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I- INTRODUCTION

In the context of the Ebolowa - Akom2 - Kribi road construction project, it is essential to establish an effective Workers' Grievance Redress Mechanism to ensure transparent and efficient communication between workers and project management. This mechanism aims to prevent workplace conflicts, promote fair treatment, and ensure a timely and just resolution of grievances.

It provides a structured process for workers to express their concerns related to working conditions, health and safety, wages, discrimination, or any other employment-related issues. The mechanism ensures that all workers, including direct employees, subcontracted personnel, and temporary laborers, have a clear and accessible framework to voice their grievances and receive an appropriate response in line with labor laws and ESMS requirements.

II- DEFINITION AND OBJECTIVES OF WGRM

2.1 Definition

The Workers' Grievance Redress Mechanism (WGRM) is a formal process for collecting, processing, and resolving workers' grievances in a transparent, accessible, and impartial manner. It provides employees, subcontracted workers, and temporary laborers with a confidential and non-retaliatory channel to express their concerns regarding working conditions, health and safety, wages, discrimination, harassment, or any other work-related issues. The mechanism fosters constructive dialogue and fair resolutions while ensuring compliance with labor laws, company policies, and ESMS requirements.

2.2 Objectives


The WGRM aims to:

- Prevent and manage workplace conflicts by providing a structured and accessible framework for resolving grievances fairly and efficiently before they escalate.
- Improve transparency and accountability by ensuring that all grievances are addressed promptly, impartially, and in line with labor rights and project policies.
- Enhance worker confidence and trust by guaranteeing that their concerns are taken seriously, handled professionally, and integrated into workplace management improvements.
- Promote a safe and fair working environment by identifying systemic issues, ensuring continuous improvement, and minimizing labor-related risks to foster sustainable project implementation.

III- SCOPE OF APPLICATION

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

- Direct employees, subcontracted workers, and temporary laborers involved in the project.
- Workers at all levels, including skilled and unskilled labor, regardless of contract type or duration.

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- Workers' representatives or unions raising concerns on behalf of employees.

This mechanism covers grievances related to, but not limited to:

- Working conditions, including wages, benefits, and contract terms.
- Health and safety concerns in the workplace.
- Discrimination, harassment, or unfair treatment in any form.
- Retaliation or disciplinary actions perceived as unfair.
- Violation of labor rights as per national regulations and international standards.

Grievances from external stakeholders, including local communities, NGOs, and government authorities, are handled separately under the Stakeholders' Grievance Redress Mechanism.

IV- STRUCTURE AND RESPONSIBILITIES

4.1. The Social and Land Acquisition Specialist

The SLAS is primarily responsible for the effective implementation and oversight of the WGRM. He/she is responsible for:


- Receiving, recording and processing all grievances and requests submitted by workers.
- 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.
- Coordinating with the Human resource Management, The OHS Manager and the ES Manager to raise awareness among workers about the WGRM's purpose and accessibility.
- Coordinating with relevant project teams to facilitate grievance resolution in a fair, impartial and effective manner.
- Ensuring confidentiality and non-retaliation, particularly for sensitive grievances.

4.2 Human resources – Construction Site level

At the site level, Human Resources Management plays a supportive role in the implementation of the Worker Grievance Redress Mechanism (WGRM), under the leadership of the Social and Land Acquisition Specialist (SLAS). While the SLAS retains primary responsibility for overseeing and managing the mechanism, HR contributes to its effective functioning by facilitating communication, providing relevant information, and assisting with the resolution of HR-related grievances.

Specifically, HR:

- Collaborates with the SLAS to ensure that workers are informed of the WGRM and their right to raise concerns or grievances without fear of retaliation.
- Acts as a point of contact for receiving worker grievances related to HR matters (e.g. payroll, contracts, working conditions), and refers them promptly to the SLAS for formal processing.
- Supports the SLAS in resolving grievances by providing relevant employment records, policies, or documentation needed to assess and address the issue.

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4.3 Workers Grievance Management Committee (WGMC)

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.
- The ES Manager to Oversee compliance with IFC Performance Standards and environmental & social safeguards.
- Human Resources (HR) Representative to Ensure grievances are assessed in line with labor policies, employment contracts, and workplace regulations.
- Workers’ Representative(s) to Represent employees' interests and ensures workers' concerns are fairly addressed.
- OHS Manager to provide expertise on grievances related to occupational health, workplace safety, and working conditions.

Its responsibilities include:

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

V- GRIEVANCE HANDLING PROCESS

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

5.1 Filing of the Grievance


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

- Workers 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 appropriate locations at Project sites.
- Direct meetings with the Social and Land Acquisition Specialist and the Human resource personnel (Construction site level).

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.

5.3. Analysis and investigation

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Upon receiving grievance, the 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 grievance is clearly identified.

As a first step toward resolution, mediation may be proposed to facilitate a mutually acceptable solution between the parties. This informal approach helps to resolve many grievances efficiently and amicably.

However, in cases where grievance is considered complex, the matter will be escalated to the Workers’ Grievance Committee for further review. Grievance is deemed complex when it cannot be resolved at the initial level due to its sensitive nature (e.g., GBV) , legal implications, or potential impact on multiple workers or project operations.

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.

5.4. Proposal and implementation of solutions

Possible solutions include:


- Mediation and dialogue between the parties.
- Correction of the problem (contractual adjustments, improvement of conditions, compensation, etc.).
- Disciplinary measures in the event of proven misconduct.
- Training and awareness to prevent recurrence of the problem.

5.5. Notification of decision and follow-up


- 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 within 7 working days.
- If no agreement is reached after the alternative solution is presented, the complainant may choose to escalate the grievance through external legal channels, including the competent court, in accordance with national laws and regulations.

Table 1: Worker’s grievance time frames

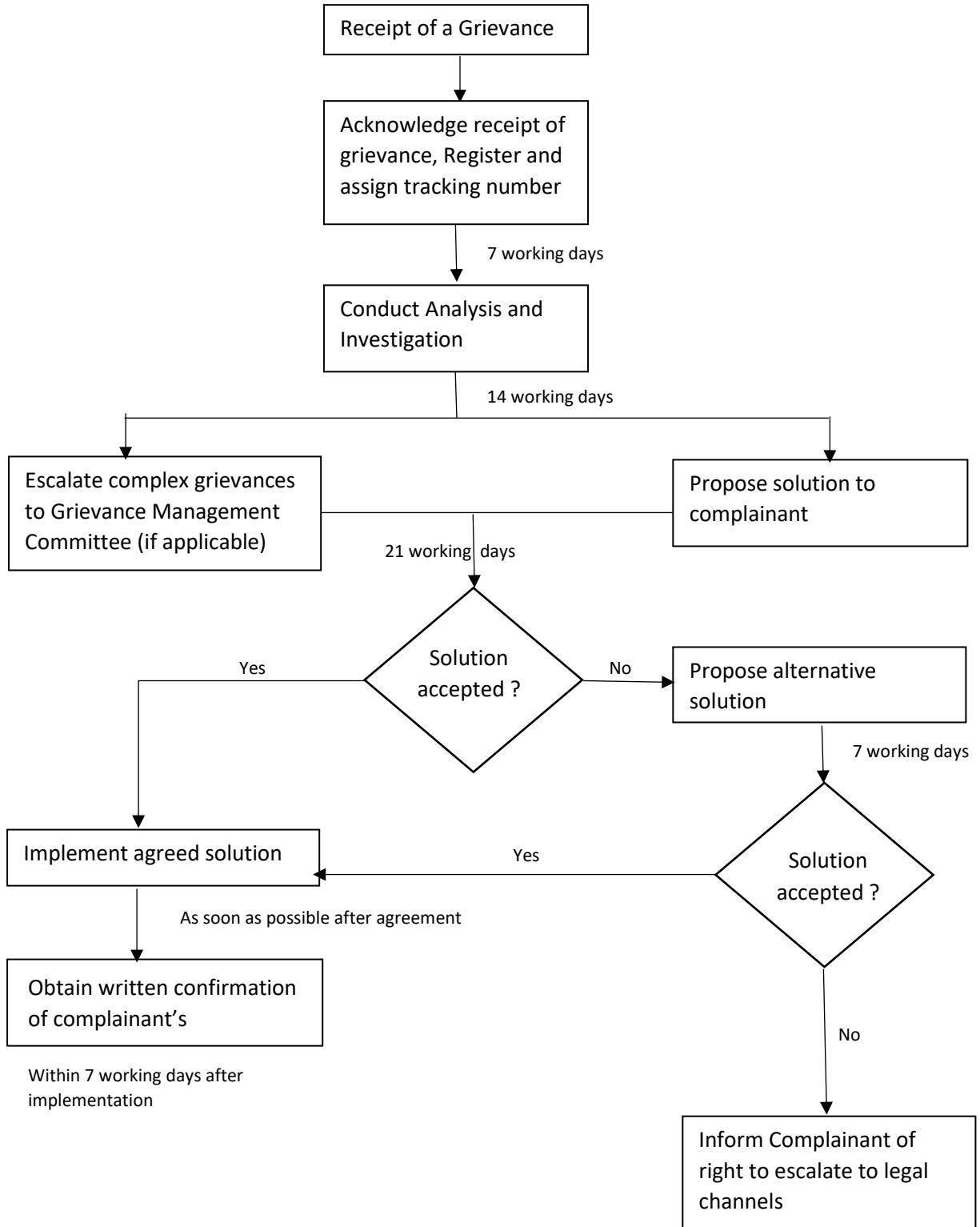
Action	Time frame
Acknowledge Grievance, Register and assign tracking number	Within 7 days


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Action	Time frame
Conduct analysis and investigation	Within 14 working days
Mediation or initial resolution attempt	Within 14 working days
Escalate complex grievances to Grievance Management Committee (if applicable)	Within 14 working days
Propose solution to complainant	Within 21 working days
Implement resolution/meeting with complainant	As soon as possible after agreement
Obtain written confirmation of complainant's satisfaction	Within 7 working days after implementation
If solution refused, propose alternative solution	Within 7 working days of refusal
Obtain written confirmation of complainant's satisfaction	Within 7 working days after implementation
If no agreement after alternative solution, inform complainant of right to escalate to legal channels	Immediately

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5.6 WGRM Flowchart



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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 (Workers 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 SLAS and the HR Management (construction site level) 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 to maintain transparency and accountability in the grievance resolution process.
- An anonymized summary of grievances and resolutions is periodically published to ensure workers are informed about actions taken while maintaining confidentiality.
- Regular consultation meetings are conducted with workers and their representatives to share information on the grievance management process and gather feedback on its effectiveness.
- Workers are regularly informed about their rights and the grievance process through awareness sessions, notice boards, and internal communication channels to ensure accessibility and engagement.

6.3 Performance indicators

The ES Manager and the HR Management (Construction site level) assess the effectiveness of the WGRM through the following key performance indicators:

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, Human resource Management (Construction site level)	Quarterly
Grievance Resolution Rate	≥ 90% of grievances resolved within the timeframe	Cross-check between grievance register and resolution forms,	SLAS, Human resource Management (Construction site level)	Quarterly
Average grievance processing time	≤ 21 working days per grievance	Grievance log analysis comparing	SLAS, Human resource	Quarterly

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KPI	Target	Verification Method	Responsible	Monitoring Frequency
		dates of receipt and closure	Management (Construction site level)	
Worker satisfaction rate	≥ 80% of workers satisfied with the outcome of the grievance process	signed grievance forms	SLAS, Human resource Management (Construction site level)	Quarterly


6.4 Continuous improvement

- An annual evaluation of the WGRM 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 Workers Grievance mechanism is periodically updated based on workers feedback and lessons learned to enhance accessibility, fairness and efficiency.

Conclusion

The Workers' Grievance Redress Mechanism (WGRM) is a structured and transparent process designed to ensure that concerns and grievances raised by project workers, including direct employees, subcontracted personnel, and temporary laborers, are addressed fairly and promptly. By aligning with international best practices, including IFC Performance Standard 2 (PS2) and national labor laws, the WGRM promotes accountability, transparency, and effective worker engagement throughout the project.

In line with the broader Environmental and Social Management System (ESMS), the WGRM contributes to maintaining a healthy, fair, and compliant working environment, ensuring the project's long-term success and sustainable development. Concerns are addressed in a manner that is appropriate, accessible, and compliant with international labor and human rights standards.

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Annex 1: Workers Grievance Log

<p>Grievance reference number: _____</p> <p>Date grievance received: _____</p> <p>Complainant name: _____</p> <p>Complainants contact details: _____</p> <p>_____</p> <p>person with responsibility for grievance: _____</p> <p>Details of grievance: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Actions taken: _____</p> <p>_____</p> <p>_____</p> <p>Date grievance resolved: _____</p>
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