaints/allegations are some of the sensitive cases that may arise during Programme implementation. Grievances of SEA/SH and GBV nature are difficult to resolve at the Programme level. Hence, they shall be referred to law enforcement agencies, health care professionals, social workers, and the court for interventions through the Safeguard Officer. The term SEA/SH refers to abuses of a sexual nature perpetrated by those employed or funded through development assistance resource flows (grants, loans, and equity). It is a violation of human rights and of the World Bank's values. SEA/SH exists in three forms, namely: sexual exploitation, sexual abuse, and sexual harassment. CCARDESA is committed to upholding its policies and procedures, and the World Bank regulations, and as such, condemn all forms of SEA/SH and GBV during the implementation of all its programmes.

Common GBV-related cases that may arise from the implementation of FSRP may include among others:

Sexual violence – includes acts such as rape or sexual assault, sexual abuse of any individual (beneficiaries and/or supervisors), sexual harassment, women/girls trafficking, and prostitution

Physical violence - involves any form of physical harm such as hitting, beating, or strangling conducted by a person in authority such as a committee member.

Economic violence - involves acts of damaging properties, withholding or denial of access to resources, and benefits of the Programme, use of resources earned through the Programme, and failure to comply with economic responsibilities.

Emotional and psychological violence - provocation of an individual in such a way that it can trigger an emotional reaction that can result in physical violence, intimidation and threats, verbal abuse and psychological abuse.

Verbal abuse - the use of foul language to undermine an individual, and defamation.

Psychological abuse - manipulation of individuals so that they become dependent on the abuser. example, removing an individual from being a beneficiary, depriving or denying of access to services.

Violence against women and girls - an act against women likely to result in physical, sexual, or psychological harm or suffering.

In addressing the risks of GBV allegations and managing SEA/SH-related incidents/cases, CCARDESA will:

- Establish channels for registering, recording, and handling GBV and SEA/SH cases in a safe and confidential manner;
- Establish a survivor-centered approach by ensuring that victims of GBV or SEA/SH are provided with safe and ethical services prior to reporting the case without the risk of stigmatization, reprisals, and rejection associated with SEA/SH;
- Advocate for implementing countries to develop an effective SEA/SH Prevention and Response Action Plan, which outlines the mechanisms and protocols to be set up during FSRP implementation. In executing the SEA/SH Prevention and Response Action Plan, awareness-creation and sensitization meetings will be conducted with stakeholders, especially communities, on SEA/SH risks, how to report cases of SEA/SH, where to report SEA/SH or GBV-related cases, where to refer SEA/SH survivors, and the type of services available for the survivors of GBV and SEA/SH survivors.

When reporting a GBV/SEA/SH case, the victim shall be expected to provide information such as:

- Age and gender of the survivor;
- Information on the alleged perpetrator, if affiliated with the Programme and capacity. Location/place where the incident occurred;
- Date and time of the incident;
- The type of alleged incident being reported, i.e., the nature of the complaint (the complainant's own words without direct questioning);
- Whether the survivor was referred to a service provider;
- The need of the survivor/ what the survivor wants to happen.

2.2.2. Uptake of GBV and SEA/SH Cases

Complaints of GBV nature and SEA/SH cases may be difficult to resolve at a committee level as may result in civil or criminal proceedings. Hence, these will be referred to the nearest medical centres, police stations or other appropriate institutions for investigation and appropriate support

services such as counseling in the country where the incident happened. While such cases may not be resolved by the Grievance Redress Committees, they must be reported to the World Bank within 24 hours of the occurrence and to the Committees through the Safeguard Officers for record-keeping in a confidential manner to avoid stigmatization.

A complainant who wishes to file a grievance of SEA/SH nature may do so through any entrusted channels available to him or her that are safe and confidential. Where a toll-free number is available in implementing countries, it can be used for that purpose. Alternatively, they may approach the Grievance Handling Officer (Safeguard Officer) or trained GBV operators in their communities. A Grievance Submission Form (Annex 3) shall be completed by the Safeguard Officer with written consent from the survivor/complainant. The Safeguard Officer shall refer the survivor to appropriate care such as medical, social, psychological, legal, etc. for support.

