
	CONSTRUCTION WORKS ON THE EBOLOWA – AKOM II – KRIBI ROAD, INCLUDING THE AKOM II OFF-ROAD AND THE CITY BYPASSES FROM EBOLOWA AND KRIBI (179.28 KM)	Hint: 00 Date: 01/03/2025
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I- INTRODUCTION

In the context of the Ebolowa - Akom2 - Kribi road construction project, it is essential to establish an effective grievance Redress mechanism to ensure smooth communication between the different actors involved. This procedure aims to prevent conflicts, enhance transparency and promote a rapid and fair resolution of grievances. It ensures that all stakeholders, local communities, NGOs and other affected parties, have a clear framework to express their concerns and obtain an appropriate response.

II- DEFINITION AND OBJECTIVES OF GRM

2.1 Definition

The External Grievance Redress Mechanism (EGRM) is a mechanism for collecting, processing and resolving stakeholders' grievances in a transparent, accessible and impartial manner. It provides affected individuals and communities with a formal, confidential and non-retaliatory channel to express their concerns, promote constructive dialogue, and provide equitable and culturally appropriate solutions while respecting their rights and interests.

2.2 Objectives


The GRM aims to:

- Preventing and managing conflicts by providing a structured, accessible and culturally appropriate framework to resolve issues fairly and efficiently before they escalate.
- Improving transparency and accountability ensuring that all Grievances are handled promptly and impartially.
- Strengthening stakeholder confidence by ensuring that their grievances are effectively addressed, and their concerns are systematically considered in the management of the project.
- Optimize project performance by identifying recurring concerns and areas for continuous improvement, thereby minimizing project-related risks and promoting sustainable development.

III- SCOPE OF APPLICATION

This procedure applies to all grievance, concerns and requests for information submitted by:

- Local communities and individuals who may be directly or indirectly affected by the project, including vulnerable groups.
- Any other stakeholder, such as civil society organizations (NGOs), Government authorities, or other interested parties concerned by the project activity.
- Grievances related to workers (direct employees, subcontractors, and temporary workers) are handled separately under the Workers' Grievance Redress Mechanism.

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IV- STRUCTURE AND RESPONSIBILITIES

4.1. The Social and Land Acquisition Specialist (SLAS)

The Social and Land Acquisition Specialist is primarily responsible for the effective implementation and oversight of the Stakeholders GRM. He/she is responsible for:

- Receiving, recording and processing all grievances and requests submitted by stakeholders.
- Ensuring timely acknowledgment, tracking and resolution of grievances in line with the established response timeline.
- Maintaining a grievance log, including the status, resolution progress, and outcomes of each case.
- Raising awareness among stakeholders, contractor and sub-contractor personnel about the GRM's purpose and accessibility.
- Coordinating with relevant project teams, authorities and stakeholders to facilitate grievance resolution in a fair, impartial and effective manner.
- Ensuring the documentation of grievance handling progress at each stage of the grievance mechanism.
- Ensuring that Complainants are regularly updated on the status of their grievance from receipt through to close-out.
- Ensuring confidentiality and non-retaliation, particularly for sensitive grievances.
- Ensuring that more severe grievances are addressed with urgency over less severe ones

4.2 Community Liaison Officer (CLO)


While the Social and Land Acquisition Specialist holds primary responsibility for the implementation and oversight of the Stakeholders Grievance Redress Mechanism, the Community Liaison Officer (CLO) plays a complementary role by supporting community engagement and facilitating communication between the Project and local stakeholders. Acting as a bridge between the Project and the communities, the CLO helps ensure that grievances are raised, understood, and appropriately directed within the GRM process in a culturally sensitive and accessible manner. The CLO is responsible for:

- Assists the Social and Land Acquisition Specialist in disseminating information about the GRM to affected communities, ensuring accessibility and understanding of the mechanism.
- Encourages and facilitates community engagement by guiding complainants on how to raise concerns and submit grievances in line with the GRM process.
- Provides cultural context and insight to help ensure that grievance handling is sensitive to local norms, customs, and communication practices.
- Maintains regular contact with representative of local communities.

Assists in follow-up activities, including updating complainants on the progress of their case when delegated by the Social and Land Acquisition Specialist. **4.3 Grievance Management Committee (GMC)**

The Grievance Management Committee is a board set up for consultation and resolution of complex cases. It is composed of:

- Project Manager to ensure alignment with project policies and commitments.

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- Environmental & Social (E&S) Manager to Oversee compliance with IFC Performance Standards and environmental & social safeguards.
- Social & Land Acquisition Specialist to Address grievances related to land acquisition, displacement, and resettlement.
- Community Liaison Officer (CLO) to Act as the main interface between the project and affected communities.
- Representatives of local communities to reflect community concerns and expectations.
- Local or regional authorities concerned depending on the nature of the dispute and when relevant, to provide oversight and legal guidance.
- Any other relevant actor/ stakeholder depending on the nature and the complexity of the dispute.

Its responsibilities include:

- Review and analyse complex grievance that require a higher level of intervention.
- Propose fair, transparent and context-specific solutions adapted to the grievances of stakeholders.
- Ensure the effective implementation and follow-up of the agreed-upon resolutions.
- Monitor and evaluate the effectiveness of the measures applied.

4.3 Project Management

The Project Management plays a key oversight role in the GRM by:

- Validating and approving the solutions proposed by the GMC.
- Ensuring the effective implementation of the adopted resolutions.
- Allocating adequate resources necessary for the proper functioning of the GRM.
- Integrating Stakeholder feedback into the project’s continuous improvement process.
- Ensuring compliance with IFC Performance Standards in grievance resolution.


4.4 Representatives of Local Communities

Local community representatives act as liaison between the populations concerned and the project authorities. Their key responsibilities include:

- Raising and communicating the grievances of local populations.
- Ensure accessibility and awareness on the GRM through proactive engagement.
- Actively participate in discussions and decision-making within the GMC.
- Ensure that proposed solutions provided are in line with the expectations of the communities.
- Providing feedback on the effectiveness of the GRM and suggesting improvements when necessary.

V- GRIEVANCE HANDLING PROCESS

The grievance redress mechanism follows a structured process to ensure effective and fair handling of grievances.

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5.1 Filing of the Grievance

The complainant may submit his grievance through one of the following means:

- a Grievance Log duly filled and submitted to the project offices provided in annex 1. An anonymous grievance may also be submitted in writing without including personal identification details.
- Email to a dedicated address.
- Phone line and WhatsApp.
- Grievance boxes installed in the villages concerned.
- Direct meeting with SLAS and the CLO.

Assistance for vulnerable people, including oral explanations, translations into local languages and personalized support.

5.2. Registration and acknowledgement of receipt

- Each grievance is assigned a unique tracking number and recorded in the grievance register provided in annex 2
- An acknowledgement of receipt is sent to the complainant within **7 working days**.
- **Regular awareness campaigns** within local communities about the existence and functioning of the GRM through accessible means (e.g., local radio, community meetings).


5.3. Analysis and investigation

Upon receiving grievance, the Social and Land Acquisition Specialist (SLAS) is responsible for reviewing the relevant facts and consulting with the involved parties to gain a comprehensive understanding of the issue. The objective is to ensure that all sides are heard, and that the nature of the grievance is clearly identified.

As a first step, all grievances will undergo an initial screening to determine whether they are relevant to the Project and can be addressed by ICMC through the Community Grievance Redress Mechanism. Grievances that are considered outside the scope of the Project will still be logged, and the complainant will be informed accordingly. For grievances deemed relevant, mediation may be proposed as an initial resolution approach to facilitate a mutually acceptable solution between the parties. This informal method helps resolve many grievances efficiently and amicably.

All community grievances will be systematically categorized by topic and classified by severity level to support efficient response and prioritization. This structure also supports analysis of recurring issues and effective reporting.

5.3.1 Grievance Categorisation by topics

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Grievances will be categorized under the following indicative topics (non-exhaustive):

Table 1: Grievance categorisation Criteria


Grievance Category	Criteria
Sensitive	Concerns Violence, Harassment, and GBV (Gender-Based Violence) any form of physical, sexual, psychological, or verbal abuse
Land and Property	disputes over access, Land use.
Environment	concerns related to pollution, noise, waste, water, biodiversity, or other ecological impacts.
Livelihoods and Employment	complaints about employment opportunities, unfair practices, or impacts on economic activities.
Community Health and Safety	concerns involving construction risks, traffic hazards, spread of diseases, or public safety.
Social and Cultural Issues	impacts on cultural heritage, community structures, or sensitive social dynamics.
Security and Human Rights	allegations of abuse, intimidation, or inappropriate behavior by security personnel or contractors.
Project Communications and Conduct	grievances regarding lack of transparency, inadequate consultation, misinformation, or staff conduct.

5.3.2 Classification by severity level

Grievances will also be classified by severity, which determines the urgency and level of response required. The criteria for each level are as follows:

Table 2 Classification by severity level

Severity	Criteria	Examples
Low	<ul style="list-style-type: none"> Affect only one or a few individuals. Have minimal or no tangible impact on livelihoods, environment, or well-being. Are easy to resolve without significant resources or structural change. 	<ul style="list-style-type: none"> Requests for project information. Minor service disruptions (e.g., temporary access issues). General dissatisfaction with community meeting logistics.

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Medium	<ul style="list-style-type: none"> • Affect multiple individuals or a small group. • May require some investigation and coordination to resolve. • Could escalate if not addressed promptly. 	<ul style="list-style-type: none"> • Delays in promised community benefits. • Moderate noise or dust complaints. • Disputes related to employment or small-scale compensation issues.
High	<ul style="list-style-type: none"> • Involve serious allegations (e.g., gender-based violence and harassment, child labor). • Pose risks to health, safety, or human rights. • Have legal, reputational, or regulatory implications. • Affect a significant portion of the community or vulnerable groups. 	<ul style="list-style-type: none"> • Physical harm or threats from project-related activities. • Sensitive Grievance • Environmental contamination affecting water sources or livelihoods.

Grievances classified as High Severity must be addressed as a matter of priority, with expedited timelines and involvement of the Grievance Management Committee. Once referred to the Committee, the grievance will undergo a formal review process, during which the Committee will assess the facts, gather any additional necessary information, and consult with relevant stakeholders. The Committee is responsible for determining an appropriate resolution and ensuring that the decision is documented and communicated to the concerned parties in a timely and transparent manner.


All grievances, regardless of category or severity, will be recorded in the Grievance Register and monitored through resolution and closure.

5.4. Proposal and implementation of solutions


Possible solutions include:

- Mediation and dialogue between the parties.
- Remedial actions to address the issue, such as changes in project activities, environmental mitigation measures, access improvements, or compensation for damages or disruptions. Community support measures, including targeted assistance to vulnerable groups or restoration of impacted services or livelihoods. Training and awareness activities within the affected community to prevent recurrence of the and ensure transparency .

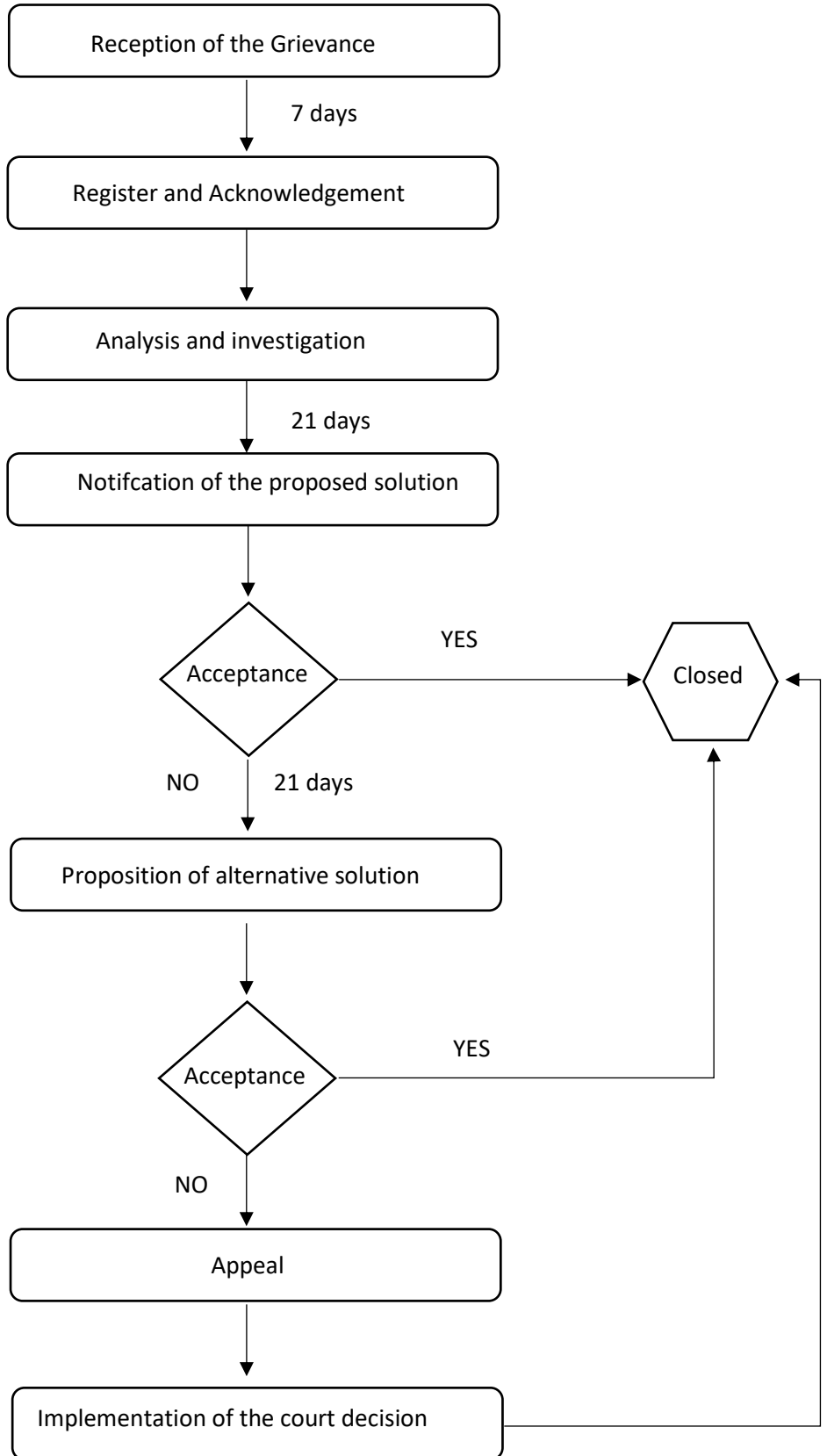
5.5. Notification of decision and follow-up

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- The complainant is informed within **21 working days** of the proposed solution and the outcome of his/her grievance.
- If the solution is accepted by the complainant, it will be implemented by the responsible party. .
- Upon implementation, the complainant is required to confirm in writing that they are satisfied with the resolution by signing the Grievance Form within 7 working days after implementation. Only then will the grievance be considered resolved and formally closed.
- In the event of refusal, an alternative solution will be proposed by the Grievance Management Committee within 21 working days.
- If the complainant does not accept the alternative solution, they have the right to appeal to the court.

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5.6 GRM Flowchart




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Table 3 Grievance Timeframe

Action	Time frame
Register and Acknowledgement	Within 7 days
Notification of the proposed solution	Within 21 days
Proposition of alternative solution	Within 21 days

VI- MONITORING, TRANSPARENCY AND CONTINUOUS IMPROVEMENT

6.1 Grievances monitoring

- Each grievance is tracked systematically until it is effectively resolved and documented accordingly.
- A centralized grievance database (Grievance register) is maintained and updated regularly to ensure effective monitoring. Access to the register is strictly limited to authorized personnel on a need-to-know basis, and the system is protected with secure passwords to safeguard the confidentiality of complainants.
- The Social and Land Acquisition Specialist (SLAS) follows up with the complainant to confirm the implementation of the agreed solution and assess satisfaction.


6.2 Transparency and communication

- A quarterly grievance report is prepared and shared with project management and stakeholders to maintain transparency of the process.
- An anonymized summary of grievances and resolutions is periodically published periodically ensuring stakeholders are informed about actions taken while maintaining confidentiality.
- Regular Consultation meetings are conducted with local communities to share information on Grievance management and gather their feedback on the effectiveness of the mechanism.

6.3 Performance indicators

The Social and Land Acquisition Specialist (SLAS) and the CLO assess the effectiveness of the External GRM through the following key performance indicators:

- Number of grievances escalated to external resolution bodies: Indicates cases requiring additional intervention beyond the project-level mechanism.

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KPI	Target	Verification Method	Responsible	Monitoring Frequency
Total number of grievances received	No fixed target, tracked for trend analysis and identification of recurring issues	Review of the grievance register and prepare a quarterly grievance report	SLAS, CLO	Quarterly
Grievance Resolution Rate	≥ 90% of grievances resolved within the timeframe	Cross-check between grievance register and resolution forms,	SLAS, CLO	Quarterly
Average grievance processing time	≤ 21 working days per grievance	Grievance log analysis comparing dates of receipt and closure	SLAS, CLO	Quarterly
Stakeholder satisfaction rate	≥ 80% of workers satisfied with the outcome of the grievance process	signed grievance forms	SLAS, CLO	Quarterly

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6.4 Continuous improvement

- An annual evaluation of the GRM is carried out to identify areas for improvement and propose adjustments.
- Capacity-building training is provided regularly to all personnel involved in grievance management to enhance their ability to handle grievances effectively.
- The Grievance mechanism is periodically updated based on stakeholder feedback and lesson learned to enhance accessibility, fairness and efficiency.


Conclusion

The Grievance Redress Mechanism GRM is a structured and transparent process designed to ensure that concerns and grievances from local populations and other external stakeholders are effectively addressed in a fair and timely manner. By following international best practices, including IFC Performance Standard 1 (PS1), this mechanism promotes accountability, transparency, and continuous engagement with affected stakeholders. Particular attention is paid to awareness, transparency and accessibility to vulnerable groups.

Furthermore, in alignment with the Project ESMS and IFC Performance Standard 2 (PS2), grievances related to project workers, including direct employees and subcontracted personnel, are handled separately through a dedicated Workers Grievance Mechanism. This ensures that labor-related concerns are addressed in a manner that is appropriate, accessible, and compliant with international labor and human rights standards.

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The project is committed to continuous improvement of the grievance redress process, ensuring that it remains accessible, inclusive, and effective in fostering constructive stakeholder engagement and conflict resolution.

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Annex 1: Grievance Log

GRIEVANCE FORM	
Reference No: _____	
Full Name <i>Note: you can remain anonymous if you prefer or request not to disclose your identity to the third parties without your consent</i>	My first name _____ My last name _____ <input type="checkbox"/> wish to raise my grievance anonymously <input type="checkbox"/> I request not to disclose my identity without my consent
Contact Information Please mark how you wish to be contacted (mail, telephone, e-mail).	By Post: Please provide mailing address: _____ _____ _____ By Telephone: _____ By E-mail _____
Preferred Language for communication	French Local Language
Description of Grievance:	What happened? Where did it happen? Who did it happen to? What is the result of the problem?
Date of Incident/Grievance	One-time incident/grievance (date _____) Happened more than once (how many times? _____) On-going (currently experiencing problem)
What would you like to see happen to resolve the problem?	

Signature:

Date:

