

**THE UNITED REPUBLIC OF TANZANIA**



**MINISTRY OF WATER**



**RUFJI BASIN WATER BOARD**

**PROMOTING COMMUNITY LED NATURE BASED SOLUTION TO  
CLIMATE CHANGE ADAPTATION IN THE USANGU CATCHMENT  
PROJECT – (NBSP)**

**GRIEVANCE REDRESS MECHANISMS (GRM) MANUAL**

**OCTOBER 2025**

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## **LIST OF ACRONYMS**

COM – Community Operations Manual  
CRO – Community Relation Officer  
DCDO – District Community Development Officer  
DED – District Executive Director  
DLHT – District Land and Housing Tribunal  
GBV – Gender Based Violence  
GBV – Gender-Based Violence  
GIRP – Grievance Investigation and Resolution Process  
GRC – Grievance Redress Committee  
GRM – Grievance Redress Mechanisms  
LGAs – Local Government Authorities  
NBS – Nature Based Solution project  
PC – Project Coordinator  
PSC – Project Steering Committee  
RBWB – Rufiji Basin Water Board  
SSO – Social Safeguard Officer  
VC – Village Council  
VEO – Village Executive Officer  
VLC – Village Land Committee  
WDC – Ward Development Committee  
WEO – Ward Executive Officer

**LIST OF ANNEXES**

Annex 1: Grievance Registration Form..... **Error! Bookmark not defined.**

Annex 2: Grievance Appeal Form ..... **Error! Bookmark not defined.**

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## **1.0 INTRODUCTION**

A grievance is any concern or complaint raised by an individual or a group within community who may be affected (with potential harm, impact or negatively) by the Project-supported activities. It also include request of information, employment or provide feedback intended to improve the project implementation and stakeholders relations. A grievance redress mechanism (GRM) is an accessible and inclusive system, process, or procedure that receives and acts upon complaints and suggestions for improvement promptly and facilitates the resolution of concerns and grievances arising in connection with a project. An effective grievance mechanism provides community members with redress and helps address issues that are related to the project activities in a fair, effective, and efficient manner. The GRM is open for all stakeholders who are interested, affected or likely to be affected by NBS – USANGU Project activities.

The project (NBS USANGU) development objective is to promote community led nature – based solutions to climate change adaptation in the Usangu catchment. As part of the project implementation, this Grievance Redress Mechanism manual has been developed to guide the Grievance Redress Committees (GRCs) in different level on how to handle complaints within the project area.

A GRM provides a predictable, transparent, and credible process to all parties, resulting in outcomes that are fair, effective, and lasting. A well-functioning grievance mechanism increases the likelihood that small disputes can be concluded relatively quickly before they become deep-seated grievances, keeps ownership of the dispute in the hands of local people, and offers an early, efficient, and less costly way to address concerns. A well-functioning grievance mechanism can provide useful feedback to the project management unit by acting as an early warning system for broader issues. It can yield information from individual grievances that may highlight necessary adjustments to NBS - USANGU Project operations and indicate potential systemic changes required to prevent grievances from recurring.

### **1.1 Scope of GRM**

The scope of the issues to be addressed in GRM for the NBS - USANGU Project will be all complaints arising from the Project activities implementation. Any person within the Project targeted areas who has complaints, request for information, feedback regarding the activities of the Project during preparation/designing, implementation, and operation phases may access the GRM. GRM may address grievances related to: Environmental impacts, Livelihood impacts, Land use and compensation, Project employment issues, Community conflicts, Gender-Based Violence (GBV) and SEA/SH and Contractor behavior.

## **1.2 Goals of GRM**

GRM aims to: 1) Enable effective communication, 2) Address all complaints and concerns in a timely manner 3) Prevent or reduce negative impacts from project activities and 4) Build trust and community ownership of the project.

## **1.3 GRM Objectives**

Below are the objectives of the GRM;

- To enable community members in the forty-five (45) villages within the project area and other stakeholders to report grievances and other concerns related to NBS USANGU Project activities.
- To ensure that the communities within the Project areas are aware of the GRM and have access to it and be able to freely raise their complaints / concerns, arising from the Project activities in all phases.
- To promote accountability and transparency in grievance handling through clearly defined roles, responsibilities, and timelines.
- To strengthen trust between project stakeholders through transparent documentation, reporting, and feedback mechanisms.
- To establish a grievance redress mechanism that prioritizes the inclusion of vulnerable and marginalized groups by ensuring equitable access, timely response, and effective resolution of concerns.

## **1.4 GRM Principles**

The Grievance Redress Mechanism for the NBS–USANGU Project is guided by the following principles:

### **i. Fairness**

The GRM shall ensure that all grievance are handled fairly and without discrimination. All complainants i.e farmers, pastoralists, Community members or workers are treated equally regardless of gender or social status.

### **ii. Transparency**

All grievance handling processes, procedures, and timelines shall be clearly communicated to stakeholders, and complainants shall be informed of the progress and outcomes of their grievances.

### **iii. Accountability**

Clear roles, responsibilities, and timelines shall be established at each grievance handling level to ensure that grievances are addressed promptly and responsible parties are held accountable for agreed actions.

iv. **Objectivity and Independence**

All grievances shall be assessed objectively, based on evidence and field verification rather than personal opinions. The GRC shall operate independently from project implementers and contractor to avoid conflicts of interest and ensure impartial decision – making.

v. **Simplicity and Accessibility**

The GRM shall be simple, user friendly and accessible to all affected communities within the project area. Grievances can be submitted verbally or in writing through village leaders, toll free number, GRC, GRM focal person or any designated intake points without cost or complex procedure.

vi. **Inclusiveness and Participation**

The GRM shall promote meaningful participation of communities and stakeholders by ensuring that all voices, especially those of women, youth, and vulnerable groups, are heard and considered.

### **1.5 Access to GRM**

The Government of Tanzania has enacted administrative mechanisms in its legislation to deal with grievances of any kind. RBWB/Project Implementation Unit (PIU) will engage the communities and provide clear guidance on how to use the mechanism. The existing administrative mechanism will be harnessed to guide the process of addressing grievances related to the Project. The grievance resolution process follows the existing administrative structures of Local Government Authorities (LGAs), beginning at the village level and progressing through ward and district levels before escalation to the formal judicial system where necessary.

RBWB/PIU in collaboration with the NGO and Mbarali District Council will make the public aware of the GRM through awareness creation forums, training, and capacity building. Contact details in support of the Mechanism will be publicly disclosed and posted in the offices of LGAs and construction sites. These will also be incorporated in the Project information materials (e.g. reports, magazines, brochures, flyers, and posters). The GRM ensures that complainants may submit grievances anonymously and without fear of retaliation.

### **1.6 GRM Sensitization and community awareness**

- Sensitization of the GRM

The Project Implementation Unit (PIU), NGO (LSF) and Local Government Authorities (Mbarali District Council), will conduct sensitization activities to introduce the Grievance Redress

Mechanism (GRM) to communities within the project area. Sensitization will focus on explaining the purpose of the GRM, types of grievances that can be reported, available reporting channels, and expected timelines for resolution. These activities will be integrated into community meetings, trainings, and project outreach activities to ensure wide coverage and understanding.

- Awareness of the GRM to Communities

Awareness creation on the GRM will be an ongoing process throughout the project lifecycle. Information about the grievance management processes and procedures will be shared periodically with the general public to raise their awareness of how grievances are handled and the types of grievances that are supposed to be reported. Community members will be made aware of GRM in different ways including posters to be placed in community areas such as Local government offices, Flyers will also be distributed during the Community meetings (training and awareness programs), community radio, village assemblies, community notice boards and social media platforms.

GRM information will include toll-free number (0800110803) that will be used for reporting grievances (This number will be reachable during official government working hrs. (7:30 am to 3:30pm)), Government online platform - e-mrejesho/e-malalamiko [www.emrejesho.gov.go.tz](http://www.emrejesho.gov.go.tz), messages on how grievances are handled and what community members should do once having a grievance, steps to report grievances and government structures on handling grievances and referral system and Process of handling grievances.

## **2.0 PROCEDURE FOR HANDLING GRIEVANCES**

### **2.1 Grievance Uptake and Submission**

Community members will submit grievances either verbally or in writing through multiple accessible channels, including Grievance Redress Committees (GRCs), GRM focal persons, community meetings, grievance forms, SMS, toll-free number (0800110803), government digital platforms such as e-Mrejesho/e-Malalamiko, and the World Bank Tanzania Alert Hotline and email. This approach ensures that all project-affected persons can easily access the grievance mechanism without cost or unnecessary barriers.

### **2.2 Grievance Registration, Sorting, and Acknowledgement**

All grievances received under the NBS Usangu Project will formally be registered in the register and assigned a unique identification number for tracking purposes. Grievances will be sorted and categorized based on their nature, urgency, and level of severity. The complainant is acknowledged in a timely manner and informed of the next steps and indicative timelines for grievance handling.

### **2.3 Grievance Assessment, Verification, and Investigation**

The GRCs will assess each grievance to determine its validity, scope, and relevance to the project. Where necessary, verification and investigation are conducted through field visits, consultations with affected persons, and review of relevant project documents. This process ensures that grievance handling is objective, evidence-based, and consistent with project policies and safeguards requirements.

### **2.4 Grievance Resolution and Action**

Following assessment and investigation, the GRC will discuss the grievance and develop an appropriate resolution plan. The plan clearly outlines corrective actions, responsible parties, and implementation timelines as agreed. The agreed resolution is communicated promptly to the complainant to ensure transparency and mutual understanding. If a grievance cannot be resolved within the stipulated timeline, the complainant shall be informed of the reasons for delay and the expected resolution timeframe.

### **2.5 Grievance Monitoring, Evaluation, and Follow-Up**

The GRC will monitor the implementation of the resolution plan to ensure that agreed actions are effectively carried out. Follow-up is conducted with the complainant to confirm satisfaction with the resolution. In addition, grievance data are periodically reviewed to identify recurring or systemic issues that may require corrective action at the project or institutional level.

### **2.6 Feedback, Closure, and Escalation**

Once the grievance has been resolved, the complainant is formally informed of the outcome and actions taken. If the complainant is not satisfied, information on escalation or appeal mechanisms is provided. A grievance is closed only after resolution has been accepted or all escalation options have been exhausted, and the final outcome is documented for reporting and accountability purposes.

Figure 1: The Grievance Resolution Steps



### 3.0 STRUCTURE FOR GRIEVANCE MANAGEMENT

Grievances related to NBS-USANGU project activities will be handled separately according to scope and urgency of the particular grievance. The following are different channels that have been established for the purpose of uptake of grievances: - GRCs, mobile SMS, toll-free number (0800110803), suggestion boxes, written letters, government digital platforms (e-mrejesho/e-malalamiko), community engagement meetings, emails, and walk-ins.

#### 3.1 GRC structures

Grievances will be handled at different levels from the village to the project steering committee level. At least one-third of GRC members should be women to ensure gender-sensitive grievance handling.

- Village level: GRC at the village level comprises of five members, the chairperson of GRC is the village chairperson, and the village executive officer serves as a secretary. The remaining members include representatives from the Village Council, women's groups, youth representatives, and or community members.

- Ward level: GRC at the Ward level comprises of five members and chaired by the Ward Councilor. The ward's executive officer will serve as a secretary. The remaining members include representatives from the Village Council, women's groups, youth representatives, and or community members.
- District level: At the district level, the GRC includes five different officials/members depending on the nature of the grievance. At this level, there is also a grievance desk where the District Executive Director act as the chairperson of the desk and the district legal officer serves as secretary and coordinator of the desk.
- PSC level: GRC at PSC level involves PSC members (Six Members). The PSC Chairperson is the chairperson of the committee. The Project Coordinator serves as secretary of the committee.

## **3.2 Grievance Management Levels**

### **3.2.1 Village Level**

Grievances will be received and complaint form will be completed by any interested person or complainant and submitted to the Village Council Secretary (Village Executive Officer (VEO)). The chairperson of the Village Council, VEO, and respective GRC members will review, investigate, and discuss the issue and resolve the matter within three days from the date of application receipt. If not resolved, The Chairperson of the VC/VEO will organize a meeting of the VC members and will review and resolve the complaint within three days of receiving the appeal or complaint. All meetings will be recorded and filed, after which copies will be sent to GRC Secretary. Based on the decision made, the GRC will act accordingly.

If the complainant is not satisfied with the response given or if no response is received from the GRC within three days after the registration of complaint, the complainant can appeal to the Ward Development Committee (WDC).

### **3.2.2 Ward Level**

Appeal form will be completed by any interested person or complainant and submitted to the WDC Secretary (Ward Executive Officer (WEO)). The chairperson of the WDC (Ward Councilor), WEO and respective GRC members will review, investigate and discuss the issue and resolve the matter within seven days from the date of application receipt. If not resolved. The Chairperson of the WDC will organize a meeting of the WDC members and will review and resolve the complaint within seven days of receiving the appeal complaint. All meetings will be recorded and filed, after which copies will be sent to GRC Secretary.

If the complainant is not satisfied with the response given or if no response is received within seven days, the affected persons can appeal to the District Council.

### 3.2.3 District Level

Appeal form will be completed by any interested person or complainant and submitted to the District grievance desk secretary (district legal officer). The chairperson of grievance desk and respective GRC members will review, investigate, and discuss on the issue and resolve the matter within ten days from the date of application receipt. All meetings will be recorded and filed, after which copies will be sent to GRC Secretary. If the complainant is not satisfied with the response given or if no response is received within ten days, the affected persons can appeal to the Project Steering Committee (PSC).

### 3.2.4 Project Steering Committee level

Appeal form will be completed by any interested persons or complainant and submitted to the Project Steering Committee (PSC) Secretary who is Project Coordinator (PC). The chairperson of the PSC and PC will review, investigate and discuss on the issue and resolve the matter within ten days from the date of application receipt. Based on the appeal or complaint received from complainant, the PSC records the issues in the registry, assesses the appeal or the grievance, and will organize meeting(s) for PSC. The PSC will review the decision given at the district level and endorse it if it is appropriate; otherwise, if the appeal is valid, the PSC will resolve the issue and give a final decision within two weeks (14 working days) of receiving the appeal or complaint. The decision should be provided to the applicant in written form. All meetings will be recorded and copies of the minutes will be provided to all concerned stakeholders.

If the complainant is not satisfied with the response given or if no response is received from the PSC within 14 days after the registration of complaint, the complainant can resort to proceed to the legal redress mechanism.

Throughout all steps, the involvement of the GRC chairperson is needed and documentation of the proceedings needs to be taken to ensure fairness, objectivity, transparency, and institutional memory of the matter. The GRC will keep records of all grievances, and the status of addressing the grievance, which will be regularly shared with the World Bank. Thence, a GRM with clear timelines and responsibility is required at different levels to be transparent, accountable, and responsive.

**Table 1: Roles and Responsibilities of Grievance Management Members**

Level	GRC Member	Roles and Responsibilities
Village	Village Chairperson (GRC Chairperson)	Provides overall leadership in grievance handling at village level, Chair village level GRC meetings, oversees investigations, and ensures timely resolution of grievances.

	Village Executive Officer (GRC Secretary)	Receives and registers grievances, coordinates grievance handling activities, maintains records and documentation, communicates decisions to complainants, and reports grievances to ward level and PIU.
	GRC Members	Participate in grievance review meetings, conduct investigations and verification, support resolution actions, and assist in community sensitization on GRM
Ward	Ward Councilor (GRC Chairperson)	Chairs ward-level GRC meetings, oversees review and resolution of appealed grievances, and ensures coordination between village and district levels.
	Ward Executive Officer (GRC Secretary)	Registers and documents grievances at ward level, coordinates grievance review processes, provides feedback to complainants, and reports cases to district level where necessary.
	GRC Members	Support grievance assessment and investigation, attend meetings, and assist in implementing agreed resolution measures.
District Level	District Executive Director / District Grievance Desk Chairperson	Provides oversight of grievance handling at district level, chairs grievance desk meetings, and ensures compliance with administrative and legal procedures.
	District Legal Officer (Secretary)	Registers and coordinates grievances at district level, advises on legal aspects,

		documents proceedings, and facilitates referral to higher levels where required.
	GRC Members (Sector Officers)	Participate in investigations, provide technical input, and support resolution of grievances based on sector relevance.
PSC	PSC Chairperson	Provides strategic oversight, reviews escalated grievances, and endorses or revises decisions made at lower levels.
	Project Coordinator (PSC Secretary)	Receives and registers escalated grievances, coordinates PSC meetings, communicates final decisions to complainants, and ensures documentation and reporting to relevant stakeholders.
	PSC Member	Support grievance assessment and investigation, attend meetings, and assist in implementing agreed resolution measures.
PIU	Safeguard Officers	Oversees GRM implementation, monitors grievance trends, ensures compliance with safeguards requirements, and reports GRM performance to the World Bank.

## 4.0 GRIEVANCES RELATED TO LAND COMPENSATIONS

### 4.0.1 At Village level

Complaint form on land-related grievance<sup>1</sup> will be submitted by complainant to Village Council (VC) secretary Village Executive Officer (VEO) who calls upon the Village land committee to resolve the grievance. The Chairperson of Village Land Committee (VLC) and the respective Committee members will review, investigate and discuss on the issue and where possible to resolve the matter within three days from the date of submission of the complaint.

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<sup>1</sup> Land-related grievances shall be addressed in accordance with the Land Act (1999), Village Land Act (1999), and other relevant national legislation.

If the complainant is not satisfied by the response given or if no response is received from the VLC within three days after the registration of complaint, the complainant can appeal to the Ward Tribunal.

#### **4.0.2 At Ward level**

Appeal form will be completed by any interested person or complainant and submitted to the Ward Tribunal Secretary. The Chairperson of Ward tribunal and the respective Committee members will review, investigate and discuss on the issue and where possible to resolve the matter within seven days from the date of submission of the complaint.

If the complainant is not satisfied with the response given or if no response is received from the Ward Tribunal within seven days after the registration of complaint, the complainant can appeal to the DLHT.

#### **4.0.3 At District level**

Appeal form will be completed by any interested person or complainant and submitted to DLHT Secretary. The Chairperson of District land and housing Tribunal and the respective Committee members will review, investigate and discuss on the issue and where possible to resolve the matter within ten days from the date of receiving the appeal or complaint. All proceedings will be recorded and filed, after which the copies will be sent to GRC Secretary.

If the complainant is not satisfied with the response given or if the response is not received from DLHT within ten days after registration of the complaint, the complainant can appeal to the PSC

#### **4.0.4 Project Steering Committee level**

Appeal form will be completed by any interested persons or complainant and submitted to the PSC Secretary Project Coordinator (PC). The chairperson of the PSC and PC will review, investigate, and discuss the issue and resolve the matter within ten days from the date of application receipt. Based on the appeal or complaint received from complainant, the PC records the issues in the registry, assesses the appeal or the grievance, and will organize meeting(s) for PSC. The PSC will review the decision given at the District level and endorse it if it is appropriate; otherwise, if the appeal is valid, the PSC will resolve the issue and give a final decision within two weeks (14 working days) of receiving the appeal or complaint. The decision should be provided to the applicant in written form. All meetings will be recorded, and copies of the minutes will be provided to all concerned stakeholders.

If the complainant is not satisfied with the response given or if no response is received from the PSC within 14 days after the registration of complaint, the complainant can resort to proceed to the legal redress mechanisms.

## **5.0 GRIEVANCES RELATED TO GENDER BASED VIOLENCE (GBV)**

GBV is defined as any conduct, comment, gesture, or contact perpetrated by an individual (the perpetrator) on the worksite or in its surroundings, or in any place that results in, or is likely to result in, physical, sexual, or psychological harm or suffering to another individual (the survivor) without his/her consent, including threats of such acts, coercion, or arbitrary deprivations of liberty.

## **5.1 Procedures to address issues related to GBV/Sexual Abuse and Exploitation**

For the GRM to effectively address the issues/incidents related to GBV/sexual abuse and exploitation, the Project GRM has established a proactive functional mechanism throughout the project cycle. For issues specific to GBV the District Community Development Officer (a Project Focal Person) will be the focal person for the Project to deal with issues related to all forms of GBV including sexual abuse and exploitation. The DCDO in Mbarali District will be supported by Community Development/Social Welfare Officers in the Division and Wards under the District.

For this procedures to be effective;

- The Community Development Officers will be provided with the capacity building/training on key principles of GBV/sexual abuse and exploitation case management, including confidentiality, non-judgmental, the best interest of the survivor, services, and referrals.
- Establish a proper channel to receive reports or project-related risks of sexual harassment, abuse and exploitation and GBV i.e. the risk factors that exacerbate or expose people to GBV
- The DCDO will be the focal point who can confidentially receive complaints or reports from the survivor/s through various forms of uptake channels including telephone call, text message, email, face-to-face, and others.
- Record all reported incidents and follow-up or track the response process of the referred agency or court until the achievement of satisfactory resolution.
- The GBV case will be investigated, and further information will be collected by GBV specialists based on the scope of risk involved.
- Conduct awareness raising campaign regarding the risks of GBV/Sexual Abuse and Exploitation to both men and women in the project area; and key principles of GBV/Sexual Abuse and Exploitation case management.
- Information about GBV, SEA and SH allegations must be shared within the World Bank by the PIU Coordinator within 24h. Information to be shared must be anonymized and limited to the following data points:
  - Date,
  - Age and sex of survivor,
  - Type of alleged incident (as reported),
  - Whether the alleged perpetrator is an employee of the programme,
  - Whether the alleged perpetrator is an employee of a contractor,
  - Whether the survivor was referred to a service provider and if yes, which one, and
  - Action points related to the case, including follow-up and referral plan.

For the GRM to effectively address the issues/incidents related to GBV/sexual abuse and exploitation, the Project GRC shall set proactive functional mechanism throughout the project cycle. GBV cases will not be investigated by the GRM committee but will be referred immediately to qualified GBV service providers to ensure survivor safety and confidentiality.

## 5.2 GBV Focal Persons in Each Level

To ensure effective prevention, reporting, referral, and management of Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA), and Sexual Harassment (SH) cases under the NBS–USANGU Project, designated GBV focal persons has been established at each grievance management level. These focal persons will serve as the first point of contact for GBV-related complaints and will ensure survivor-centered, confidential, and timely response in line with national laws and World Bank requirements. These focal persons will be as follows:

- a) At the **village level**, the Village Executive Officer shall act as the GBV focal person. Their responsibilities will include receiving GBV-related complaints confidentially, providing immediate guidance and psychological first aid where appropriate, referring survivors to relevant service providers (health, psychosocial support, legal and protection services), and raising community awareness on GBV prevention and reporting mechanisms.
- b) At the **ward level**, the Ward Community Development Officer shall serve as the GBV focal person. The ward focal person will be responsible for coordinating GBV case referrals from villages, ensuring timely linkage to appropriate service providers, supporting follow-up of reported cases, and maintaining confidential records in accordance with data protection principles.
- c) At the **district level**, the District Community Development Officer (Project focal person) shall be the primary GBV focal person for the Project. The DCDO will oversee GBV case management, coordinate with police, health facilities, social welfare services, and legal institutions, ensure proper documentation and anonymized reporting to the Project Implementation Unit (PIU), and facilitate timely notification of GBV incidents to the World Bank in accordance with reporting protocols.
- d) At the **Project Implementation Unit (PIU) level**, the Social Safeguards Officer shall serve as the GBV focal person. The PIU focal person will be responsible for overall oversight of GBV risk management, ensuring compliance with the Environmental and Social Framework (ESF), consolidating GBV reports, coordinating corrective actions with contractor and ensuring that GBV-related information is reported to the World Bank within the required timelines while maintaining survivor confidentiality.

All GBV focal persons at each level shall receive training to enable them to effectively perform their roles. Required trainings will include GBV/SEA/SH survivor-centered case management, confidentiality and ethical handling of sensitive information, referral pathways and coordination with service providers, psychosocial first aid, risk identification and prevention measures, and World Bank ESF requirements related to GBV. Refresher trainings will be conducted periodically to strengthen capacity and ensure consistent application of GBV protocols throughout the project lifecycle.

## 5.3 Procedures/steps on handling GBV/SEA/SH

The NBS–USANGU Project will apply a survivor-centered approach in handling all cases related to Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA), and Sexual Harassment (SH). The procedures below ensure confidentiality, safety, dignity, and timely response for survivors, in line with national laws and World Bank requirements.

- **Awareness and Prevention**

RBWB, NGO and Local Government Authorities, shall conduct continuous awareness-raising activities on GBV/SEA/SH risks, prevention measures, reporting channels, and

available support services. Awareness activities will target both women and men and emphasize zero tolerance to GBV/SEA/SH within project activities.

- **Reporting of GBV/SEA/SH Incidents**

GBV/SEA/SH cases may be reported confidentially through designated GBV focal persons at village, ward, district, or PIU levels using multiple channels, including face-to-face reporting, toll number, text messages, or email. Survivors may report directly or through trusted representatives, and no individual shall be forced to report a case.

- **Immediate Response and Referral**

Upon receiving a GBV/SEA/SH report, the GBV focal person shall ensure immediate survivor safety and provide information on available support services. Survivors shall be promptly referred to appropriate service providers, including health facilities, psychosocial support services, police, legal aid providers, and social welfare officers, based on the survivor's informed consent.

- **Notification and Reporting**

The District GBV focal person shall notify the Project Implementation Unit of reported GBV/SEA/SH cases within 24 hours in an anonymized manner. The PIU shall in turn notify the World Bank within the 48 hours, ensuring that shared information does not reveal the identity of the survivor.

- **Documentation and Case Management**

All GBV/SEA/SH cases shall be documented using secure and confidential record-keeping systems. Documentation shall be limited to essential information and managed only by authorized personnel to protect survivor privacy and dignity.

- **Monitoring and Follow-up**

GBV focal persons shall conduct follow-up actions to ensure that referred services have been accessed and that the survivor's needs are being adequately addressed. Monitoring will focus on the effectiveness of referrals, survivor well-being, and implementation of agreed actions, without pressuring survivors to pursue legal action.

- **Closure and Learning**

A GBV/SEA/SH case shall be considered closed once appropriate support services have been provided and the survivor indicates satisfaction with the response. Lessons learned from anonymized cases shall be used to strengthen GBV risk mitigation measures and improve project implementation.

## **6.0 GRIEVANCES RELATED TO OTHER STAKEHOLDERS**

Grievances may originate not only from direct beneficiaries of the project but also from a broader spectrum of stakeholders, including contractors, service providers, civil society organizations, and community representatives engaged in project implementation. Such grievances may relate to issues of coordination inefficiencies, breakdowns in communication, delays in service delivery, deviations from agreed-upon standards, or perceived marginalization in decision-making processes.

The project grievance management process offers a formalized and transparent framework through which these stakeholders can submit concerns via designated channels. All grievances are handled with impartiality, confidentiality, and in strict adherence to established procedural guidelines. Upon receipt, complaints are systematically logged, classified, and reviewed by the Grievance Redress Committee, which ensures timely feedback and resolution.

### **6.1 Grievance Resolution Procedure**

- **Grievance Awareness and Access**

Relevant stakeholders shall be informed of the grievance redress mechanism available, reporting channels, and applicable procedures through project meetings, contractual agreements, orientation sessions, and official communications. This ensures that all stakeholders are aware of how and where to raise concerns related to project implementation.

- **Grievance Submission**

Stakeholders may submit grievances in writing or verbally through designated channels, including the Grievance Redress Committees (GRCs), the Project Implementation Unit, official correspondence, emails, toll free number, or during formal coordination meetings. All submitted grievances shall clearly describe the issue, parties involved, and the desired outcome, where applicable.

- **Grievance Registration and Acknowledgement**

Upon receipt, the grievance shall be formally registered in the grievance log and assigned a unique reference number. The complainant shall receive an acknowledgement confirming receipt of the grievance and indicating the expected timeframe for response and resolution.

- **Grievance Assessment and Investigation**

The responsible GRC or PIU shall review the grievance to assess its nature, scope, and urgency. Where necessary, investigations shall be conducted through document review, consultations with relevant parties, and site visits to establish facts and identify appropriate corrective measures.

- **Grievance Resolution and Decision Making**

Based on the findings of the assessment and investigation, the GRC shall determine appropriate resolution measures, which may include corrective actions, contractual clarifications, mediation, or referral to higher authorities. The proposed resolution shall be communicated to the complainant in a clear and timely manner.

- **Monitoring, Feedback and Closure**

The implementation of grievance resolutions shall be monitored to confirm effectiveness and satisfaction of the complainant. Feedback shall be provided to the complainant, and the grievance shall be formally closed once the issue has been satisfactorily resolved.

- **Appeal and Escalation**

If the complainant is not satisfied with the outcome, the grievance may be escalated to higher levels of project governance in accordance with the established GRM structure. All appeals shall follow the same principles of transparency, documentation, and timely response.

At each stage of the process, the complainant shall be duly informed of the outcome and any actions taken. This structured approach ensures timely, transparent, and accountable grievance handling across all levels of project governance.

## **7.0 MONITORING, EVALUATION, LEARNING AND REPORTING**

Monitoring and evaluation is a process that helps to improve performance and achieve results. It is used for measuring the effectiveness of the GRM and the efficient use of resources, and for determining broad trends and recurring problems so they can be resolved proactively before they become points of contention. Monitoring helps to identify common or recurrent claims that may require structural solutions and enables the project to capture any lessons learned in addressing grievances. Monitoring and reporting also create a base level of information that can be used by the project to give information back to communities, thus ensuring two-way communication.

All grievances about project activities will be monitored and evaluated to ensure the effectiveness of the GRM, and monthly reports will be prepared.

Key performance indicators for monitoring GRM at output level will be;

- Number of received grievances.
- Number of grievances addressed.
- Number of grievances that are not attended.
- Number of resolved grievances.
- Number of unresolved grievances.
- Time used to handle grievances.
- Channels for receiving grievances.
- Numbers of grievances referred to the next level.

Key performance indicators for monitoring GRM at outcome level will be

- % grievances resolved within timeline
- average resolution time
- % grievances escalated/referred
- satisfaction rate of complainants

The PIU environment and social safeguard specialists, monitoring and evaluation specialists will conduct GRM monitoring and report every quarter in collaboration of community facilitators (CF) stationed at community level.

## **7.1 Reporting and documentation**

All grievances related to the NBS–USANGU Project shall be systematically recorded and documented at each level of the Grievance Redress Mechanism using standardized grievance registration and reporting formats. Each grievance shall be assigned a unique reference number and recorded in a grievance log capturing key information including date of receipt, nature of the grievance, complainant details (where consent is provided), actions taken, resolution status, and timelines. All grievance records shall be securely stored in both physical and electronic formats by designated GRM secretaries to ensure confidentiality, traceability, and institutional memory.

Grievance data shall be compiled and analyzed by the Project Implementation Unit on a regular basis to identify trends, recurring issues, and systemic risks. GRM performance reports shall be prepared and shared with the World Bank on a quarterly basis as part of routine project monitoring and reporting, while serious grievances, including GBV/SEA/SH cases, shall be reported to the World Bank within 48 hours in an anonymized manner in accordance with World Bank requirements. The reports submitted to the World Bank shall include aggregated information on the number and types of grievances received, resolution status, timelines, actions taken, and lessons learned, without disclosing personal or sensitive information.

## **8.0 REVIEW AND BUDGETING**

A budget for an independent review or audit of the GRM will be included in the budgets approved by the Bank. Adequate budget allocation is essential to ensure effective operation, monitoring, and periodic review of the GRM system. This budget covers costs related to the following GRM activities as outlined below.

### **1. Complaints Handling:**

- Setting up and managing channels designated for submitting complaints.
- Managing the collection of complaints
- Holding GRM Committee meetings
- Recording and categorizing complaints
- Investigating complaints

- Communicating with complainants
  - Processing appeals
  - Publishing responses to complaints (if agreed upon)
2. Supporting Costs:
- Staff time, as needed
  - Capacity-building for GRM staff
  - Awareness campaigns
  - Maintaining and updating the website for publishing GRM results, policies, or procedures
  - System for tracking GRM results (if agreed upon)
  - Independent review

**Table 2: ESTIMATED BUDGET FOR CONDUCTING GRIEVANCE REDRESS MECHANISM**

No	Activity	Timeframe	Cost (USD)	Cost (TZS)
1.	GRM sensitization and awareness creation at community level	Quarterly	3000	7,000,000
2.	Capacity building and training of GRC members and GBV focal persons.	Annually	8000	20,000,000
3.	Awareness meeting on GRM to the Community	Throughout project implementation	5000	12,000,000
4.	Monitoring, documentation and reporting of grievances	Quarterly	2,000	5,000,000
5.	Independent review / audit of GRM implementation	Midterm	3,000	7,000,000
	<b>Total</b>		21,000	42,000,000

## 10. ANNEXES

### Annex 1: Grievance Registration Form

Name:					<input type="checkbox"/> Please do not use my name when talking about this concern in the public
Location:	Village: ..... Ward: ..... District: .....				
Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>				
Claim Date		Time		Location	
		:			
Report Date		Time		Location	
		:			
Preferred Contact method:	<input type="checkbox"/> Telephone: <input type="checkbox"/> E-mail: <input type="checkbox"/> Mail:  Please provide contact detail: _____				
Supporting documents attached?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
Please provide details of your grievance					
What outcome are you seeking?					
Additional Information					
Name/ Signature (Complainant): ..... Date.....					
Name/Title/ Signature (Recipient).....Date.....					

**Annex 2: Grievance Appeal Form**

Name:					<input type="checkbox"/> Please do not use my name when talking about this concern in the public
Location:	Village: ..... Ward: ..... District: .....				
Claim Date		Time:		Location	
Report Date		Time:		Location	
Preferred Contact method:	<input type="checkbox"/> Telephone: <input type="checkbox"/> E-mail: <input type="checkbox"/> Mail:  Please provide contact detail: _____				
Supporting documents attached?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
Please provide details of your grievance appeal					
What outcome are you seeking?					
Additional Information on the Appeal					
Name/ Signature (Complainant): .....Date..... Name/Tittle/ Signature (Recipient).....Date.....					

### Annex 3: Grievance Acknowledgement

<b>Grievance No.</b>			
<b>Mode of filling inquiry or grievance (Check in <input type="checkbox"/>):</b>			
In person	Telephone	Email	Phone text message
Website	Letter	Suggestion box	Community meeting
Public consultation	Other		
<b>Name of a person(s) raising grievance:</b> (information is optional and always treated as confidential). .....			
<b>Sex:</b> Male ( <input type="checkbox"/> )      Female ( <input type="checkbox"/> )			
<b>Location:</b>			
<b>Address or contact information for person raising grievance:</b> ( <i>information is optional and confidential</i> ):.....			
<b>Date of grievance received:</b>			
<b>Grievance received by:</b>			
<b>Contact details of GRM Focal Person</b>		Telephone:	
		Email:	
		Address:	
<b>Deadline for response:</b>			

## Annex 4: Grievance Resolution Form

1. Complainant's Information			
RESPONDENT DETAILS		COMPLAINANT DETAILS	
Full name		Full name	
Address:		Address:	
Phone No.		Phone No.	
Email:		Email:	
Date of complaint resolution		Location	
SUMMARY OF RESOLUTION			
a) Brief description of Complaint:			
b) Brief description of Resolution:			
SIGNATURES			
Chairperson Signature		Complainant Signature	

Name of Chairperson		Name of Complainant	
Date		Date	
<b>Secretary</b> Signature		<b>Witness</b> Signature	
Name of Secretary		Name of Complainant's Witness	
Date		Date	

### Annex 5: GRM performance reporting format

Grievance Redress Mechanism reporting format								
Quarter _____					Year _____			
No.	Activity	Unit	Annual target	Target		Achievement		
				This quarter	Up to this quarter	This quarter	Up to this quarter	Achievement /planned (%)
1.	Awareness creation to communities and other stakeholders	Male						
		Female						
		Total						
2.	Number of grievances registered	No.						
3.	Number of grievances resolved	No.						
4.	Time used or variation from proposal in the GRM guideline	No of cases						
5.	Types of cases appealed-identify and flag recurring cases	Types of cases						
6.	Number of cases feedback provided to the complainant (resolved and referred)							

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