2.2.3. Channels for Handling SEA/SH Cases

GBV and SEA/SH cases will be addressed/reported through the Safeguards Officers in the respective implementing countries or to the CCARDESA Safeguard Officer. When submitting a SEA/SH-related grievance, the following procedures will be followed:

- i. Registering the case:** The SEA/SH Grievance Submission Form (Annex 3) shall be completed by the Safeguard Officer to provide detailed information about the incident.
- ii. Acknowledgement:** Upon registering the case, the Safeguard Officer informs the GRCs (National GRC and RPGRC) within 24 hours of receipt and sends an acknowledgment letter to the complainant within 3 working days of receipt.
- iii. Facts Assessment:** The GRC will assess the facts of the allegation to determine eligibility. The case is considered eligible when the allegation falls within the definition of SEA/SH and the alleged perpetrator is associated with the FSRP. If the survivor is unwilling to pursue disciplinary action against the alleged perpetrator, the case will be closed. The Safeguard Officer shall record the survivor's choice and indicate the decision in the acknowledgement letter.
- iv. Determine Course & Appropriate Action:** Despite the survivor's choice, the matter shall be submitted to the relevant entity that employs the perpetrator for internal handling and disciplinary action in accordance with the implementing partner's Code of Conduct and

National Legislations. The Safeguard Officer shall provide feedback to the survivor about the course of action and disciplinary action taken against the perpetrator.

- v. **Referral of SEA/SH Survivors:** Depending on the care and support the victim may require, the Safeguard Officer shall examine the case and seek consent from the survivor to refer the case to external GBV service providers for necessary support. These are:
- Medical/Health Care Centers – for examination or treatment, collection of forensic evidence, any other medical services.
 - Mental Health and Psychosocial Services – for crisis counseling, emotional support, Social/community reintegration.
 - Law Enforcement – for protection, investigation of the case, arrest of alleged perpetrator.
 - Legal Service – for legal advice/support and legal action.
 - Church Leaders – for emotional and psychosocial support.

The Service Provider shall develop a comprehensive plan based on the needs of the survivor and determine how those needs can be met. While the Service Provider continues to work with the survivor, the Safeguard Officer shall continue to track, monitor, and collaborate with the providers on the case until the matter is closed.

- vi. **Closing SEA/SH cases:** A case of SEA/SH will be closed if:
- The survivor does not wish to place an official complaint with employer;
 - The Grievance Redressal Committee (GRC) determines that the allegation does not fall within the definition of SEA/SH following investigation;
 - The alleged perpetrator is not associated with the Programme;
 - The needs of the survivor have been met by the service providers following appropriate internal procedures;
 - The GRC confirms that the disciplinary action taken is appropriate and has been implemented conclusively.

In any of the above instances, the survivor or representative should sign the acknowledgement letter (Annex 5) to confirm satisfaction and closure of the matter. Figure 1. Below illustrates the procedures to be followed in handling GBV and SEA/SH-related complaints under this GRM.

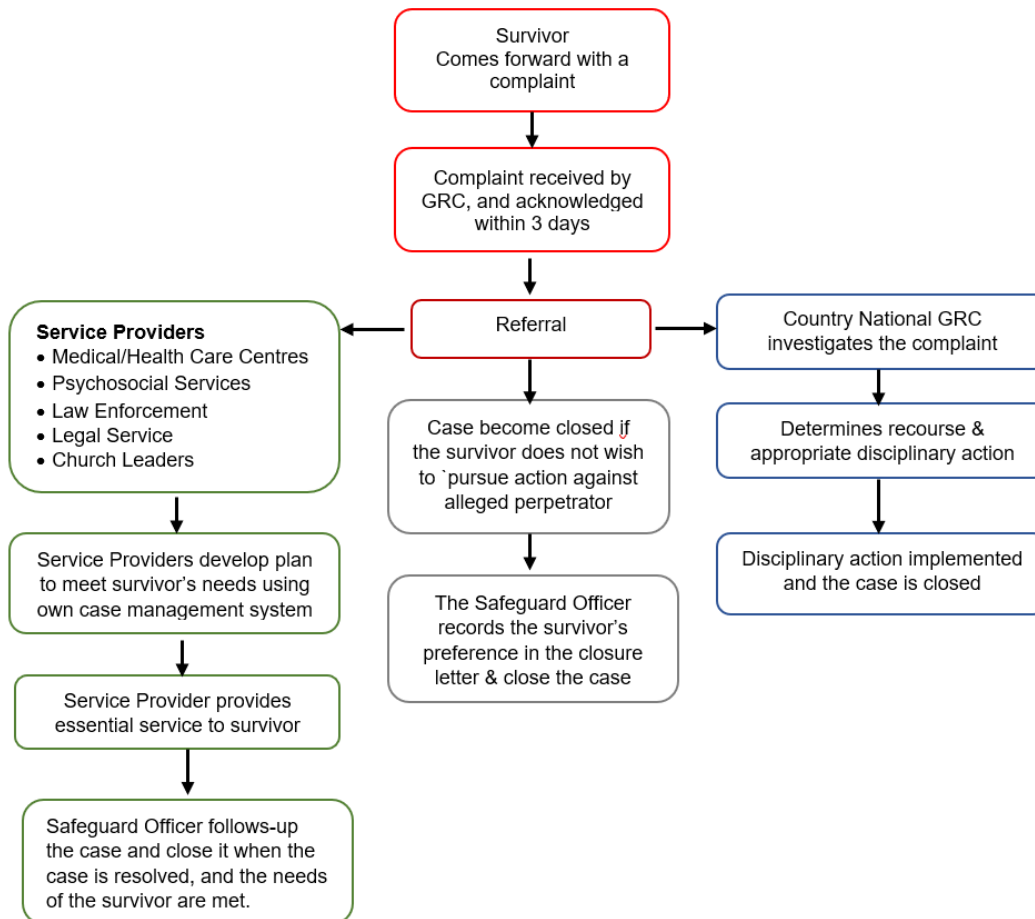


Figure 1. Procedures for Handling GBV and SEA/SH Complaints

2.2.4. Survivor-Centered Approach

One way to support GBV and SEA/SH survivors is by practicing the Survivor-Centered Approach, establishing a relationship with the survivor to ensure that they are treated with dignity and respect, and prioritizing their rights. The purpose of the Survivor-Centered Approach is to promote the survivor's emotional and physical safety, promote their recovery, reduce the risk of further harm, strengthen their self-determination, build trust, and help them restore control over their lives. As part of the recovery process, CCARDESA shall place emphasis on a Survivor-Centered Approach for all GBV victims and will expect all partners in implementing countries to adopt the approach. Hence, CCARDESA shall advocate for sufficient security and any required support for the GBV and SEA/SH survivors and victims once the matter has been reported. The referral mechanism to relevant agencies for support is an important tool by which survivors can be supported until the matter is resolved.

2.2.5. Relevant CCARDESA Policies and Procedures

CCARDESA considers issues of all kinds of harassment serious, thus, its Human Resources Policies and Procedures (HRPP) Manual clearly stipulates how complaints of a harassment nature are investigated and addressed. As per CCARDESA HRPP, if a staff member is implicated in a SEA/SH or GBV case, a formal investigation shall be launched, and disciplinary action shall be instituted. If the outcome of the investigation is that an offense has taken place, disciplinary actions may include an informal warning, a formal warning, or civil or criminal proceedings.

Apart from the GRM, all parties (PIU, consultants, and any individuals) to be engaged with CCARDESA under the FSRP shall abide by the CCADERSA Human Resources Policy and Procedures (HRPP), the Bullying and Harassment Policy, and the Whistleblowing Policy. Hence, they shall sign the Code of Conduct for SEAH (Annex 1) in line with the Organizational HRPP, which outlines expected and acceptable behaviours expected by each CCARDESA staff member to promote high standards of practice amongst all employees. Similarly, employees have the responsibility to create and maintain a work environment free of bullying and harassment as part of code of conduct and ethics.

In line with the Whistleblowing Policy, CCARDESA is fully committed to the observance of legal and ethical standards to preserve its integrity, maintain the standards, values and embrace a culture of transparency and accountability. Employees and key stakeholders are therefore entitled to speak up about genuine concerns in relation to mismanagement, malpractice, criminal activity, breach of its policies and procedures or legal obligation, miscarriage of justice, danger to health and safety or the environment, and cover-up of any of these wrongdoings at the workplace.

Programme workers are invited to report concerns relating to fraud, theft, use of inside information, bribes, gifts (etc.), inappropriate disclosure of confidential information, conflicts of interest, and illegal acts.

2.3. Roles and Responsibilities of Grievance Redress Implementers

The GRM shall be driven and coordinated by the Safeguards Officer with assistance from the Monitoring and Evaluation Officer. The Safeguards Officer shall be responsible for monitoring the process of handling grievances and tracking feedback in the process of grievance reporting and

redress by the GRCs. Where necessary, additional support will be provided to this team by other PIU members. Key implementers of this GRM and their responsibilities include:

i. Regional Programme Grievance Redress Committee (RPGRC)

This committee shall be comprised of the Regional Programme Coordinator, Regional Programme Coordinator, M&E Officer and ESS Officer. The committee may choose to include additional staff from PIU or independent parties based on issue of deliberations. The Committee shall perform its duties in line with the following Terms of Reference.

- Upon appointment by the Executive Director, the Committee shall collect relevant information regarding the dispute;
- Review, listen to the parties involved, and act in an impartial manner;
- Assist with the resolution of issues and conflicting views arising from the complainants;
- Ensure that all minutes and documents (records) are safeguarded for future reference;
- Honour the allocated timeframe to resolve the grievance;
- Treat all information on disputes and resolution as confidential.

ii. Regional Programme Coordinator:

- Serves as Chairperson of the RPGRC on appointment by the ED;
- Supervise the activities of the Committee;
- Provide recommendations to the Committee on the matter of the investigation; and
- Endorse a grievance closure letter to the complainant.

iii. Environmental & Social Safeguards Officer:

The Safeguards Officer, is responsible for the overall management and coordination of the GRM, which include the following specific roles and responsibilities:

- Disclose, publicize, and sensitize the GRM to stakeholders, including dissemination of materials on the GRM;
- Register new complaints using prescribed formats;
- Keeping records of all complaints received, updating, and closing complaints;
- Develop informational materials about the GRM;
- Referring survivors of SEA/SH cases to Gender Based Violence (GBV) service providers;
- Minute proceedings, decisions, and recommendations from the meetings;

- Facilitation and provision of information and services to resource persons as required by the grievance redress committee (GRC) to deal with reported grievances;
- Safeguard grievance-related documents, reports, and attendance registers of GRC members;
- Partake in Grievance Resolution Sessions;
- Facilitating arrangements for investigations;
- Providing feedback to complainants;
- Checking if all grievances have been addressed and conducting follow-up actions;
- Monitoring and producing a biannual performance report on the GRM.

iv. Monitoring and Evaluation Officer

- Setting up the monitoring system;
- Monitor the performance of the Grievance Resolution Mechanism; and
- Together with the ESS Officer, conduct periodic auditing of the GRM system.

CHAPTER 3: GRIEVANCES REDRESS PROCEDURE

3.1. Introduction

The grievance redress procedure sets out the general rules to be followed in submitting, investigating, and resolving complaints. The intention is to resolve a complaint as early as possible within 30 days and at a lower level to ensure that Programme timelines are not compromised due to delays in resolving the grievances, as well as to avoid minor issues becoming significant grievances. The table below shows the procedure to be followed and the suggested timeframe for handling and resolving grievances under this GRM.

Table 3. Procedure for Resolving Non-SEA/SH Grievances

Step	Procedure	Timeframe
1.	Receiving & registering grievance, and assign ID number	Within 1 day
2.	Acknowledging receipt of grievance, Investigate the details of grounds for the grievance	Within 3 days
3.	Develop a proposed response, Communicate the proposed response to aggrieved party and seek agreement	Within 14days
4.	Implement the response	Within 21 days
5.	Close Grievance	Within 30 days

The above procedures are illustrated in Figure 2. below.

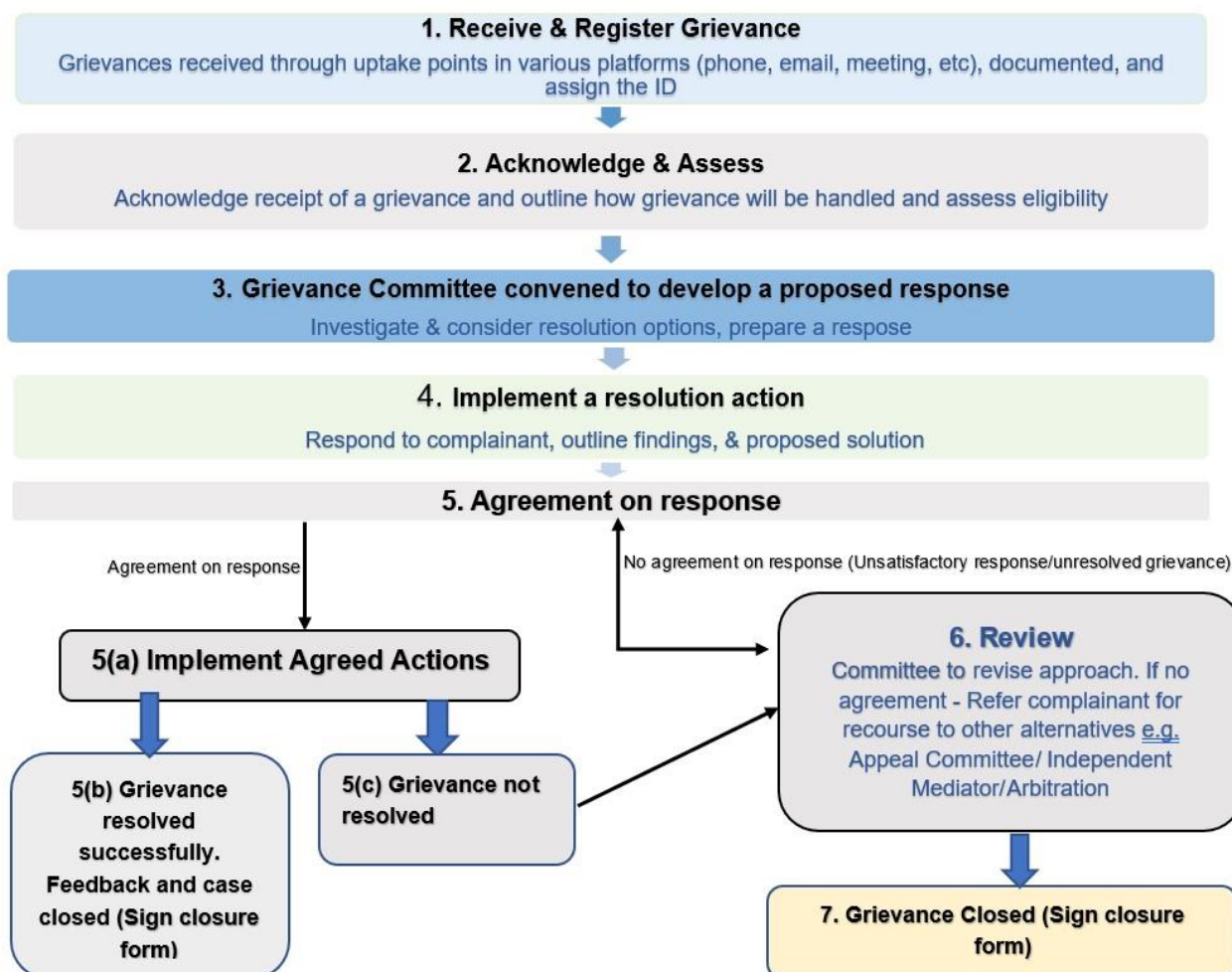


Figure 2. Grievance Redress Procedures

Irrespective of the stage of the process, complainants have the right to pursue the grievance through the Court of Law and the right of recourse through the Independent Recourse Mechanism of the Bank if they are not satisfied with the Programme’s GRM response.

3.2. Complaints Register

The first step to submitting a complaint through the GRM is the presentation of a grievance at a grievance uptake point. Multiple uptake channels will be established to receive grievances. This includes suggestion boxes, which should be placed at easy-to-locate points in the implementation districts, telephone calls, emails, letters, etc. GRM Focal Points will be established, and a Focal Point Person shall be appointed to receive, record and direct grievances in each implementing

country. Where the complaint or grievance shall be submitted in writing, the grievance submission form provided in Annex 2 shall be completed. The complaint will then be registered in the complaint register (Annex 3). The complainant's confidentiality should be maintained when attending to any GBV or SEAH-related complaint.

A complaint or feedback can also be submitted anonymously or via a third party. Complaints and feedback made in writing and those made verbally by persons who cannot read or write shall be transcribed by the receiver as appropriate and read back to the complainant to ensure agreement. All complaints submitted, irrespective of their sources, shall be acknowledged with a corresponding acknowledgement sent to the complainant. All complaints or grievances are to be entered into a complaints log for ease of tracking. When a complaint is received, the following information should be recorded:

- Complaint number/identifier
- Name and gender of the complainant (if disclosed)
- Date complaint received/lodged
- The complainant's contact details (name, address, phone/fax, email)
- Details of the grievance
- Category of the grievance
- Receiving channel (letter, email, verbal)

Complaint records (letters, emails, and minutes of meetings) are stored together, either electronically or in hard copy. Each record should be assigned a unique identification number.

CHAPTER 4: AWARENESS RAISING AND DISCLOSURE OF THE GRM

4.1. Awareness creation

For the GRM to be effective, it should be rolled out to stakeholders at the most convenient early stages of the Programme. The ESS Officer at CCARDESA, in collaboration with his/her counterpart in implementing countries, will conduct information education, sensitization, and awareness creation of the GRM to project stakeholders. Given the diversity of programme locations, and for a wider coverage of stakeholders, sensitization will be done using various platforms of communications such as meetings, print media, distribution of brochures at strategic public places, TV or radio advertisements etc. Capacity building will be conducted for Grievance Handling Committees, PIU staff, Programme beneficiaries, key programme staff in implementing countries, consultants, and any other parties who may be affected by the implementation of the FSRP or be involved in the management of this GRM.

The information to be shared during awareness creation will include the eligibility criteria to make a complaint, the procedure for submitting a complaint such as where, when, and how, the investigation process involved, the time framework for responding to complaints, the principle of the GRM, alternative mechanisms for recourse, the World Bank Grievance Redressal System. In addition, the awareness creation/sensitization will also emphasize on protocol for reporting and managing SEA/SH cases. Brochures and posters with the above information will be disseminated and loaded on the webpage.

4.2. Disclosure of the GRM

To ensure wide publicity and coverage of all stakeholders, the GRM will be disclosed to stakeholders using the following mechanisms:

1. The FSRP webpage hosted by CCARDESA,
2. Social media,
3. Public consultations such as stakeholder meetings and workshops, and
4. Materials such as brochures and posters outlining the existence of the GRM, the processes involved, and the contact details of the GRM focal point person; and
5. Public notice boards, where possible.

Information to form part of the disclosure will include:

- Structure of the GRM available;
- Procedures for lodging complaints (SEA/SH and non-SEA/SH);
- Types of grievances acceptable to the GRM;
- The potential impacts of the Programme and how these impacts can be minimized;
- Accessibility of the GRM (i.e., key people and complaint forms);
- How to lodge a grievance;
- Timeframes for each stage of the process;
- Principles of the GRM;
- Alternative avenues of dispute resolution where conflicts of interest exist.

The GRM shall be cleared by the World Bank through the CCARDESA Executive Director and will subsequently be shared with stakeholders. The FSRP Communication Specialist will play a big role in creating visibility for this GRM and the World Bank GRS.

CHAPTER 5: MONITORING, EVALUATION AND REPORTING ON GRM

5.1. Introduction

To ensure that the GRM is effective and achieves its objective, there is a need for a monitoring and evaluation system to keep track of the outputs and ensure that it delivers the desired results and impact. The main objective of monitoring the GM is to provide stakeholders with feedback and progress on implementation and to identify challenges and successes that inform decisions on Programme implementation.

5.2. Monitoring System

As part of compliance and monitoring of environmental and social performance of the Programme, CCARDESA is expected to report biannually to the World Bank on the implementation status of the E&S mitigation measures of which the operationalization of the GRM constitute part of the report. Besides the biannual report, CCARDESA has developed a grievance monitoring and evaluation management tool as part of its monitoring activities to assess the performance and effectiveness of the GRM using the following set parameters. Monitoring shall be done annually by the Safeguard Officer with the support of the M&E Officer, and shall form part of the Annual Project Implementation Report. Factors to be assessed include, among others:

- Total number and type of grievances/complaints received;
- Channels through which grievances were received;
- Number and percentage of complaints that have been resolved/unresolved;
- Number and percentage of complaints that have gone to mediation;
- Turnaround time to solve the grievance;
- Status of unresolved grievances;
- Provision of feedback on GRM;
- Status of complaints (rejected or eligible); and
- Percentage of complainants satisfied with the response and grievance redress process.

5.3. Evaluation of GRM Effectiveness

Besides the monitoring and evaluation activities, the M&E Officer shall conduct an annual auditing exercise as part of quality control of the GRM process aimed at improving its performance. In addition, he/she will assess the extent to which the GRM is achieving the set objectives and gather lessons learned from the process to improve the operating procedures as appropriate. Emphasis on the evaluation system will be placed on prevention, mitigation, and resolution of grievances and conflict resolution. Besides these indicators, the M&E Officer together with the ESS Officer shall produce qualitative indicators for measuring the performance of the GRM. This will be done through regular compliance review missions by:

- Review of logging, tracking, and documentation systems, including acknowledgement of receipts and resolution agreements;
- Checking that deadlines and timeframes committed to in the mechanism are generally met;
- Checking that those potentially affected persons and the public are generally aware of the avenues available to channel grievances;
- Checking for any variations in time spent and the number of open and closed grievances;
- Checking how resolution responsibility is assigned;
- Checking public/community satisfaction with the process (timeliness, fairness, accessibility, predictability, etc.);
- Confirming that grievances have been resolved.

5.4. Resources

Budgetary provisions have been made in consultation with the CCARDESA Finance Department and approved by the World Bank and CCARDESA Board of Directors to cater for the implementation and overall management of activities under GRM. The activities will be carried out at CCARDESA Headquarters in Botswana and in various districts of the implementing countries, namely: Madagascar, Malawi, Comoros, and Tanzania. The types of activities to be carried out encompass information and sensitization, capacity building, procurement, monitoring and evaluation, administration, and management of grievances. The component of capacity building will target Grievance Handling Committees, PIU staff, Programme beneficiaries, key programme staff in implementing countries, and consultants. The table below gives a breakdown of activities and estimated budget for the operationalization of this GRM.

Table 4. Estimated GRM Budget

Activity	Number	Cost/Item (USD)	Total Cost (USD)
Sensitization activities (training workshops)	14	1200	18, 000
Design Brochures and posters	3,000	1	3, 000
Printing of Brochures and posters	45,000	0.16	7, 000
Publications in media (radio/newspapers)	18	800	14, 400
Procurement of suggestion boxes	1	30	30
Investigations and verifications (specialists)	Undefined	Undefined	20, 000
Administration and logistics	Undefined	Undefined	10, 000
Monitoring and Evaluation	Undefined	Undefined	15, 000
Subtotal			87, 430
Contingency (10%)			8, 743
Total			96, 173

CHAPTER 6: CONCLUSION AND APPLICATION OF THE GRM

This GRM is intended to be used throughout all phases of the FSRP. While every effort has been made to ensure that the provisions of this GRM will lead to the equitable resolution of grievances arising from Programme activities, it is important to note that amendments may be made to this GRM for it to work across various Programme components.

Where necessary, GRM will be reviewed to ensure that it addresses all aspects of the Programme and is in accordance with the World Bank Environmental and Social Safeguard Framework. Once this document is approved and publicly disclosed, all the arrangements for dealing with complaints and grievances under the Programme set out in this GRM manual will be implemented.

LIST OF ANNEXES

Annex 1 - SEA/SH Code of Conduct

Annex 2 - Grievance Submission Form (Non-SEA/SH)

Annex 3 - SEA/SH Grievance Submission Form

Annex 4 - Grievance Register/Log Form

Annex 5 - Grievance Closure Letter Template

FOOD SYSTEMS RESILIENCE PROGRAM

Annex 1: SEA/SH Code of Conduct

SEXUAL EXPLOITATION AND ABUSE AND SEXUAL HARASSMENT

I....., ID No.....declare that I will implement the Food Systems Resilience Program with the highest level of integrity and ethical standards, and in compliance with all applicable policies, standards and regulations, and the World Bank's Integrated Safeguards Standards. I understand that Sexual Exploitation, Sexual Abuse and Sexual Harassment (SEA/SH) constitute acts of gross misconduct and therefore carry grounds for sanctions or penalties or termination of employment/contract. I understand that all forms of SEA/SH are unacceptable be it on the Programme work sites, the work site surroundings, or in my sphere of contact.

I agree that while working on the Programme, I will:

- treat anyone with respect regardless of race, colour, language, religion, political affiliation, origin, property, disability, age, birth or other status;
- not engage in Sexual Harassment, which means unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature with other programme team members and or contractors or employer's personnel;
- not engage in Sexual Exploitation, which means any actual or attempted abuse of a 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;
- not engage in Sexual Abuse, which means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions;
- not engage in all forms of sexual abuse to children. Mistaken belief regarding the age of a child and consent from the child is not a defence;
- not use inappropriate (foul) language or behavior towards women, children or men that is, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- attend and actively partake in training courses related to Gender Based Violence, Sexual Exploitation, Abuse and Sexual Harassment and Child Abuse as may be requested under the Programme;
- report any actual or attempted breaches of this Code of Conduct; and
- not retaliate against any person who reports violations of this Code of Conduct, whether to my Employer or through any mechanism available under the Programme.

I understand that it is my responsibility to avoid actions or behaviors that could be interpreted as Sexual Exploitation, Sexual Abuse, Sexual Harassment or breach of this Code of Conduct.

I do hereby acknowledge that I have read and understood the content of this Code of Conduct and do agree to comply with the provisions contained herein.

Full Name:

Signature:

Date:

FOOD SYSTEMS RESILIENCE PROGRAM

Annex 2: Grievance Submission Form (Non-SEA/SH)

Complainant Information					
Name				Gender	
Country				Institution	
Address				Telephone	
ID No.				Email	
Type of Complainant					
Affected Person	Intermediary/Mediator			Civil /Service Organizations	Others
Mode of receiving the grievance:					
Letter	Email	Social Media	Suggestion Box	Phone Call/SMS	Others(specify)
Summary of Grievance (Attach supplementary information where necessary)					
Signature					Date
Office Use Only					
Grievance ID Number		Recorded by:			Date Received

FOOD SYSTEMS RESILIENCE PROGRAM

Annex 3: SEA/SH Grievance Submission Form

Survivor's Identification Information							
Case ID No.						Country	
Date of Incident							
Location of Incident							
Gender							
Date of Birth							
Marital Status (Tick appropriate box)							
Single	<input type="checkbox"/>	Married	<input type="checkbox"/>	Separated	<input type="checkbox"/>	Widowed	<input type="checkbox"/>
Any Disability							
Yes / No							
If yes, details of Disability:							
Type of Incident							
Rape							
Psychological/Emotional Abuse							
Physical Assault							
Sexual advancement							
Other, specify:							
Has the matter been reported elsewhere? If so, indicate							
Are there project resources involved/exchanged in relation to this incident?							
Any additional Information							
Office Use Only							

Date Reported	
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FOOD SYSTEMS RESILIENCE PROGRAM

Annex 5: Grievance Closure Letter Template

Ref. Number (Complaint ID):

Date:

RE: RESOLUTION OF GRIEVANCE RELATED TO THE FOOD SYSTEMS RESILIENCE PROGRAM

Dear (name of complainant),

In response to your complaint of (date of complaint registration) regarding (insert subject of complaint and GRM registration reference) we wish to confirm that the following actions were undertaken:

- Summary of proposed actions and outcomes achieved

To close out this matter, we request that you sign and return the acknowledgement below.

We thank you for your participation and continued interest in the Programme.

Yours Sincerely,

(Name)

Regional Programme Coordinator

Acknowledgement:

I, the undersigned, acknowledge that the above actions have been undertaken and that all reasonable efforts have been made to address my complaint.

Name:

Date:

Signature: