



MINISTRY OF LANDS, AGRICULTURE, FISHERIES, WATER AND RURAL DEVELOPMENT

GRIEVANCE REDRESS MECHANISM (GRM)

RESILIENCE AGRICULTURE CLUSTER PROJECT (RACP)

Approved by
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EXECUTIVE SUMMARY

The Resilience Agriculture Cluster Project (RACP) Grievance Redress Mechanism (GRM) provides a structured, accessible, and accountable system through which project-affected persons and stakeholders can raise concerns, seek redress, and receive timely responses to issues arising from project implementation. The GRM is a core operational instrument of the project's Environmental and Social Safeguards system and functions as both a risk management tool and a governance mechanism that strengthens transparency, social inclusion, and institutional accountability.

Objectives and Scope of the GRM

The primary objective of the RACP GRM is to ensure that grievances related to environmental impacts, social risks, labour conditions, service delivery, and conduct of project actors are received, assessed, resolved, and closed in a fair, predictable, and rights-compatible manner. Specifically, the GRM aims to:

- Provide project-affected persons with safe, free, and accessible channels to voice concerns;
- Resolve grievances at the lowest appropriate level to prevent escalation and project disruption;
- Protect complainants from retaliation, with mandatory confidentiality for sensitive cases;
- Identify systemic issues and feed lessons into adaptive project management; and
- Ensure compliance with Zimbabwean law, IFAD SECAP, and AfDB Operational Safeguard 10.

The scope of the GRM spans the entire project lifecycle (2026-2030), from planning and construction to operation and closure, and applies to all RACP interventions including irrigation rehabilitation, market infrastructure, value-chain activities, contractors, consultants, government agencies, and community institutions. The mechanism addresses a broad range of grievances, including environmental impacts, land and access disputes, labour and occupational health and safety issues, social exclusion, misconduct, corruption, and gender-based violence or sexual exploitation and abuse (GBV/SEAH).

Institutional Design and Functioning

The GRM will be implemented through a multi-tiered structure that ensures accessibility at community level while providing clear escalation pathways for complex or unresolved cases. Community Grievance Redress Committees serve as the first point of contact, supported by District and Provincial Project Implementation Units that provide technical review, investigation, and oversight. The National Project Management Unit (PMU) provides strategic oversight, maintains the central GRM database, ensures consistency with safeguard standards, and manages reporting to funding partners. Independent and external mechanisms, including IFAD and AfDB recourse systems, remain available where project-level resolution is not achieved.

Clear timelines govern each stage of grievance handling, including acknowledgment within five working days, community-level resolution within ten working days, and defined escalation periods for more complex cases. These timelines enhance predictability and reinforce confidence in the mechanism.

Equity, Confidentiality, and Protection

The RACP GRM is explicitly designed to be inclusive and gender-responsive, recognizing that women, youth, persons with disabilities, and other vulnerable groups may face barriers to voice.

Gender-balanced committees, multiple reporting channels, local language communication, and tailored outreach ensure equitable access. Sensitive grievances, including GBV/SEAH, corruption, and retaliation, are handled through confidential, survivor-centred procedures, with mandatory anonymity and referral to appropriate support services. A strict non-retaliation policy applies across all GRM operations.

Monitoring, Learning, and Data Protection

The GRM is supported by a robust tracking, monitoring, and reporting system that captures grievance data from community to national level. Defined performance indicators measure accessibility, timeliness, fairness, confidentiality, and effectiveness. Grievance data are analysed regularly to identify trends and systemic risks, informing corrective actions and continuous improvement.

A comprehensive data security and confidentiality protocol governs data storage, access, transfer, retention, and disposal. General grievance records are retained for five years, while sensitive cases are retained for ten years, ensuring accountability while protecting personal information.

Sustainability and Exit

Beyond compliance, the GRM is designed for institutional sustainability. It is embedded within existing government, district, and community structures, supported by targeted capacity building and integration with national administrative and oversight systems. As the project transitions toward closure, GRM functions will be progressively mainstreamed into local governance mechanisms to ensure continuity beyond RACP.

Conclusion

The RACP GRM is more than a complaint-handling system. It is a practical instrument for risk mitigation, social accountability, and responsive project management. By providing clear procedures, protecting vulnerable groups, and embedding learning into implementation, the GRM strengthens trust between communities and institutions and contributes directly to equitable, resilient, and sustainable agricultural development in Zimbabwe.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	i
LIST OF TABLES	v
LIST OF FIGURES	v
ABBREVIATIONS	vi
DEFINITIONS.....	vii
1.0 INTRODUCTION AND BACKGROUND	1
2.0 OBJECTIVE AND SCOPE	3
2.1 Primary Objective	3
2.2 Specific Objectives	3
2.3 Scope.....	3
3.0 PRINCIPLES AND STANDARDS	4
3.1 Legitimacy and Independence	6
3.2 Accessibility and Inclusivity.....	6
3.3 Predictability and Timeliness.....	6
3.4 Fairness, Equity, and Cultural Appropriateness	6
3.5 Confidentiality and Protection from Retaliation.....	7
3.6 Transparency and Accountability	8
3.7 Continuous Learning and Improvement	8
3.8 Rights Compatibility and Legal Alignment.....	8
3.9 Ethical Integrity and Good Faith Engagement.....	8
3.10 Summary of Core Standards	8
4.0 INSTITUTIONAL STRUCTURE, ROLES AND RESPONSIBILITIES	9
4.1 GRM Governance Structure: Roles and Responsibilities.....	9
4.2 Information Flow and Feedback Mechanisms	11
4.3 Capacity Building and Institutional Strengthening.....	11
5.0 COMMUNICATION, OUTREACH AND AWARENESS STRATEGY	13
5.1 Communication Principles.....	14
5.2 Target Audiences	15
5.3 Communication Channels and Tools	15
5.4 Key Messaging Themes.....	16
5.5 Feedback and Reporting	16
5.6 Integration with Stakeholder Engagement Plan (SEP)	17
5.7 Capacity Building in Communication	17
5.8 Communication Performance Monitoring	17
6.0 COMMUNICATION, OUTREACH AND AWARENESS STRATEGY	17
6.1 Communication Principles.....	18
6.2 Target Audiences	18
6.3 Communication Channels and Tools	19
6.4 Key Messaging Themes.....	20
6.5 Feedback and Reporting	20

6.6 Integration with Stakeholder Engagement Plan (SEP)	20
6.7 Capacity Building in Communication	21
6.8 Communication Performance Monitoring	21
7.0 GRIEVANCE HANDLING PROCEDURE.....	22
7.1 Step-by-Step Grievance Handling Process	22
7.2 Escalation Mechanism	25
7.3 Special Handling Procedures for Sensitive Grievances.....	25
7.4 Documentation and Information Management	25
7.5 Institutional Accountability and Oversight.....	26
8.0 ACCESS CHANNELS	28
8.1 In-Person Reporting	28
8.2 Community Drop-Boxes.....	28
8.3 Toll-Free Hotline	28
8.4 SMS and WhatsApp Messaging	28
8.5 Email Submissions.....	28
8.6 Web-Based Submission	28
8.7 Community Focal Points.....	29
8.8 Engagement through Traditional and Customary Structures.....	29
8.9 Special Accessibility Measures.....	29
8.10 Zero-Cost Principle.....	29
8.11 Confidential and Anonymous Reporting	29
9.0 GRIEVANCE TRACKING, MONITORING AND REPORTING SYSTEM.....	29
9.1 Purpose of the Monitoring and Reporting System.....	30
9.2 Core Components of the GRM Tracking System	30
9.3 Performance Indicators for GRM Monitoring	33
9.4 Roles and Responsibilities in Monitoring.....	36
9.5 Data Quality Assurance and Verification	36
9.6 Reporting Formats and Frequency.....	36
9.7 Feedback and Learning Mechanisms.....	37
9.8 Transparency and Public Disclosure.....	37
9.9. Reporting and Disclosure.....	38
10.0 CAPACITY BUILDING	40
10.1 Capacity Needs Assessment	40
10.2 Target Groups and Training Tiers.....	41
10.3 Training Modules and Methodology	42
10.4 Frequency and Duration of Capacity Building Activities.....	42
10.5 Knowledge Management and Institutional Partnerships	42
10.6 Frameworks and Indicators.....	43

11.0 INTEGRATION WITH NATIONAL SYSTEMS AND EXTERNAL RECOURSE.....	48
12.0 GENDER, GBV/SEAH AND VULNERABILITY-SENSITIVE PROTOCOLS.....	49
14.0 RISK MANAGEMENT AND CONTINGENCY ARRANGEMENTS	50
15.0 RESOURCING, BUDGET AND IMPLEMENTATION PLAN	53
15.1 Resourcing and Budget	53
15.2 Implementation and Exit Strategy	53
BIBLIOGRAPHY	55

LIST OF TABLES

Table 1: GRM Principles	9
Table 2: GRM Committee Responsibilities	10
Table 3: Summary of Roles and Accountability Lines	11
Table 4: Performance Indicators	34
Table 5: Training Groups.....	41
Table 6: Monitoring Indicators	44
Table 7: Reporting Framework and Frequency	47
Table 8: National and External Mechanisms Interfaced by the GRM.....	48
Table 9: Survivor-Centered Handling Steps	50
Table 10: GRM Risk Register and Controls	51
Table 11: Project GRM Indicative Budget, (USD).....	53

LIST OF FIGURES

Figure 1: Grievance Resolution Process	2
Figure 2: Accountability and Inclusivity Matrix	5
Figure 3: GRM Communication Flow	14
Figure 4: Feedback architecture.....	22
Figure 5: Steps of the grievance handling cycle	27
Figure 6: GRM Security protocol and information flow	32
Figure 7: GRM reporting paths.....	37
Figure 8: Data Collection and Flow	45

LIST OF APPENDICES

APPENDIX 1: RACP GRIEVANCE INTAKE FORM	56
APPENDIX 2: GRIEVANCE RESOLUTION / CLOSE-OUT FORM.....	58
APPENDIX 3: RESULTS FRAMEWORK	60
APPENDIX 4: IMPLEMENTATION PLAN	62

ABBREVIATIONS

Abbreviation	Full meaning
AGRITEX	Agricultural Technical and Extension Services
AWPB	Annual Work Plan and Budget
AfDB	African Development Bank
CNA	Capacity Needs Assessment
DDC	District Development Coordinator
DPIU	District Project Implementation Unit
EMA	Environmental Management Agency
ESAP	Environmental and Social Assessment Procedures
ESMP	Environmental and Social Management Plan
ESMS	Environmental and Social Management System
ESS	Environmental and Social Safeguard(s)
FAO	Food and Agriculture Organization of the United Nations
GBV	Gender-Based Violence
GBV/SEAH	Gender-Based Violence / Sexual Exploitation, Abuse and Harassment
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IPMP	Integrated Pest Management Plan
ISS	Integrated Safeguards System
KPA	Key Performance Area
LMP	Labour Management Plan
MEL	Monitoring, Evaluation and Learning
MLAFWRD	Ministry of Lands, Agriculture, Fisheries, Water and Rural Development
NSSA	National Social Security Authority
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHS	Occupational Health and Safety
PMU	Project Management Unit
PPIU	Provincial Project Implementation Unit
RACP	Resilience Agriculture Cluster Project
SACP	Smallholder Agriculture Cluster Project
SEA	Sexual Exploitation and Abuse
SEAH	Sexual Exploitation, Abuse and Harassment
SECAP	Social, Environmental and Climate Assessment Procedures
SEP	Stakeholder Engagement Plan
SMS	Short Message Service
UN	United Nations
UNGP	UN Guiding Principles on Business and Human Rights
VBU	Village Business Unit
VFU	Victim Friendly Unit
WBG	World Bank Group
ZAVaCEP	Zimbabwe Agricultural Value Chain Enhancement Project
ZRP	Zimbabwe Republic Police

DEFINITIONS

TERM	DEFINITIONS
Affected Parties / Persons (PAPs)	Individuals, groups, or organizations that are directly or indirectly impacted by project activities, positively or negatively. Includes those affected economically, socially, or environmentally.
Anonymous Complaint	A grievance submitted without disclosing the identity of the complainant. The GRM accepts anonymous submissions to encourage reporting, especially for sensitive issues such as GBV/SEAH.
Appeal / Escalation	The formal process of forwarding an unresolved grievance to a higher-level authority within the GRM structure (e.g., from Community to District or Provincial level).
Complainant	Any individual, household, or organization that lodges a complaint or concern related to the project's activities or impacts.
Conflict Resolution	The process of reaching an agreement or mutual understanding through negotiation, mediation, or arbitration when grievances arise.
Confidentiality	The protection of a complainant's personal information from unauthorized disclosure throughout the grievance process, in line with data protection and survivor-centered principles.
Corrective Action	Specific measure or intervention implemented to resolve or mitigate the cause of a grievance and prevent recurrence.
Data Protection	The safeguarding of personal and sensitive information collected through the GRM to ensure privacy, in line with Zimbabwe's Access to Information and Protection of Privacy Act and international standards.
Feedback	Information provided to complainants or stakeholders regarding the progress or outcome of their grievance or concern. Forms a core part of accountability in the GRM.
Gender-Based Violence (GBV)	Any harmful act perpetrated against a person's will that is based on socially ascribed gender differences. Includes physical, sexual, emotional, or economic harm.
Grievance	A concern, complaint, or perceived injustice raised by an individual or group who believes they have been adversely affected by project activities, policies, or conduct. Grievances may relate to environmental impacts, labour issues, land disputes, health and safety, GBV/SEAH, or corruption.
Grievance Register / Log	The official database or ledger maintained at each GRM level (community, district, provincial, national) documenting details of each grievance, actions taken, and final resolution status.
Grievance Redress Mechanism (GRM)	A structured system enabling project-affected persons and stakeholders to lodge concerns, have them investigated, and receive a response or remedy. The RACP GRM operates at multiple levels (community to national) with escalation and feedback loops.
Independent Recourse Mechanism (IRM)	The AfDB's independent accountability office that provides affected people the opportunity to request a compliance review or problem-solving process if grievances are not resolved at project level.
Mediation	A voluntary and confidential process where a neutral third party assists disputing parties to reach a mutually acceptable agreement. Used frequently in community and district-level grievance resolution.

TERM	DEFINITIONS
Non-Retaliatio	A principle ensuring that complainants and witnesses are protected from threats, coercion, or adverse treatment for raising grievances.
Redress	The remedy or resolution provided in response to a legitimate grievance, which may include restitution, compensation, policy change, or corrective action.
Resolution	The closure of a grievance following mutual agreement between the complainant and the responsible authority, and completion of agreed corrective actions.
Sensitive Grievance	A complaint that involves private, security, or reputational risk (e.g., GBV/SEAH, corruption, or labour exploitation), requiring confidential handling and restricted access.
Stakeholder	Any person, group, or organization that has an interest in or is affected by the project's activities and outcomes, whether directly or indirectly.
Survivor-Centered Approach	An ethical framework for handling GBV and SEAH cases that prioritizes the rights, dignity, and safety of survivors, ensuring informed consent and confidentiality.
Timeliness	The period within which a grievance must be acknowledged, processed, and resolved, as stipulated in the GRM Standard Operating Procedures.
Transparency	Openness in communicating the GRM process, decisions, and results to stakeholders, while protecting confidentiality.
Vulnerable Groups	Individuals or communities that are more likely to be adversely affected by project impacts or less able to access project benefits. Includes women, youth, persons with disabilities, elderly persons, or those with limited literacy or socio-economic power.

1.0 INTRODUCTION AND BACKGROUND

The Grievance Redress Mechanism (GRM) forms a critical component of the Environmental and Social Safeguard (ESS) instruments for the Resilience Agriculture Cluster Project (RACP). It provides a structured, transparent, and culturally appropriate system through which individuals, communities, and workers can raise concerns, complaints, or suggestions regarding project activities and their impacts on people or the environment. The GRM is designed to enhance accountability, strengthen community trust, and ensure that grievances are addressed promptly and fairly in accordance with Zimbabwean law and the safeguard requirements of the International Fund for Agricultural Development (IFAD) and the African Development Bank (AfDB). The RACP Grievance Redress Mechanism was developed in 2025 in advance of project implementation and is designed to operate throughout the full project lifecycle, from commencement in 2026 to planned completion in 2031, including the transition and post-closure grievance handling period.

The RACP is a national initiative led by the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD) with financial support from IFAD, AfDB, and the Government of Zimbabwe. It aims to improve agricultural productivity, strengthen rural livelihoods, and build climate resilience through climate-smart irrigation rehabilitation, market infrastructure development, and sustainable natural resource management. As such, the project interfaces directly with rural communities, government institutions, contractors, and private value chain actors, making it essential to have a formal grievance mechanism that ensures inclusiveness, transparency, and continuous engagement throughout the project life cycle.

The establishment of this GRM aligns with national environmental and social governance frameworks including the Environmental Management Act [Chapter 20:27], the Labour Act [Chapter 28:01], the Traditional Leaders Act [Chapter 29:17], and relevant statutory instruments that emphasize citizen participation, environmental stewardship, and fair labour practices. It also adheres to the AfDB Integrated Safeguards System (ISS 2023), particularly Operational Safeguard 10 on Stakeholder Engagement and Information Disclosure, and IFAD's Social, Environmental, and Climate Assessment Procedures (SECAP 2021) which require borrower institutions to establish accessible, equitable, and timely grievance redress mechanisms at project level.

The RACP GRM builds upon lessons from existing frameworks such as the ZAVaCEP and SACP grievance systems, both of which have demonstrated the value of early conflict resolution, social inclusion, and gender-sensitive communication in community-based agricultural programs. It integrates the core principles of the UN Guiding Principles on Business and Human Rights (UNGP 31), legitimacy, accessibility, predictability, equity, transparency, rights-compatibility, and continuous learning — ensuring that all project stakeholders, including marginalized groups, have an avenue to be heard and supported.

This mechanism operates at multiple levels, from community to national oversight, and is embedded within the project's institutional architecture (see **Figure 1**). At community level, trained grievance committees composed of local leaders, women, youth, and vulnerable group representatives act as the first point of contact. At district and provincial levels, the District Project Implementation Units (DPIUs) and Provincial Project Implementation Units (PPIUs) handle more complex or unresolved grievances, ensuring timely coordination with technical officers, local authorities, and the Environmental Management Agency (EMA). At the national level, the Project Management Unit (PMU) hosts a Grievance Redress Committee (GRC) responsible for oversight, policy guidance, documentation, and reporting to both the Ministry and funding partners.

The GRM covers grievances related to environmental impacts, land access, compensation, occupational health and safety, gender-based violence (GBV), sexual exploitation, social exclusion, pollution, waste management, and livelihood disruption. It is complemented by specific protocols for incident reporting in line with IFAD’s Incident Management Procedures (2023), which require immediate notification of serious events such as fatalities, severe environmental damage, or GBV/SEAH cases.

GRIEVANCE RESOLUTION PROCESS



Figure 1: Grievance Resolution Process

Ultimately, the RACP GRM is not only a compliance instrument but also a governance tool that strengthens accountability and inclusion in the implementation of the project. It supports proactive problem-solving, facilitates mutual understanding between communities and implementers, and ensures that corrective measures are identified and implemented effectively. Through this mechanism, the project reaffirms its commitment to ethical practice, environmental sustainability, and social justice as foundations for resilient and equitable agricultural transformation in Zimbabwe.

2.0 OBJECTIVE AND SCOPE

2.1 Primary Objective

The primary objective of the RACP Grievance Redress Mechanism is to establish an accessible and credible system for receiving, recording, evaluating, and resolving complaints and concerns arising from the implementation of the project.

It ensures that grievances from individuals, groups, and institutions are addressed in a transparent, timely, and fair manner that upholds the principles of equity, accountability, and respect for human dignity. The mechanism also serves as a tool for early conflict prevention, social cohesion, and continuous improvement in project implementation through systematic feedback and adaptive management.

2.2 Specific Objectives

The GRM aims to:

- Provide project-affected persons with a reliable platform to express concerns or dissatisfaction regarding environmental, social, health, safety, or labour-related issues associated with RACP activities.
- Enhance stakeholder trust and confidence by promoting transparency, accountability, and participation in project decision-making.
- Resolve disputes at the lowest appropriate level to minimize escalation, litigation, and project delays.
- Identify, document, and address recurrent issues and risks to inform better management responses and safeguard performance.
- Ensure compliance with Zimbabwean legislation and international financing partners' safeguard policies, including AfDB's Operational Safeguard 10 and IFAD's SECAP 2021.
- Strengthen institutional learning and capacity building for continuous improvement of safeguards implementation.

2.3 Scope

The scope of the GRM covers the entire project lifecycle, from planning and design through construction, operation, monitoring, and closure. It applies to all RACP interventions, including rehabilitation of irrigation schemes, market infrastructure, value chain development, and associated activities such as civil works, procurement, and service delivery. It is equally applicable to all implementing partners, contractors, consultants, government departments, and community structures involved in the project.

Grievances that can be addressed through the GRM include, but are not limited to:

- Environmental concerns such as pollution, water contamination, waste mismanagement, land degradation, or destruction of vegetation.
- Social issues including exclusion from benefits, unfair compensation, disruption of livelihoods, or resettlement disputes.
- Occupational health and safety issues affecting workers or communities.

- Labour-related matters such as delayed wages, unfair dismissal, or unsafe working conditions.
- Gender-based violence (GBV), sexual exploitation and abuse (SEA), harassment, and discrimination.
- Misconduct, corruption, or misuse of project resources.
- Any action or inaction by project staff or partners that adversely affects communities or individuals.

The GRM also recognizes that some grievances may fall outside the project’s direct mandate or legal authority. In such cases, complainants are referred to appropriate institutions such as the Environmental Management Agency (EMA), the Labour Court, the Zimbabwe Human Rights Commission, the Gender Commission, or the judiciary. The RACP PMU will maintain coordination with these institutions to ensure complementarity and coherence in redress procedures.

The mechanism adopts a **proportional approach** consistent with the nature, scale, and risk profile of project interventions. Minor issues, such as temporary access restrictions or minor construction nuisances, can be addressed directly at the community level through informal negotiation and mediation. Complex grievances involving multiple stakeholders or legal implications are escalated to higher levels for formal resolution.

To ensure inclusiveness, the GRM caters for all affected groups, including women, youth, persons with disabilities, and marginalized communities. Dedicated outreach measures, such as translation of materials into local languages, use of pictorial posters, and engagement through local radio or social networks will be employed to enhance awareness and participation. Confidential channels are provided for sensitive cases, particularly those involving GBV or workplace harassment, to protect complainants and ensure survivor-centered handling.

From an operational standpoint, the RACP GRM links directly with the project’s Environmental and Social Management System (ESMS). Data collected through grievance logs contributes to the project’s monitoring and evaluation framework and informs corrective action planning. The PMU Safeguards Specialist and Social Development Officer are responsible for ensuring that grievances are systematically tracked, analyzed, and reported in quarterly and annual safeguard performance reviews submitted to IFAD, AfDB, and national authorities.

The ultimate scope of the GRM extends beyond mere dispute resolution — it is a mechanism for strengthening social accountability, reinforcing community ownership, and embedding participatory governance within the RACP’s sustainability framework. By institutionalizing transparent feedback loops and responsive management, the project ensures that every voice, particularly from vulnerable and rural communities, contributes to equitable and sustainable development outcomes.

3.0 PRINCIPLES AND STANDARDS

The GRM for the RACP is anchored on a set of fundamental principles and internationally recognized standards that ensure the system is transparent, legitimate, predictable, and responsive to the needs of all stakeholders. These principles draw from the Zimbabwean legal framework, the African Development Bank’s Integrated Safeguards System (ISS 2023), the International Fund for Agricultural Development (IFAD) Social, Environmental and Climate Assessment Procedures (SECAP 2021), and the United Nations Guiding Principles on Business and Human Rights (UNGPR,

2011). Together, they form the ethical and procedural foundation upon which grievance handling is conducted, ensuring consistency, fairness, and sustainability.

The GRM does not operate in isolation but as an integral element of the project’s overall Environmental and Social Safeguards (ESS) architecture. It reinforces the implementation of Environmental and Social Management Plans (ESMPs), Labour Management Plans (LMPs), Stakeholder Engagement Plans (SEPs), and Integrated Pest Management Plans (IPMPs), ensuring that any adverse issues arising from these instruments are identified and addressed efficiently. The mechanism therefore functions as both a remedial and preventive tool, enabling continuous learning and improvement in safeguard performance. Thus the GRM relies on a robust accountability and inclusive approach summarised in **Figure 2**.



Figure 2: Accountability and Inclusivity Matrix

3.1 Legitimacy and Independence

The RACP GRM is structured to maintain legitimacy through clearly defined roles, responsibilities, and oversight mechanisms. Committees at each level, community, district, provincial, and national, these are constituted transparently and include representatives of women, youth, traditional leaders, local government authorities, and implementing agencies. This inclusive composition reinforces public confidence that grievances will be handled without bias. Each committee functions independently of project contractors or entities that could pose a conflict of interest. Oversight by the Project Management Unit (PMU) ensures uniform standards across all provinces while maintaining impartiality.

Legitimacy is also strengthened by continuous monitoring and auditing by independent institutions such as the Environmental Management Agency (EMA), the Gender Commission, and IFAD or AfDB supervision missions. These external bodies provide checks and balances, ensuring adherence to international best practices in grievance handling and reporting.

3.2 Accessibility and Inclusivity

Accessibility is central to the effectiveness of the GRM. Every individual, group, or organization affected by RACP activities must have the opportunity to lodge a grievance without discrimination or cost. Access channels include verbal submissions during community meetings, written letters, complaint boxes, SMS, WhatsApp, email, and toll-free numbers. Information about the GRM is disseminated widely in local languages through meetings, flyers, posters, and radio broadcasts to ensure communities in remote areas are aware of their rights and the procedures to follow.

The mechanism is deliberately inclusive, ensuring that vulnerable groups such as women, youth, persons with disabilities, the elderly, and indigenous populations can participate safely and confidently. Gender-balanced representation on grievance committees is mandatory. In cases of Gender-Based Violence (GBV) or Sexual Exploitation, Abuse and Harassment (SEAH), survivors are provided confidential and survivor-centered channels to report incidents through trained focal persons. These cases are handled discreetly in coordination with local health and law enforcement services and aligned with the IFAD Incident Response Protocols (2023).

3.3 Predictability and Timeliness

A predictable and time-bound process is vital to maintain confidence in the mechanism. The GRM sets clear procedural steps and timelines: acknowledgment of receipt within five working days, assessment and classification within ten days, and resolution of simple grievances within thirty days. Complex grievances involving multiple stakeholders or requiring investigations are resolved within sixty days. If a case remains unresolved, it is escalated to the next level of the hierarchy as indicated in the grievance flowchart.

Predictability also extends to communication. Complainants are informed of progress at each stage through SMS, phone calls, or written notifications. The outcome and agreed corrective actions are documented, and the complainant's satisfaction is confirmed before closure. This disciplined approach eliminates ambiguity and ensures fairness and transparency.

3.4 Fairness, Equity, and Cultural Appropriateness

The RACP Grievance Redress Mechanism is grounded in the principles of fairness and equity, acknowledging that men, women, youth, and vulnerable groups experience project impacts, risks, and barriers to voice unequally due to existing social, economic, and cultural power dynamics. Equity within the GRM therefore goes beyond uniform treatment and intentionally accounts for gender differences, social norms, literacy levels, mobility constraints, and unequal access to

decision-making spaces, which may inhibit certain groups; particularly women and girls from raising grievances freely or safely.

To address these disparities, the GRM adopts a gender-responsive and socially inclusive approach consistent with AfDB Operational Safeguard 10 and IFAD SECAP requirements. Grievance processes are designed to ensure that women and men are fairly represented, heard, and protected at all stages of grievance uptake, assessment, and resolution. Community Grievance Redress Committees are constituted with balanced gender representation, and women are deliberately included as grievance focal persons to improve accessibility and trust, particularly for sensitive or socially constrained complaints.

Recognizing that cultural and traditional governance systems play an important role in local conflict resolution, the GRM engages traditional leaders and community structures as legitimate entry points for mediation while ensuring that customary practices do not reinforce exclusion, discrimination, or unequal outcomes. Cultural appropriateness is therefore applied in a manner that respects local norms but remains firmly anchored in national law, safeguard standards, and principles of non-discrimination and equality. Where cultural settings limit women's participation in open forums, the GRM provides alternative pathways, including confidential reporting channels, separate consultations, and survivor-centered handling of sensitive cases.

Fairness is operationalized through impartial, evidence-based assessment of grievances, irrespective of the complainant's gender, social status, or influence. Decisions are guided by documented facts, safeguard standards, and proportionality of response, ensuring that remedies correspond to the nature and severity of harm experienced. Where grievances reveal gender-differentiated impacts—such as unequal access to irrigation benefits, exclusion from producer groups, labor-related grievances, or safety concerns—the GRM ensures that corrective actions explicitly address these inequities rather than applying gender-neutral solutions that may perpetuate imbalance.

Sensitive grievances, including those related to GBV/SEAH, intimidation, or exploitation, are managed through confidential, survivor-centered procedures that prioritize safety, dignity, informed consent, and referral to appropriate services, without requiring survivors to navigate community mediation structures that may expose them to harm. These provisions reinforce equity by ensuring that vulnerable complainants are not disadvantaged by fear of retaliation, stigma, or social pressure.

By embedding fairness, equity, and cultural appropriateness into both its design and operation, the RACP GRM promotes balanced participation, trusted decision-making, and socially just outcomes, while meeting the minimum content requirements of AfDB OS10 Annex 2 and IFAD SECAP. This approach strengthens legitimacy, enhances community confidence, and ensures that grievance resolution contributes to inclusive and resilient project implementation.

3.5 Confidentiality and Protection from Retaliation

Confidentiality is a non-negotiable principle, particularly in handling sensitive issues such as GBV, SEA, or workplace harassment. Information about complainants and the content of grievances is stored securely and only shared with authorized personnel directly involved in resolution. The system enforces strict data protection protocols to prevent victimization, stigma, or social exclusion.

A non-retaliation policy is in place to protect complainants, witnesses, and committee members from threats, coercion, or adverse repercussions. Awareness sessions are conducted to emphasize the right to voice concerns safely. The PMU is responsible for monitoring compliance and intervening immediately if intimidation or retaliation is reported.

3.6 Transparency and Accountability

Transparency enhances public confidence and deters misuse of the system. All steps of the grievance process are documented in a central database managed by the Safeguards Specialist and Social Development Officer at the PMU. Regular summaries of grievances, resolutions, and lessons learned are published in project newsletters, notice boards, and reports shared with stakeholders. However, personal data and sensitive information are excluded to safeguard privacy.

Accountability is achieved through clear assignment of responsibilities, periodic reviews by the Project Steering Committee, and independent evaluations by external monitors. Each committee level must prepare quarterly reports summarizing grievance trends, status, and challenges encountered. These reports are consolidated and submitted to IFAD, AfDB, and the Ministry for oversight.

3.7 Continuous Learning and Improvement

A key objective of the GRM is to serve as a feedback mechanism for institutional learning. Patterns of grievances such as recurring complaints about contractor performance, irrigation access, or compensation that provide valuable insights for improving project design and implementation. The PMU integrates these findings into quarterly safeguard reviews and adjusts management plans accordingly.

Lessons from grievance data are also shared across provinces to foster peer learning. Capacity-building sessions are organised for grievance committees, contractors, and community representatives to strengthen responsiveness and consistency. Over time, the GRM evolves into a dynamic governance tool that promotes adaptive management and strengthens resilience across project activities.

3.8 Rights Compatibility and Legal Alignment

The mechanism is designed to complement, not replace, existing statutory and judicial processes in Zimbabwe. It is consistent with the Environmental Management Act, the Labour Act, and the Constitution of Zimbabwe (2013), which guarantees the right to administrative justice and participation in decision-making. Complainants retain the right to seek legal recourse in national courts or escalate unresolved cases to IFAD's Enhanced Complaints Mechanism or AfDB's Independent Recourse Mechanism.

Rights compatibility ensures that the GRM decisions respect human rights principles and national law. Any actions recommended through grievance resolution must be consistent with due process, non-discrimination, and fairness.

3.9 Ethical Integrity and Good Faith Engagement

The GRM promotes ethical conduct by requiring all actors, project staff, contractors, community leaders, and beneficiaries to engage in good faith and uphold integrity throughout the process. False reporting or manipulation of complaints for personal or political gain is discouraged through awareness campaigns and transparent procedures. Ethical integrity is reinforced by a code of conduct applicable to all committee members.

3.10 Summary of Core Standards

Table 1 summarises the alignment between GRM principles and the corresponding regulatory or institutional frameworks guiding RACP implementation.

Table 1: GRM Principles

Principle	Guiding Framework	Purpose
Legitimacy	AfDB OS10, IFAD SECAP §1.8	Builds trust and credibility
Accessibility	UNGP 31, Constitution of Zimbabwe Sect 68	Ensures all can participate
Predictability	AfDB ESAP 2023	Establishes clarity and timelines
Fairness	Labour Act, Traditional Leaders Act	Promotes impartial and just outcomes
Confidentiality	IFAD GBV Protocols 2023	Protects complainant identity and dignity
Transparency	EMA Sect 97, IFAD SECAP Sect 2.2	Promotes accountability and learning
Non-Retaliation	UNGP 31, Human Rights Act	Safeguards complainants and witnesses
Continuous Learning	IFAD SECAP Sect 3.6	Encourages adaptive management

4.0 INSTITUTIONAL STRUCTURE, ROLES AND RESPONSIBILITIES

The effectiveness of the Grievance Redress Mechanism (GRM) depends on a clearly defined institutional framework that promotes coordination, accountability, and timely action across all administrative levels. The RACP operates through a decentralized structure that extends from the community to the national level, each tier serving distinct but complementary functions in grievance reception, assessment, and resolution. This section outlines the institutional architecture, roles, and responsibilities of all key actors involved in the management of grievances to ensure consistency with the principles of accessibility, transparency, and equity established under IFAD and AfDB safeguard systems as well as Zimbabwean law.

The GRM is built on a multi-tiered governance model composed of four operational levels: Community Grievance Redress Committees (CGRCs), District Project Implementation Units (DPIUs), Provincial Project Implementation Units (PPIUs), and the National Project Management Unit (PMU). Each level represents an escalation point that ensures grievances are handled efficiently, beginning where the issue arises and moving upward only when necessary.

4.1 GRM Governance Structure: Roles and Responsibilities

Table 2 presents a summary of the roles, responsibilities, and accountability lines of the Grievance Redress Mechanism committees across community, district, provincial, and national levels. The table is intended to provide a clear, reader-friendly overview of how grievances are received, managed, escalated, and resolved within the RACP, in line with the principles of proportionality, accessibility, and institutional accountability under AfDB Operational Safeguard 10 and IFAD SECAP.

Table 2: GRM Committee Responsibilities

GRM Committee	Primary Role in GRM	Key Responsibilities	Grievance Handled	Escalation / Accountability
Community Grievance Redress Committee (CGRC)	First point of contact and early resolution	<ul style="list-style-type: none"> • Receive grievances (oral, written, anonymous) • Register and acknowledge complaints • Conduct initial screening and mediation • Resolve simple grievances through dialogue • Maintain confidentiality and non-retaliation • Refer sensitive cases (e.g. GBV/SEAH) to focal persons 	<ul style="list-style-type: none"> • Minor access issues • Community disputes • Contractor nuisances • Exclusion concerns • Safety or conduct issues 	Escalates unresolved or complex cases to DPIU within defined timelines
District Project Implementation Unit (DPIU)	Technical review and formal mediation	<ul style="list-style-type: none"> • Review escalated grievances from CGRCs • Conduct investigations and site verifications • Coordinate technical officers and contractors • Implement corrective actions • Ensure gender-responsive handling • Document and report grievance outcomes 	<ul style="list-style-type: none"> • Contractor non-compliance • Labour and OHS issues • Environmental impacts • Benefit-sharing disputes 	Escalates unresolved or multi-stakeholder cases to PPIU
Provincial Project Implementation Unit (PPIU)	Oversight, harmonisation, and quality control	<ul style="list-style-type: none"> • Consolidate district-level grievance data • Review complex or cross-district cases • Provide technical and policy guidance • Monitor consistency with safeguards standards • Support capacity building and audits 	<ul style="list-style-type: none"> • Complex technical grievances • Multi-district disputes • Recurrent systemic issues 	Escalates policy, legal, or high-risk cases to PMU
National Project Management Unit (PMU) – GRM Committee	Strategic oversight and final project-level authority	<ul style="list-style-type: none"> • Oversee national GRM performance • Review unresolved or high-risk grievances • Ensure compliance with national law, OS10, and SECAP • Manage GBV/SEAH reporting and donor notifications • Maintain central GRM database and reporting 	<ul style="list-style-type: none"> • Policy or legal grievances • Serious incidents (GBV/SEAH, fatalities) • Systemic safeguard failures 	Provides guidance on escalation to IFAD / AfDB Independent Recourse Mechanisms
Independent & External Mechanisms (IFAD ECP, AfDB IRM, National Institutions)	Independent review and accountability	<ul style="list-style-type: none"> • Review unresolved complaints after project-level exhaustion • Investigate safeguard non-compliance • Provide independent findings or remedies 	<ul style="list-style-type: none"> • Unresolved or disputed cases • Alleged safeguard breaches 	Independent of project; outcomes reported to financiers and government

4.2 Information Flow and Feedback Mechanisms

To maintain coordination and accountability, all levels of the GRM are connected through a centralized reporting chain. The information flow operates vertically with feedback loops:

- **Community to District:** Monthly reports submitted by CGRCs outlining number of grievances, resolution rate, and emerging concerns.
- **District to Provincial:** Monthly summaries capturing progress, pending cases, and patterns of recurrent issues.
- **Provincial to National:** Quarterly reports consolidating data across districts, including lessons learned and recommendations.
- **National to Funding Partners:** Semi-annual and annual consolidated reports submitted to IFAD and AfDB.

Feedback is returned downward through memos, meetings, and review sessions, ensuring that communities are aware of how their concerns have been addressed and what improvements have been made.

4.3 Capacity Building and Institutional Strengthening

Effective operation of the GRM requires continuous capacity enhancement at all levels. The PMU, in collaboration with EMA, IFAD, and AfDB, organizes training sessions focusing on:

- Environmental and social safeguard compliance.
- Conflict resolution and mediation skills.
- Data management and grievance logging.
- GBV/SEAH survivor-centered handling.
- Communication and confidentiality protocols.

Each committee level must have at least one trained focal person responsible for record-keeping and reporting. Annual review workshops are conducted to evaluate performance, share experiences, and update procedures as needed.

A summary of the roles and accountability lines for GRM is presented in **Table 3**.

Table 3: Summary of Roles and Accountability Lines

Level	Composition	Core Responsibilities	Accountability To
Community (CGRC)	7–9 community representatives including women, youth, traditional leaders	Receive, record, and resolve minor grievances; escalate unresolved cases	DPIU
District (DPIU)	AGRITEX, EMA, Social Development, Gender Officers	Mediate complex grievances; coordinate contractors and institutions	PPIU
Provincial	Provincial Agritex, EMA,	Oversee and harmonize district actions; produce	PMU

(PPIU)	Social/Gender Specialists	quarterly reports	
National (PMU)	National Project Coordinator, Safeguard Specialists, Legal Advisor	Oversight, reporting, training, escalation to IFAD/AfDB	Project Steering Committee & Donors
External	IFAD Complaints Office, AfDB IRM, National Commissions	Independent review of unresolved grievances	Funding Institutions

This visual aids stakeholders in understanding their position within the grievance-handling chain and reinforces the concept of accountability and inclusivity that underpins the RACP safeguard system.

5.0 COMMUNICATION, OUTREACH AND AWARENESS STRATEGY

Effective communication and awareness are the lifeblood of a successful GRM. For the RACP, communication is not simply a procedural step but a deliberate strategy to empower communities, promote transparency, and build confidence in the system. The communication framework ensures that all stakeholders, from smallholder farmers and contractors to local authorities and national agencies, understand their rights, responsibilities, and available channels for redress. It also guarantees that information flows seamlessly between different levels of the GRM, fostering accountability and learning throughout the project.

The communication and outreach strategy is designed to meet five interrelated objectives:

1. To ensure that all project stakeholders are informed about the GRM's purpose, procedures, and benefits in a language and format they understand.
2. To promote inclusive participation and ensure marginalized groups, especially women, youth, persons with disabilities, and vulnerable households, ensuring they can access the mechanism without barriers.
3. To facilitate the prompt submission, acknowledgment, and resolution of grievances through multiple communication channels.
4. To maintain transparency and feedback loops between complainants, implementers, and oversight bodies.
5. To enhance institutional reputation by demonstrating accountability, responsiveness, and social responsibility in line with IFAD, AfDB, and Zimbabwean expectations.

The GRM communication approach is summarised by Figure 3.

Grievance Redress Mechanism

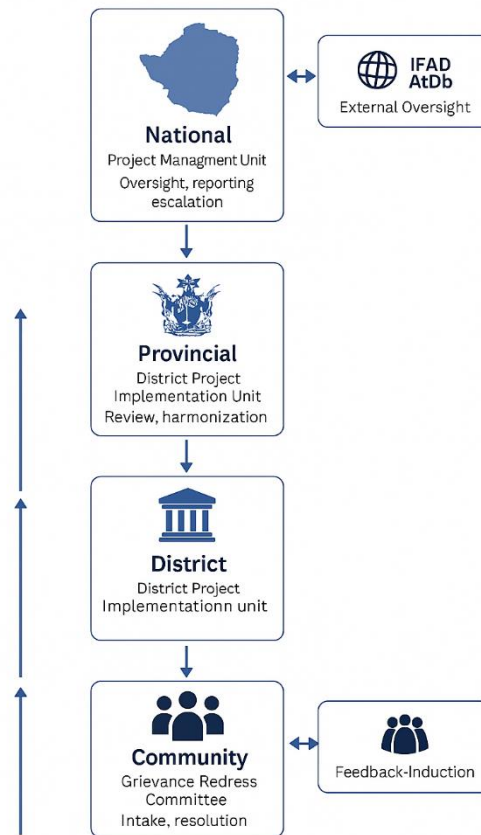


Figure 3: GRM Communication Flow

5.1 Communication Principles

The communication approach adheres to four guiding principles that ensure messages are clear, credible, and culturally appropriate:

Clarity and Simplicity: All information must be concise, easy to understand, and free from bureaucratic language. It should be presented in local languages, using relatable examples from agricultural and rural life.

Cultural Sensitivity: The RACP operates across diverse communities in Zimbabwe where language, tradition, and power dynamics vary. Communication materials respect local customs and utilize acceptable channels such as chiefs, headmen, and ward councillors as conveyors of information while ensuring gender and generational inclusivity.

Two-Way Engagement: Communication is not a one-directional broadcast. It must allow for feedback, dialogue, and mutual learning. Community meetings, participatory monitoring exercises, and field visits offer spaces for open discussion between the project team and stakeholders.

Transparency and Timeliness: Stakeholders are informed of decisions, actions, and progress within agreed timelines. Feedback is given whether a grievance is accepted, under investigation, or resolved.

5.2 Target Audiences

The communication strategy identifies and tailors messaging to different categories of stakeholders, ensuring that information reaches them through the most appropriate means:

- **Primary Audience:** Smallholder farmers, Agricultural Producer Groups (APGs), irrigation scheme members, and local community residents who are directly affected by RACP interventions.
- **Secondary Audience:** Contractors, service providers, labourers, local government officials, extension officers, and non-governmental partners who influence implementation or service delivery.
- **Tertiary Audience:** Provincial and national policy makers, donor representatives (IFAD, AfDB), environmental regulators (EMA), and media institutions that ensure oversight and dissemination of lessons learned.

Each audience receives customized information that matches their level of involvement, capacity, and influence.

5.3 Communication Channels and Tools

Given Zimbabwe's diverse socio-economic and linguistic landscape, the GRM employs multiple communication channels to ensure wide coverage and accessibility. The choice of tools balances formal reporting with informal community-based communication.

Community-Level Channels:

- Village and ward meetings facilitated by local leaders and AGRITEX officers.
- Poster displays and notice boards at irrigation schemes, business units, and markets.
- Information booths during community gatherings, agricultural shows, or training events.
- Suggestion boxes at easily accessible public points such as local councils, cooperative offices, or scheme centers.
- Use of local FM radio stations (in Shona, Ndebele, Tonga, and Nambia) to broadcast GRM procedures, timelines, and success stories.

Digital and Written Channels:

- Hotlines managed at district and PMU level to allow anonymous reporting.
- Dedicated email address and WhatsApp line for written submissions.
- Monthly SMS reminders to farmers and community representatives on reporting processes and updates.
- Simplified brochures and fact sheets distributed through extension officers and contractors.

Visual and Participatory Tools:

- Illustrated posters and infographics depicting step-by-step grievance procedures.

- Pictorial storyboards and theatre performances in communities with low literacy levels.
- Radio dramas and jingles that use humour and storytelling to communicate grievance pathways.
- Farmer Field Schools (FFS) discussions and participatory monitoring sessions incorporating grievance awareness modules.

The combination of these channels ensures that every individual regardless of literacy, gender, or access to technology can report a grievance and receive information about its resolution.

5.4 Key Messaging Themes

All communication efforts are built around consistent messages that reflect the values of accountability, inclusion, and fairness. Core messages include:

- “The RACP listens — your voice matters.”
- “Report any concern safely and confidentially.”
- “Every complaint will be acknowledged and resolved within clear timelines.”
- “The grievance system protects your rights and supports fair development.”
- “You can report through your committee, district, or directly via phone, SMS, or email.”

Messages are repeated through different channels and contextualized to reflect local challenges such as land disputes, irrigation conflicts, or contractor performance issues.

5.5 Feedback and Reporting

Feedback is a vital part of trust-building. Complainants are regularly informed of their case status using the same channel through which they submitted their grievance. A unique case reference number is assigned to every grievance for easy tracking.

At each level of the mechanism, data on grievances received, resolved, and pending are summarized in monthly reports shared with stakeholders. At the community level, quarterly feedback sessions are organized where committees share anonymized summaries of grievances and how they were addressed. Provincial and national levels consolidate this information into semi-annual reports for submission to the Ministry and funding partners.

Where feasible, visual dashboards are developed to display performance indicators such as:

- Number of grievances received per quarter.
- Percentage resolved within timelines.
- Types and frequency of grievances.
- Geographic distribution of complaints.
- Lessons learned and preventive actions taken.

This information helps the project identify systemic issues for example, recurring land access disputes or contractor negligence and triggers for proactive corrective action.

5.6 Integration with Stakeholder Engagement Plan (SEP)

The communication and awareness strategy for the GRM is fully integrated into the broader SEP. All consultations, meetings, and outreach events under the SEP incorporate a GRM awareness component. Each consultation session begins with a short presentation on how to lodge grievances, confidentiality safeguards, and available support channels. This integration ensures consistency, avoids duplication, and reinforces community ownership of the mechanism.

5.7 Capacity Building in Communication

Capacity building is essential to ensure that all grievance focal persons, field officers, and communication assistants deliver accurate and consistent messages. The PMU, with support from the AfDB and IFAD communication specialists, will conduct regular training workshops covering:

- Effective communication and listening skills.
- Conflict-sensitive language and de-escalation techniques.
- Media engagement and public information management.
- Culturally sensitive communication approaches.
- Digital literacy for SMS, email, and database management.

Continuous mentoring and refresher sessions will maintain quality and consistency across provinces.

5.8 Communication Performance Monitoring

The effectiveness of communication efforts will be assessed using both quantitative and qualitative indicators. Examples include:

- Proportion of stakeholders who are aware of the GRM and can describe its process.
- Number of grievances submitted through various channels (indicating accessibility).
- Participation rates in GRM awareness meetings by gender and age group.
- Response time and satisfaction levels of complainants.
- Feedback from independent audits or supervision missions.

Findings are used to refine the communication strategy and improve future outreach activities.

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Effective communication and awareness are the lifeblood of a successful Grievance Redress Mechanism (GRM). For the Resilience Agriculture Cluster Project (RACP), communication is not simply a procedural step but a deliberate strategy to empower communities, promote transparency, and build confidence in the system. The communication framework ensures that all stakeholders, from smallholder farmers and contractors to local authorities and national agencies to understand

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This information helps the project identify systemic issues, for example, recurring land access disputes or contractor negligence and encourages proactive corrective action. The feedback setup is presented in **Figure 4**.

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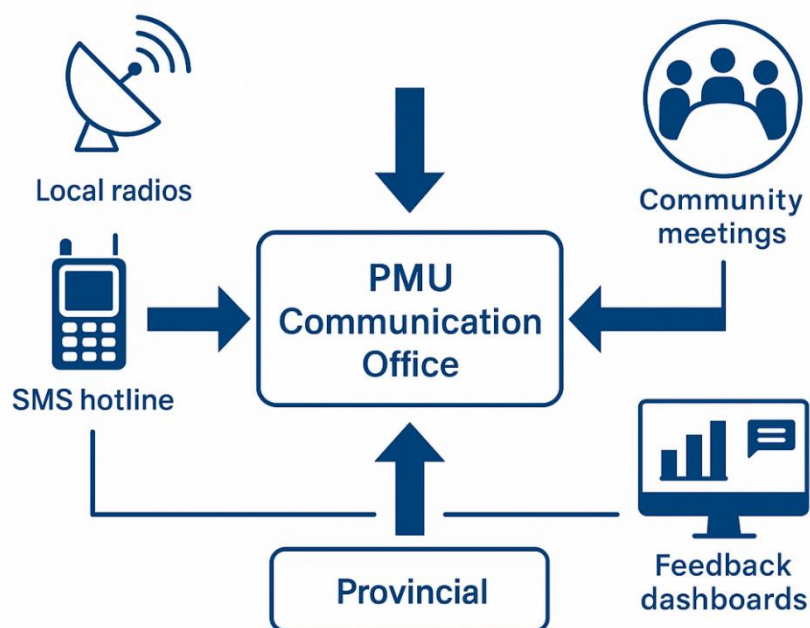


Figure 4: Feedback architecture

Figure 4 will help stakeholders and field officers quickly understand the communication ecosystem and their roles in maintaining transparency and trust within the RACP grievance process.

7.0 GRIEVANCE HANDLING PROCEDURE

The grievance handling procedure is the operational heart of the RACP Grievance Redress Mechanism. It defines the step-by-step process through which grievances are received, assessed, addressed, and closed. The procedure ensures that each concern raised by stakeholders is handled systematically and fairly, with a focus on problem-solving, transparency, and timely communication. It is designed to build confidence in the system, strengthen institutional accountability, and provide early warning for potential environmental or social risks that could affect project performance.

This procedure is fully aligned with the requirements of IFAD’s SECAP (2021), AfDB’s Integrated Safeguards System (ISS 2023), and Zimbabwe’s Environmental Management Act [Chapter 20:27]. It also reflects the ethical principles of fairness, non-discrimination, and respect for human rights as outlined under the UN Guiding Principles on Business and Human Rights (UN Human Rights Council, 2011).

7.1 Step-by-Step Grievance Handling Process

The RACP grievance handling process follows an eight-step framework that ensures traceability, predictability, and fairness. Each step is monitored through an electronic and paper-based log to allow accurate reporting and verification (**Figure 5**).

Step 1: Grievance Uptake

Any person, group, or institution affected by the project can submit a grievance at any stage of project implementation. Grievances may be submitted orally or in writing through any of the following channels:

- Community grievance boxes, local offices, or project field officers.
- SMS or WhatsApp hotlines.
- Direct submission to the District or Provincial Project Implementation Unit.
- Email or written letter to the Project Management Unit (PMU).
- During community consultation meetings or stakeholder forums.

No fee is charged, and grievances can be submitted anonymously and anonymity is guaranteed and mandatory for sensitive cases, including but not limited to Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA), corruption, intimidation, or retaliation-related complaints. Grievance uptake procedures explicitly take into account the privacy, confidentiality, and sensitivity of each case, with complainants allowed to choose channels that minimize exposure and risk. Where literacy barriers exist, project staff assist in documenting complaints accurately without altering meaning while ensuring that such support does not compromise confidentiality or the safety of the complainant.

Step 2: Registration and Acknowledgment

Upon receipt, the grievance is entered into the Grievance Register at the level where it was received. Each grievance is assigned a unique reference number and recorded with essential details including the date, complainant (if disclosed), nature of issue, location, and channel of submission.

Acknowledgment is provided to the complainant within **five working days**, either verbally, by SMS, or in writing. This acknowledgment confirms receipt, provides the reference number, and outlines the next steps including estimated timelines for resolution.

Step 3: Screening and Categorization

The grievance is screened to determine its eligibility, seriousness, and whether it falls within the project's scope. Screening also helps categorize grievances into one of three levels:

- **Category 1 (Simple)** — Minor issues that can be resolved at community level within 15 days.
- **Category 2 (Moderate)** — Issues requiring investigation or coordination with district or provincial authorities within 30 days.
- **Category 3 (Complex)** — Grievances involving legal, contractual, or multi-stakeholder implications, referred to the PMU for resolution within 60–90 days.

This categorization allows efficient allocation of responsibility and ensures that complaints are not delayed due to lack of clarity on authority.

Step 4: Assessment and Investigation

Once categorized, the responsible committee conducts an investigation. This may include interviews with affected persons, site visits, document reviews, and consultations with technical experts (e.g., engineers, environmental officers, or social specialists).

Investigations must be objective, evidence-based, and concluded within **ten working days** for simple cases and **twenty days** for complex cases. For sensitive grievances such as GBV or SEA, investigations are handled confidentially through trained focal persons and survivors are referred to appropriate service providers while maintaining anonymity and consent.

Step 5: Resolution and Response

Following investigation, the committee formulates an agreed resolution. This may involve corrective action, compensation, technical remediation, community dialogue, or referral to an external institution. The proposed solution must be discussed with the complainant to ensure understanding and acceptance.

Resolutions are documented in the Grievance Register and endorsed by the responsible officer or committee chair. Written or verbal communication of the decision is made within **five working days** of resolution.

Step 6: Implementation of Corrective Action

The responsible implementing agency (contractor, service provider, or project officer) executes the agreed corrective action promptly. The Environmental and Social Safeguards Specialist (s) at PMU level tracks implementation and verifies progress to ensure compliance and avoid recurrence of similar issues.

Step 7: Closure and Feedback

A grievance is closed once corrective actions are completed and verified to the satisfaction of the complainant and relevant authorities. The closure is recorded in the system and confirmed through a signed acknowledgment by the complainant or a representative, except for anonymous cases.

If the complainant remains dissatisfied, the case is escalated to the next institutional level;

(District → Provincial → National → IFAD/AfDB independent review).

Closure reports summarize all actions taken, outcomes achieved, and lessons learned.

Step 8: Monitoring, Reporting, and Learning

All grievances are tracked through the central database managed by the PMU. Periodic analyses are conducted to identify patterns, systemic challenges, or emerging risks. Monthly and quarterly reports are shared with stakeholders and integrated into the project's overall monitoring and evaluation framework.

Key performance indicators include:

- Percentage of grievances acknowledged within 5 days.
- Resolution rate within defined timelines.
- Percentage of complainants satisfied with outcomes.
- Number of recurring grievances and preventive actions implemented.

This continuous learning approach transforms the GRM into a dynamic management tool that improves project quality and fosters social accountability.

7.2 Escalation Mechanism

The escalation process ensures that grievances beyond the capacity of one level are efficiently transferred to the next authority without loss of information or delay.

- **Community to District:** Issues unresolved within 10 days or involving contractors are forwarded to the District Project Implementation Unit.
- **District to Provincial:** Cases requiring technical or multi-district coordination are referred to the PPIU.
- **Provincial to National:** Grievances with policy, legal, or reputational implications are handled by the PMU National GRC.
- **National to External:** If complainants are dissatisfied with the national-level resolution, they may seek redress from the **IFAD Enhanced Complaints Procedure** or the **AfDB Independent Recourse Mechanism**.

Throughout escalation, complainants are informed of progress and expected timeframes. Data is shared electronically using standardized reporting templates.

7.3 Special Handling Procedures for Sensitive Grievances

Certain grievances require special treatment due to their sensitive nature. The GRM recognizes three such categories:

i) **Gender-Based Violence (GBV) and Sexual Exploitation, Abuse, and Harassment (SEAH):**

Handled confidentially through a survivor-centered approach. Trained focal persons ensure privacy, informed consent, and safe referrals to health, psychosocial, or legal support services. Cases are never discussed in open meetings or documented with identifiable details.

ii) **Labour and Occupational Safety Concerns:**

Workers may raise grievances through dedicated labour focal points or site safety committees. Urgent issues, such as unsafe conditions, must be addressed within 24 hours.

iii) **Environmental Emergencies and Pollution Events:**

Incidents such as chemical spills, water contamination, or major land degradation trigger immediate notification to EMA and the PMU within 48 hours, followed by an investigation and remediation plan.

7.4 Documentation and Information Management

All grievances are recorded in both physical and digital formats using a standardized **Grievance Log Templates** that captures:

- Date of receipt and registration number.
- Description of grievance and category.

- Responsible level or officer.
- Actions taken and timeline.
- Outcome and status (open, in progress, closed).

The structure of the documents to be used when receiving the grievances are given in **APPENDIX 1** and upon resolving a grievance **APPENDIX 2** is the close out form.

The record system, managed at the PMU, ensures real-time tracking and easy retrieval for audits, reviews, and reporting. Confidential data is protected, and sensitive cases are coded without personal identifiers.

7.5 Institutional Accountability and Oversight

Each committee level reports upward through a structured accountability chain. The PMU's Safeguards Team verifies data consistency, ensures compliance with timelines, and validates closure of cases. The Project Steering Committee reviews quarterly summaries to assess systemic issues and corrective measures. External evaluations by IFAD and AfDB missions include random checks on grievance records to assess transparency and performance.

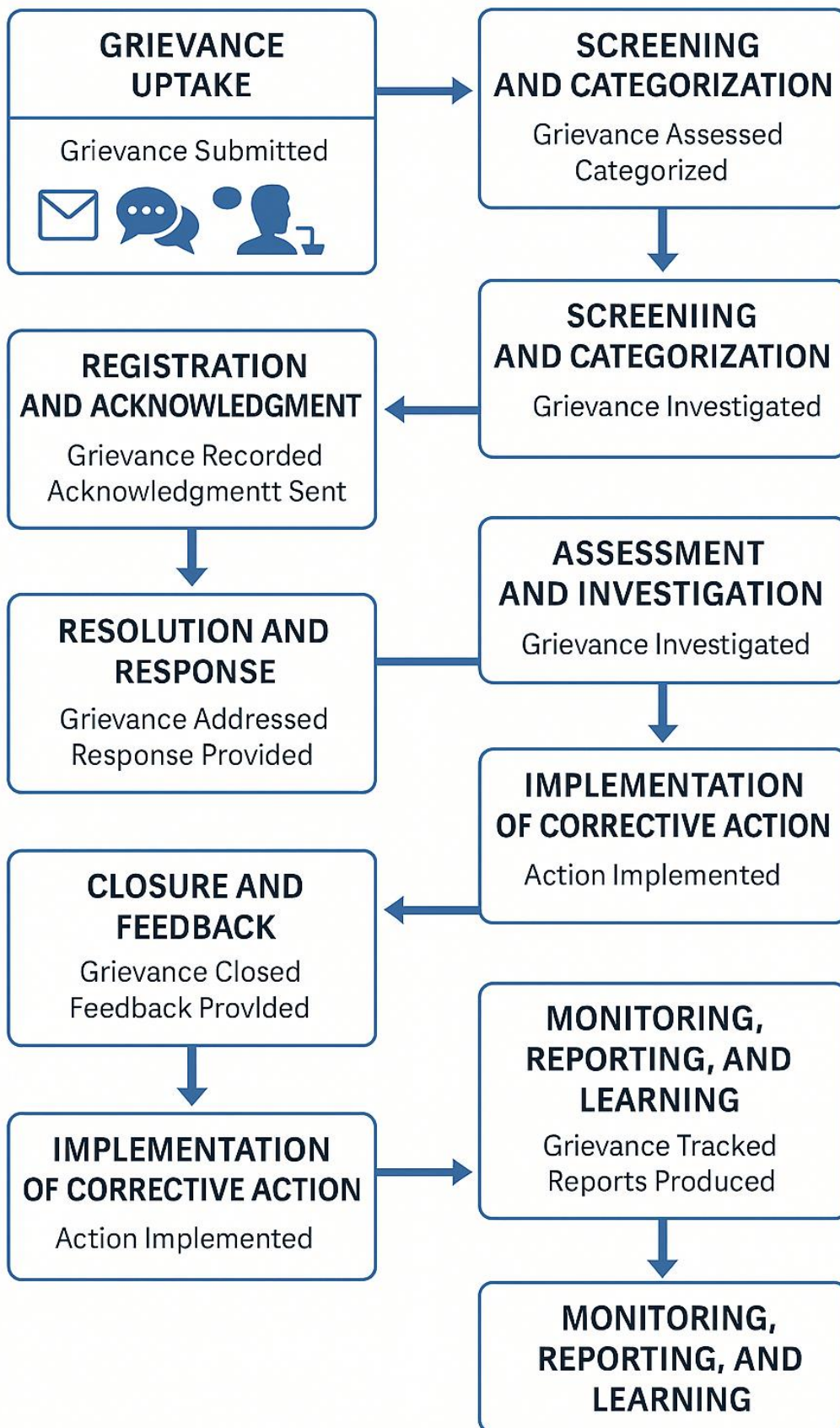


Figure 5: Steps of the grievance handling cycle

8.0 ACCESS CHANNELS

An effective Grievance Redress Mechanisation must provide multiple, low-cost, culturally appropriate, and disability-inclusive channels through which any stakeholder can submit concerns. All access channels must be free, accessible to remote and marginalized communities, and adaptable to varying literacy levels. The channels described here meet the expectations of the AfDB ISS (2023), IFAD SECAP (2021), Zimbabwe's Environmental Management Act, and draw on good practice observed in comparator programmes including the ZAVaCEP GRM.

8.1 In-Person Reporting

In-person reporting is the most widely used and culturally familiar engagement method in rural Zimbabwe. Stakeholders can lodge grievances directly with Community Grievance Redress Committees, village heads or local traditional leaders, AGRITEX officers, District Project Implementation Unit Safeguards Officers, or Provincial Safeguards Specialists. This method is ideal for complainants who prefer verbal communication, have limited literacy, or lack mobile devices. Officers receiving complaints must document every submission using standardized GRM Intake Forms.

8.2 Community Drop-Boxes

Secure grievance drop-boxes are placed at irrigation scheme pump houses, ward centres, clinics, schools, council offices, and AGRITEX stations. These boxes provide a confidential, anonymous pathway for complainants who may fear stigma, retaliation, or social tension. Drop-boxes are clearly labelled in Shona, Ndebele, and English, and are opened weekly by a designated officer accompanied by a community representative.

8.3 Toll-Free Hotline

A national toll-free hotline based at the PMU provides real-time access for urgent grievances such as labour accidents, water contamination, or misconduct by contractors. Hotline attendants are trained to communicate in multiple local languages, including Shona, Ndebele, Tonga and English. The operating hours are 7:54am to 4:45pm. After-hours messages are recorded with a guaranteed call-back within the next working day. This channel is particularly important for women, youth, and workers who require discreet reporting.

8.4 SMS and WhatsApp Messaging

SMS and WhatsApp are widely used across Zimbabwe and offer low-cost, convenient options for rapid reporting. Complainants can submit text messages, photographs, voice notes, or location pins. These channels support anonymous reporting, and they are accessible to persons with disabilities, including those with hearing impairments who may prefer text-based reporting.

8.5 Email Submissions

Email reporting is available at district, provincial, and national levels and is suitable for NGOs, contractors, district officials, agribusiness partners, and individuals with internet access. Dedicated GRM email addresses ensure that submissions are received by trained officers who follow the standard operating procedures. Email reporting aligns with national EMA procedures, which accept written or digital submissions as valid complaint pathways.

8.6 Web-Based Submission

A user-friendly online GRM form is hosted on the project's website and allows for detailed submissions, including attachments such as photos, audio recordings, and documents. Online

submissions feed directly into the central GRM database, triggering automatic acknowledgment. This channel enhances transparency and allows stakeholders to track the status of their submissions when they choose to provide contact information.

8.7 Community Focal Points

Each ward and irrigation scheme nominates trained GRM focal persons representing women, youth, leadership structures, persons with disabilities, and AGRITEX extension services. These individuals support complainants in completing forms, capturing verbal grievances, and referring sensitive issues to appropriate authorities. They are essential for ensuring access for people with limited mobility, low literacy, or social vulnerabilities. GBV and SEAH focal points handle sensitive disclosures confidentially and provide safe referrals.

8.8 Engagement through Traditional and Customary Structures

Zimbabwe's customary institutions remain important channels for communication and dispute resolution. Village heads, headmen, and chiefs are respected entry points for local grievances. While the GRM does not rely on traditional structures to resolve all issues, it recognizes their legitimacy and integrates them into early-warning systems, community engagement, and non-sensitive dispute facilitation. Sensitive cases such as GBV or criminal matters are not handled through customary pathways and must be referred to formal institutions.

8.9 Special Accessibility Measures

The GRM ensures inclusion of persons with disabilities through sign-language support during district-level reporting, voice-note submission options, large-print materials, and accessible drop-box placement. For persons with low literacy, the mechanism accepts oral submissions, uses visual posters, and relies on focal persons for documentation support. Linguistic inclusion is achieved through translation of materials and hotlines into local languages. Remote communities benefit from mobile GRM outreach activities conducted during agricultural extension visits, VBU meetings, ward assemblies, and irrigation rehabilitation supervision missions.

8.10 Zero-Cost Principle

All channels are designed to be free to complainants. Toll-free numbers, free WhatsApp and SMS bundles during awareness drives, and cost-free access to offices remove financial barriers. No complainant pays to lodge, follow up, or receive feedback on a grievance. Meetings convened to address grievances are held in neutral, accessible local venues without cost to participants.

8.11 Confidential and Anonymous Reporting

The project guarantees that anyone can report a grievance anonymously via drop-boxes, SMS, WhatsApp, or web forms. Confidential reporting is available for sensitive issues, especially GBV and SEAH. Only designated officers access such cases, and all information is handled following strict confidentiality protocols. No complainant is required to reveal personal identity unless they choose to do so.

9.0 GRIEVANCE TRACKING, MONITORING AND REPORTING SYSTEM

An effective GRM relies not only on sound procedures but also on a robust monitoring and reporting framework that ensures every grievance is tracked, analysed, and used to inform decision-making. For the Resilience Agriculture Cluster Project (RACP), grievance tracking, monitoring, and reporting serve as the backbone of accountability, allowing project implementers, funders, and communities to evaluate how well the system performs in resolving disputes and preventing recurrence.

This section describes how the RACP will systematically capture, manage, and analyse grievance data from all levels of implementation, community, district, provincial, and national, and how such information will contribute to adaptive management, transparency, and compliance with IFAD, AfDB, and national safeguard frameworks.

9.1 Purpose of the Monitoring and Reporting System

The monitoring and reporting framework ensures that:

- All grievances are recorded, tracked, and closed transparently within defined timelines.
- Project implementers can identify patterns or recurring issues that require structural corrective actions.
- Communities remain informed about how their concerns are addressed, thereby maintaining trust and participation.
- IFAD and AfDB are regularly updated on safeguard compliance and effectiveness of redress actions.
- Lessons learned are systematically integrated into project planning, risk management, and policy improvement.

9.2 Core Components of the GRM Tracking System

The RACP grievance monitoring system operates through four interlinked components; **data collection, data storage, data analysis, and reporting and feedback**, all managed under the PMU's Environmental and Social Safeguards Unit.

(a) Data Collection

Each level of the GRM Community Grievance Redress Committees (CGRCs), District Project Implementation Units (DPIUs), Provincial Project Implementation Units (PPIUs), and the PMU, collects data using standardized templates. Data sources include:

- Grievance registers (paper-based and digital).
- Feedback forms from complainants.
- Meeting minutes and field investigation reports.
- SMS, hotline, and email submissions.
- Monthly progress updates from committees.

Field officers and focal persons are responsible for entering data weekly, ensuring that even remote communities with limited digital access are captured through manual reporting systems.

(b) Data Storage

All grievances are consolidated into a central digital **Grievance Management Database** housed at the PMU and backed up through cloud storage. This database captures essential fields such as:

- Unique grievance reference number.

- Complainant demographics (where provided).
- Issue category and severity.
- Actions taken and status updates.
- Date of resolution and responsible officer.
- Verification notes and feedback received.
- Sensitive or confidential cases (e.g., GBV/SEAH) are coded to restrict access and preserve anonymity.

(c) Data Analysis

Data analysis is carried out monthly and quarterly to identify trends, recurring issues, geographic hotspots, and response times. Analysis includes:

- Thematic mapping of grievances by type (environmental, social, labour, gender-based, etc.).
- Trend charts showing grievance frequency over time.
- Cross-tabulation of resolution rate by level (community, district, provincial).
- Identification of systemic issues requiring policy or operational adjustment.
- Visual dashboards (see infographic recommendation below) are produced to present this information in an accessible, evidence-based format.

(d) Reporting and Feedback

Reports are generated at four levels; monthly (community and district), quarterly (provincial), and semi-annually (national). The PMU consolidates all data into comprehensive safeguard reports submitted to IFAD, AfDB, and the Project Steering Committee. Summaries of grievances and their resolution outcomes are also shared with stakeholders through community notice boards, radio updates, and stakeholder review meetings.

(e) Data Security Protocol

A comprehensive Data Security, Confidentiality and Access Control Protocol has been incorporated into the GRM to govern the secure handling of all grievance-related data (see **Figure 6**). The protocol defines controls for data storage, access authorization, data transfer, retention, and disposal, with enhanced safeguards for sensitive grievances including GBV/SEAH, corruption, and retaliation cases. It aligns with Zimbabwe's Access to Information and Protection of Privacy Act, AfDB Operational Safeguard 10, IFAD SECAP, and survivor-centred principles. The protocol is integrated within the GRM monitoring and reporting system to ensure end-to-end data protection across community, district, provincial, and national levels. Retention of records is 5 years for general GRM issues and sensitive issues will be retained for 10 years.

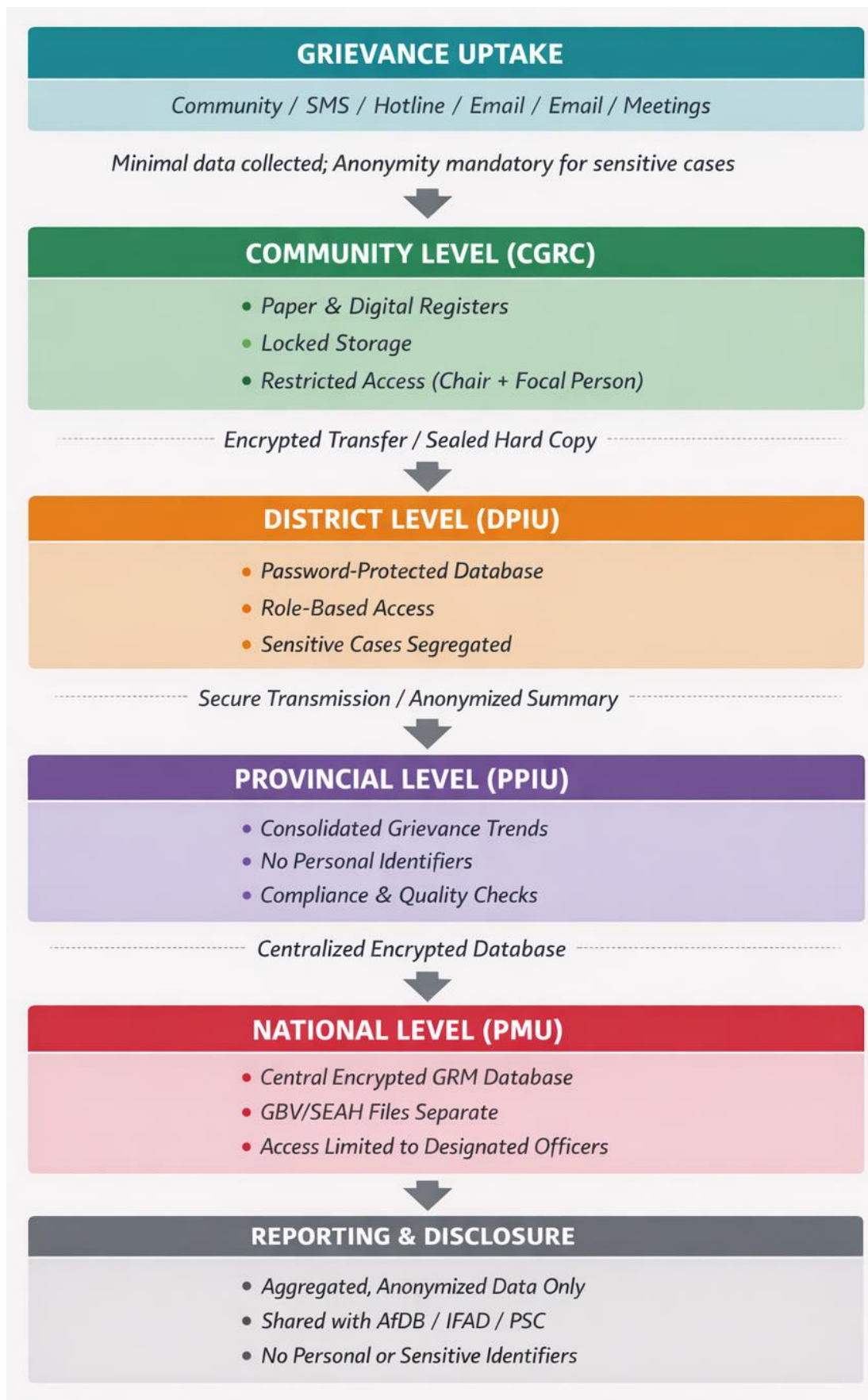


Figure 6: GRM Security protocol and information flow

9.3 Performance Indicators for GRM Monitoring

To ensure systematic monitoring of the effectiveness, accessibility, fairness, and accountability of the GRM, a standardized Monitoring and Evaluation framework has been adopted. **Table 4** presents defined performance indicators, measurement methods, responsibilities, and means of verification aligned with AfDB Operational Safeguard 10 and IFAD SECAP requirements. A detailed Results framework is presented in **APPENDIX 3** showing the background for the performance indicators.

Table 4: Performance Indicators

Indicator Category	Performance Indicator	Indicator Definition	Method of Measurement	Frequency	Responsible Entity	Means of Verification (MoV)
Accessibility	% of grievances submitted through community-level channels	Proportion of total grievances received via CGRCs, hotlines, or local offices, indicating accessibility of the GRM	Count of grievances by channel ÷ total grievances × 100	Monthly	CGRC / DPIU	Grievance registers, hotline logs
Accessibility	% of grievances submitted by women and vulnerable groups	Share of grievances lodged by women, youth, and persons with disabilities, disaggregated by sex and vulnerability	Disaggregated grievance data analysis	Quarterly	DPIU / PPIU	GRM database, disaggregated logs
Timeliness	% of grievances acknowledged within 5 working days	Proactive responsiveness of the GRM at all levels	No. acknowledged within 5 days ÷ total received × 100	Monthly	CGRC / DPIU	Acknowledgment records
Timeliness	% of grievances resolved within prescribed timelines	Effectiveness of grievance resolution within set timeframes (10, 30, 60 days)	No. resolved within timeframe ÷ total resolved × 100	Quarterly	DPIU / PPIU	Resolution tracking sheets
Fairness & Equity	% of grievances resolved through mutually agreed outcomes	Measures fairness and satisfaction with resolutions	No. grievances resolved with documented agreement ÷ total resolved × 100	Quarterly	DPIU / PMU	Signed resolution forms
Confidentiality	% of sensitive	Degree of compliance	No. sensitive cases	Quarterly	PMU	Restricted access

Indicator Category	Performance Indicator	Indicator Definition	Method of Measurement	Frequency	Responsible Entity	Means of Verification (MoV)
& Safety	grievances handled through confidential channels	with confidentiality and survivor-centred protocols	handled per protocol ÷ total sensitive cases × 100			logs
Effectiveness	% of grievances escalated beyond community level	Indicator of community-level resolution effectiveness	No. escalated cases ÷ total grievances × 100	Quarterly	DPIU	Escalation records
Effectiveness	% of corrective actions implemented within agreed time	Measures follow-through on GRM decisions	No. actions implemented on time ÷ total actions × 100	Quarterly	DPIU / PMU	Corrective action reports
Transparency	# of GRM summary reports publicly disclosed	Frequency of anonymised GRM reporting to stakeholders	Count of reports disclosed	Semi-annual	PMU	Published reports, notice boards
Learning & Improvement	# of systemic issues identified and addressed	Measures institutional learning and adaptive management	Count of recurrent issues with documented management response	Annual	PMU	Management response memos
Accountability	% of complainants satisfied with grievance handling	Measures trust and perceived fairness of the GRM	Satisfaction survey results	Annual	PMU	Complainant feedback surveys

These indicators will be reviewed annually and adjusted based on emerging risks or lessons learned.

9.4 Roles and Responsibilities in Monitoring

- **Community Grievance Redress Committees (CGRCs):** Collect data at the grassroots level, maintain registers, and submit monthly summaries to the DPIU.
- **District Project Implementation Units (DPIUs):** Verify community data, ensure completeness, and prepare district-level monthly summaries for the PPIU.
- **Provincial Project Implementation Units (PPIUs):** Consolidate district data, conduct data quality assessments, and submit quarterly summaries to the PMU.
- **Project Management Unit (PMU):** Manage the centralized database, perform trend analysis, and produce semi-annual and annual reports for IFAD, AfDB, and the Ministry.
- **Environmental Management Agency (EMA):** Provide external validation of environmental grievance responses and verify field remediation actions.
- **Funding Partners (IFAD/AfDB):** Review consolidated reports, provide oversight, and recommend strategic improvements.

9.5 Data Quality Assurance and Verification

To maintain integrity and reliability of grievance data, a three-tier quality assurance system is implemented:

1. **First-Level Verification:** Conducted at district level by safeguards focal persons before data submission.
2. **Second-Level Verification:** Provincial safeguards specialists check consistency, completeness, and timeliness of records.
3. **Third-Level Verification:** PMU reviews data for anomalies, cross-verifies with field observations, and validates with complainants where necessary.

Independent audits and supervision missions by IFAD and AfDB may also review a sample of grievances to verify accuracy and fairness in reporting.

9.6 Reporting Formats and Frequency

Each level of the mechanism uses standardized templates to ensure uniformity in reporting.

- **Monthly Reports:** Prepared by CGRCs and DPIUs summarizing grievance numbers, resolutions, and pending cases.
- **Quarterly Reports:** Prepared by PPIUs consolidating district-level data, highlighting trends and challenges.
- **Semi-Annual Reports:** Compiled by PMU for submission to funding partners, incorporating analytical dashboards and corrective actions.
- **Annual Reports:** Integrate GRM findings into the project's Environmental and Social Performance Report and include recommendations for systemic improvements.

Summaries are presented both numerically and visually, enabling stakeholders to assess progress at a glance as shown in Figure 7.

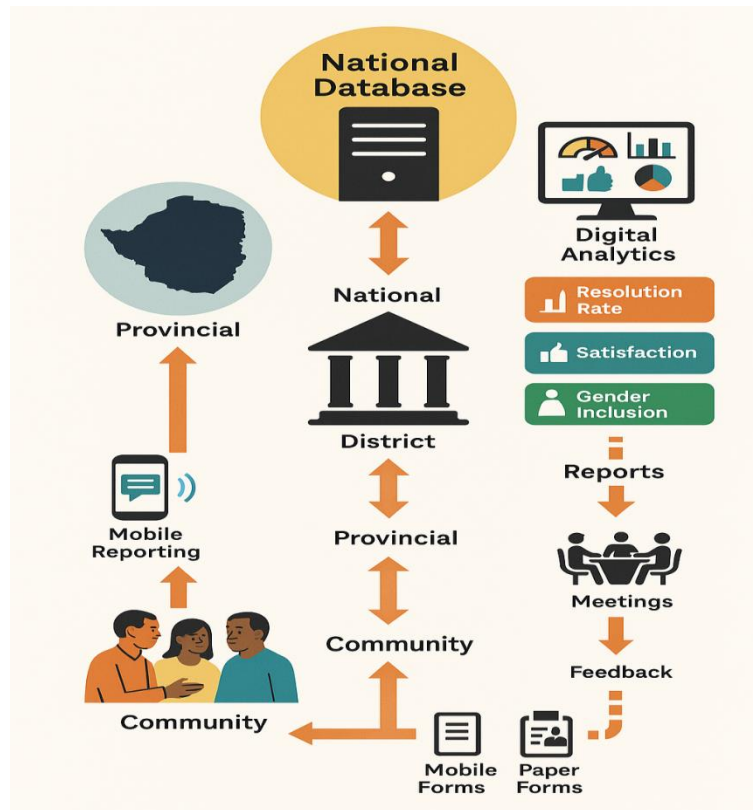


Figure 7: GRM reporting paths

9.7 Feedback and Learning Mechanisms

The RACP GRM promotes learning by systematically feeding grievance data back into management decisions. This is achieved through:

- **Quarterly Reflection Meetings:** Held at provincial level to discuss patterns and identify policy-level solutions.
- **Annual Safeguard Review Workshops:** Bringing together all implementing partners to review grievance performance and share best practices.
- **Community Feedback Forums:** Conducted biannually to close the loop by informing communities about how their feedback has influenced project improvements.
- **Adaptive Management Integration:** Lessons from grievance monitoring are integrated into ESMP revisions, contractor performance evaluations, and future safeguard planning.

9.8 Transparency and Public Disclosure

The project commits to full transparency in reporting grievance outcomes. Public disclosure takes place through:

- Community notice boards displaying non-confidential summaries.
- Project newsletters and websites with anonymized data.

- Provincial review meetings with key stakeholders.
- Annual disclosure to IFAD, AfDB, and the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development.

This ensures communities are not only informed but also empowered to hold the project accountable.

9.9. REPORTING AND DISCLOSURE

A well-functioning GRM depends on systematic, transparent, and accountable reporting practices. Reporting is both an internal management tool and an external accountability obligation to communities, stakeholders, and development partners. The RACP GRM adopts robust mechanisms for internal reporting, public disclosure, and feedback to ensure that information flows efficiently across all levels of implementation and that stakeholders remain informed of grievance outcomes and system improvements. These systems adhere to AfDB and IFAD requirements on transparency, accessibility, and meaningful stakeholder participation.

a) Internal Reporting

Internal reporting is structured to provide timely insights into grievance trends, response efficiency, and emerging risks. Reporting begins at community level and flows upward through district and provincial structures to the national Project Management Unit.

b) Monthly reporting

Community Grievance Redress Committees and District Safeguards Officers compile monthly summaries capturing the number of grievances received, categorization by type, status of investigations, corrective actions taken, and unresolved cases. These are submitted to the Provincial Project Implementation Unit Safeguards Specialists for consolidation.

c) Quarterly reporting

Provincial Safeguards Teams prepare quarterly analytical reports synthesizing trends across districts, resolution times, recurring hotspots, sensitive cases, system gaps, and good practices. These reports are shared with the PMU and feed into RACP's quarterly implementation review meetings, risk assessments, and safeguard performance dashboards.

d) Semi-annual and annual reporting

The PMU produces semi-annual and annual consolidated GRM performance reports for decision-making at Steering Committee level. These reports inform contractor performance assessments, ESMP compliance audits, supervision missions, and annual work plan and budget (AWPB) adjustments. The annual report includes a detailed learning and improvement section describing system adjustments, capacity strengthening, and changes in grievance patterns.

Reporting templates are standardized across all levels to ensure consistency in formats, definitions, and data fields, enabling seamless aggregation and comparative analysis across provinces.

e) External Reporting

External reporting promotes transparency, reinforces trust in the mechanism, and ensures compliance with international safeguard obligations. Information disclosed publicly is always aggregated to protect privacy and confidentiality.

f) Public disclosure to communities

Summaries of grievances received, status of resolutions, and improvements made are shared with communities during ward meetings, irrigation scheme assemblies, VBU gatherings, and project sensitization events. These summaries avoid identifying individuals and focus on categories, trends, and lessons.

g) Disclosure through project communication platforms

The PMU publishes quarterly grievance summaries on the project's digital platforms, including the official website and noticeboards at district and provincial offices. The summaries include the number of grievances received, resolved, pending, and referred to external institutions, alongside key actions taken.

h) Reporting to development partners

IFAD and AfDB receive consolidated safeguard and GRM reports semi-annually and annually. These reports detail compliance with ISS and SECAP standards, analysis of persistent risks, actions taken to address systemic issues, and cases escalated to national regulators or donor accountability mechanisms. Sensitive grievances, especially GBV/SEAH, are reported in coded form in line with survivor-centered standards.

i) Regulator and local authority reporting

Where complaints relate to environmental or labour violations, summaries of actions taken are shared with EMA, Labour Inspectorate, Rural District Councils, and other statutory bodies as part of interagency coordination and legal compliance.

j) Feedback Loop

The feedback loop is central to the legitimacy and credibility of the GRM. It ensures that complainants and their communities receive timely, respectful, and accurate information about the status and outcome of grievances. It also strengthens accountability by demonstrating that project management is responsive to concerns raised.

k) Feedback to complainants

All complainants receive acknowledgment within the established timeline through their preferred communication channel. Updates on progress are provided throughout the resolution process. When a grievance is resolved, the outcome is communicated clearly, including any corrective actions taken and the expected timeline for implementation. Complainants are encouraged to provide a satisfaction assessment before closure.

l) Feedback to communities and local structures

Communities receive periodic updates summarizing grievances, thematic issues, completed corrective actions, and system improvements. These updates are provided during public meetings and through noticeboard postings, radio announcements, and local information channels. Visual summaries and infographics are used to aid understanding for low-literacy groups.

m) Institutional feedback into project improvement

Grievance patterns and findings feed directly into adjustments to ESMP implementation, contractor oversight, environmental monitoring, and stakeholder engagement activities. Lessons identified through monthly and quarterly reports are integrated into training sessions, policy updates, and community outreach activities. This ensures that the GRM acts not only as a problem-solving tool but as a catalyst for continuous improvement.

n) **Verification and follow-through**

After corrective actions are completed, the PMU and district safeguards teams verify implementation on the ground. Follow-up visits or calls are made to respondents and community members to confirm the effectiveness of the resolution. This final verification closes the accountability loop and strengthens public trust.

10.0 CAPACITY BUILDING

The success of the GRM for the RACP depends heavily on the competence, awareness, and coordination capacity of all stakeholders involved in grievance management. This section outlines the structured approach to capacity building and continuous improvement aimed at ensuring that grievance handling is professional, consistent, and responsive at all levels, from community committees to the PMU.

Capacity building under the GRM is not a one-time activity but a continuous process integrated into the broader Environmental and Social Safeguards (ESS) strengthening agenda of the RACP. It aligns with the AfDB's Integrated Safeguards System (ISS 2023), IFAD's SECAP (2021) provisions on institutional capacity enhancement, and Zimbabwe's National Environmental Education and Communication Strategy (2017–2030).

Purpose and Objectives of Capacity Building

The overarching purpose of this capacity-building framework is to institutionalise effective grievance handling by equipping project personnel, local authorities, contractors, and community representatives with the necessary knowledge, skills, and attitudes. The specific objectives are:

1. To strengthen understanding of GRM principles, procedures, and institutional responsibilities at all implementation levels.
2. To enhance the ability of committees and focal persons to manage grievances in line with IFAD, AfDB, and national standards.
3. To promote a culture of accountability, transparency, and rights-based communication among project stakeholders.
4. To build technical capacity for managing sensitive cases such as GBV/SEAH, labour grievances, and environmental incidents.
5. To create mechanisms for peer learning, reflection, and continuous improvement through knowledge exchange.

10.1 Capacity Needs Assessment

Prior to the roll-out of training programmes, a structured **capacity needs assessment (CNA)** will be conducted in all provinces covered by the RACP. This assessment will identify:

- Existing knowledge gaps on grievance redress and safeguards.
- Level of awareness among communities, contractors, and district officers.
- Resource needs, such as communication materials, digital tools, or transport.
- Institutional coordination gaps that hinder timely grievance resolution.

The findings from the CNA will guide the design of tailored training modules and inform annual safeguard work plans.

10.2 Target Groups and Training Tiers

The training programme will be tiered to ensure that each stakeholder group receives content relevant to their functions (**Table 5**).

Table 5: Training Groups

Target Group	Training Focus Areas	Facilitator/Lead Institution	
Community Grievance Redress Committees (CGRCs)	Grievance recording, mediation, confidentiality, communication skills, GBV referral	District Safeguards Team (ToT)	7-9 people per committee
District Project Implementation Units (DPIUs)	Case management, investigation techniques, coordination with contractors, data logging	Provincial Safeguards Specialists	5-7 people per district
Provincial Project Implementation Units (PPIUs)	Monitoring, data quality control, reporting formats, escalation protocols	PMU Safeguards Specialists	5-6 people per province
Project Management Unit (PMU) Staff	Oversight, data analytics, performance evaluation, adaptive management	IFAD/AfDB Safeguards Experts	6-8 people
Contractors and Service Providers	Labour grievance handling, OHS, community engagement, incident response	All Safeguard teams at various levels	10-15 people per contract
Traditional Leaders and Local Councils	Community sensitisation, dispute mediation, social inclusion	RDCs, Ministry of Local Government, All Safeguard teams at various levels	10-15 per district
Women, Youth, and Vulnerable Groups	Rights awareness, safe reporting channels, participation in GRM structures	PMU Gender and Social Inclusion Unit	

10.3 Training Modules and Methodology

Training will be delivered through a blend of participatory and practical methods to ensure deep understanding and retention. The modules will cover:

1. **Introduction to the GRM:** Objectives, guiding principles, and institutional arrangements.
2. **Grievance Handling Procedures:** Step-by-step process from receipt to closure.
3. **Data Management and Reporting:** Use of grievance logs, forms, and the digital database.
4. **Communication and Awareness Techniques:** How to communicate grievance information clearly and inclusively.
5. **Conflict Resolution and Mediation:** Techniques for negotiation and peacebuilding in community settings.
6. **Gender-Based Violence (GBV) and SEAH Handling:** Survivor-centered approaches, confidentiality, and referral mechanisms.
7. **Environmental and Labour Grievances:** Technical response procedures, safety standards, and coordination with EMA.
8. **Monitoring and Learning:** Use of performance indicators to assess effectiveness.

Training will combine classroom sessions, case study discussions, role plays, field demonstrations, and simulations of grievance resolution meetings. Materials will be translated into Shona, Ndebele, and Tonga for regional applicability.

10.4 Frequency and Duration of Capacity Building Activities

The training programme will follow a structured schedule embedded in the project's annual work plan:

- **Induction Training:** Conducted at project inception for all focal persons and committee members.
- **Refresher Workshops:** To address emerging challenges and policy updates.
- **Annual Review and Learning Conferences:** National-level events to share results, innovations, and lessons across provinces.
- **On-the-Job Coaching and Mentorship:** Continuous mentorship by the PMU safeguards team through field visits.

Training frequency is guided by issues arising post induction critical to project phases such as irrigation construction or rehabilitation periods when grievances are most likely to arise.

10.5 Knowledge Management and Institutional Partnerships

The RACP promotes a culture of peer learning and knowledge exchange. Mechanisms include:

- **Experience-Sharing Forums:** Bringing together representatives from different provinces to share best practices and challenges.

- **Digital Knowledge Hub:** Hosting tools, templates, and success stories accessible to all project staff.
- **Learning Briefs and Newsletters:** Publications highlighting grievance trends, innovations, and human-interest stories.
- **South–South Exchange:** Collaboration with other IFAD- and AfDB-supported programmes in the region to learn from regional GRM models.

The project will collaborate with specialised institutions to deliver high-quality training and technical support, including:

- **Environmental Management Agency (EMA):** Technical training on environmental grievance response and reporting.
- **Ministry of Public Service, Labour and Social Welfare and NSSA:** Guidance on labour grievance and OHS compliance.
- **Zimbabwe Gender Commission and Victim Friendly Units:** Support for GBV/SEAH case management and survivor protection.
- **Universities:** Integration of environmental and social grievance case studies into local training curricula.
- **UN Agencies and Development Partners (UNDP, ILO, FAO):** Provision of technical inputs and resource materials on grievance redress best practices.

10.6 Frameworks and Indicators

Continuous improvement: It is built into the RACP GRM to ensure relevance, effectiveness, and alignment with evolving national and international standards. The following measures support this adaptive management approach:

1. **Annual Performance Reviews:** Assess GRM indicators, training effectiveness, and stakeholder feedback.
2. **Periodic Revision of Manuals:** Update operational guidelines and templates to reflect lessons learned.
3. **Integration with Safeguards Monitoring:** Use grievance data to inform broader environmental and social management improvements.
4. **Feedback Loops:** Encourage communities to evaluate the effectiveness of the GRM during review sessions.
5. **External Evaluations:** Commissioned midterm and endline evaluations by independent experts to assess performance and recommend refinements.

Monitoring: The Safeguards Specialists at the PMU works closely with the M&E Unit to ensure:

- Harmonised data collection and reporting templates.
- Consistent timeframes for quarterly and annual reporting.

- Integration of grievance indicators into the project’s Results Framework.
- Automated data exchange between the GRM database and the M&E dashboard.

This integration ensures that grievance-related insights inform overall project management, resource allocation, and stakeholder engagement strategies. **Table 6** presents a simplified monitoring table for key performance areas (KPA).

Table 6: Monitoring Indicators

KPA	Monitoring Focus	Indicators	Verification
Accessibility	Extent to which stakeholders can access the GRM	% of project areas with functional grievance points; # of communication materials distributed	Field reports, awareness campaign logs
Efficiency	Timeliness and completeness of grievance handling	% of grievances acknowledged and resolved within timeline; average days to resolution	GRM database reports, case files
Fairness & Equity	Level of impartiality and inclusiveness	% of grievances resolved through dialogue or mediation; representation of women and youth in committees	Meeting minutes, committee membership lists
Accountability	Level of transparency and reporting	Frequency of grievance summaries shared publicly; number of quarterly reports submitted	Project bulletins, published reports
Learning & Adaptation	Extent of institutional learning and improvement	Number of lessons integrated into project design; revisions to GRM procedures	Annual safeguard review reports

Data Collection and Flow

The Monitoring, Evaluation, and Learning (MEL) process follows a bottom-up data collection approach, ensuring accuracy and ownership at every stage as shown in **Figure 8**.

Data verification occurs at each stage to prevent duplication or underreporting. The system integrates both quantitative metrics (e.g., number of cases resolved) and qualitative insights (e.g., satisfaction levels, case narratives).

Digital tools may be employed for efficient data capture and visualisation, supported by periodic manual updates from field officers in low-connectivity areas.

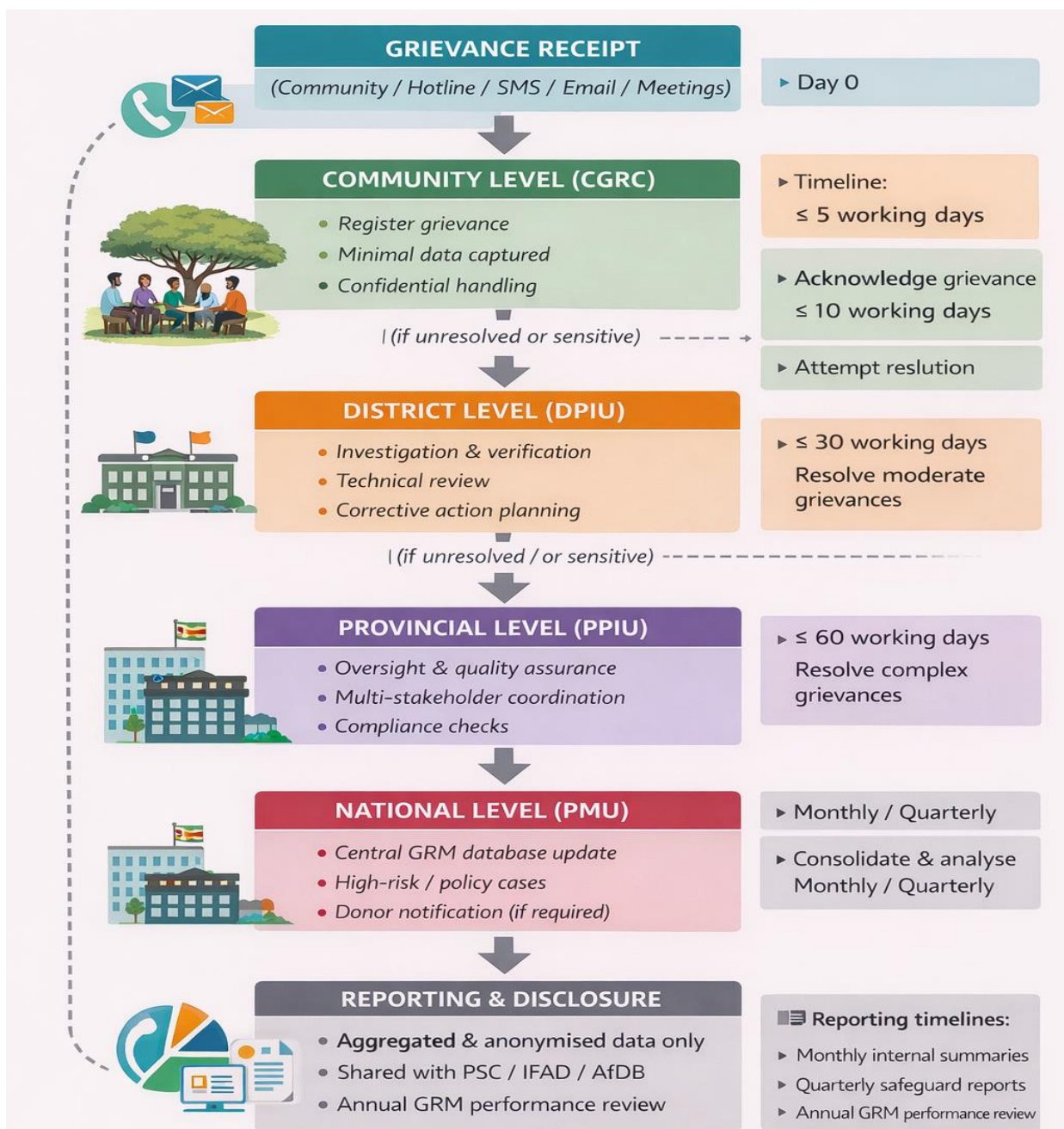


Figure 8: Data Collection and Flow

Evaluation Mechanisms

Evaluation of the GRM is undertaken at two levels:

(a) Internal Evaluation – Conducted by the PMU’s Safeguards and M&E teams quarterly and annually. The focus is on:

- Assessing compliance with timelines and procedures.
- Measuring performance against KPIs.
- Evaluating the consistency of grievance resolutions across provinces.
- Identifying emerging risk patterns (e.g., land conflicts, contractor grievances).

(b) External Evaluation – Commissioned at mid-term and project completion stages. Independent experts or partner institutions (such as EMA or a local university) conduct impartial reviews to:

- Evaluate effectiveness and fairness.
- Verify community perceptions of the GRM’s legitimacy.
- Provide recommendations for policy or procedural reforms.

Findings from both internal and external evaluations are discussed in the Project Steering Committee and incorporated into management decisions.

Learning and Adaptation Processes

Learning under the GRM MEL framework is cyclical and participatory. It moves beyond reporting to ensure that data drives tangible improvements.

1. **Reflection Sessions:** Review meetings held at provincial and national levels bring together Safeguards Specialists, M&E Officers, and committee representatives to reflect on trends and share solutions.
2. **Learning Notes and Case Studies:** Documenting specific grievance cases that led to positive change (e.g., improved irrigation water scheduling, equitable compensation models).
3. **Feedback to Communities:** Biannual community feedback sessions report on how grievances influenced project decisions and resource allocation.
4. **Adaptive Management:** Revision of ESMPs, contractor contracts, and operational guidelines based on grievance trends.
5. **Knowledge Exchange:** Sharing insights with other IFAD- and AfDB-funded projects in Zimbabwe to promote harmonized safeguard practices.

Roles and Responsibilities in GRM MEL Implementation

- **Community Committees (CGRCs):** Collect and submit primary grievance data; track resolution outcomes.
- **DPIUs:** Validate and analyse data at district level; ensure timely upward reporting.
- **PPIUs:** Synthesize district data, identify trends, and coordinate quarterly review sessions.
- **PMU Safeguards and M&E Unit:** Maintain database, conduct performance analyses, and generate consolidated reports.
- **Project Steering Committee:** Review evaluation findings and guide policy reform.
- **Funding Partners (IFAD, AfDB):** Provide technical oversight and review semi-annual safeguard performance reports.
- **Independent Evaluators:** Conduct mid-term and terminal assessments.

Each institution has defined reporting obligations to avoid overlaps and ensure accountability.

A summary of the reporting setup for GRM is presented in **Table 7**.

Table 7: Reporting Framework and Frequency

Report Type	Prepared By	Frequency	Content	Recipient
Monthly Summary	CGRC / DPIU	Monthly	Number of grievances, status, resolutions	PPIU
Quarterly Performance Report	PPIU	Quarterly	Trends, corrective actions, stakeholder feedback	PMU
Semi-Annual Safeguard Report	PMU	Bi-Annual	Consolidated grievance performance, lessons learned	IFAD / AfDB
Annual Review Report	PMU / Steering Committee	Annual	Impact evaluation, adaptive management updates	Government & Donors
Midterm & Endline Evaluation	Independent Experts	Once per project phase	Effectiveness, equity, and sustainability review	Steering Committee, IFAD, AfDB

All reports must include disaggregated data (by gender, age, location) and highlight cases that influenced project redesign or policy reforms.

Performance Review and Accountability Mechanisms

Performance dashboards are developed using visual analytics tools that summarise key grievance indicators at national and provincial levels. These dashboards support:

- Transparent discussion in stakeholder meetings.
- Real-time tracking of grievance handling speed.
- Early identification of provinces or contractors with recurring issues.

Accountability is reinforced through performance-linked feedback: provinces or contractors with exemplary grievance management practices are recognized during annual review workshops, while underperforming units receive targeted technical support and supervision.

Continuous Improvement and Institutional Learning Pathway

The RACP GRM operates under a philosophy of *learning by doing*. Continuous improvement is institutionalised through the following processes:

1. Integration of grievance analysis into annual planning and budgeting cycles.
2. Systematic updating of operational manuals to reflect emerging issues.

3. Joint IFAD–AfDB–Government supervision missions that review performance metrics and recommend improvements.
4. Annual “Safeguards Innovation Awards” recognising local committees or officers who demonstrate outstanding responsiveness.
5. Development of a Live GRM Toolkit, that is a digital and printed compendium of updated forms, case studies, and guidelines accessible to all implementing agencies.

11.0 INTEGRATION WITH NATIONAL SYSTEMS AND EXTERNAL RECOURSE

The RACP GRM operates alongside and in support of Zimbabwe’s statutory systems. It complements rather than replaces legal, administrative, or customary routes. This integration ensures that complainants retain the right to seek justice through national institutions and, when appropriate, through development partner recourse mechanisms.

The mechanism recognises and works with the EMA for environmental offences, the Ministry of Public Service Labour and Social Welfare, and NSSA for labour grievances, the Zimbabwe Gender Commission and Victim Friendly Units for GBV and SEAH cases, Rural District Councils and District Development Coordinator (DDC) for local administration matters, and the civil courts for judicial resolution. The Project Management Unit maintains a directory of focal contacts within these institutions to streamline referrals and follow-up. Each referral is logged in the project database with a tracking number, expected turnaround time, and the official responsible for liaison.

Escalation to external development partner mechanisms is preserved. Complainants may approach the IFAD Enhanced Complaints Procedure or the AfDB Independent Recourse Mechanism where allegations involve non-compliance with safeguard policies. The Project Management Unit provides information and non-legal guidance to any complainant who requests assistance to access these mechanisms.

To improve coherence the RACP conducts semi-annual coordination meetings with regulators and justice sector representatives. These meetings review anonymised case summaries, identify bottlenecks, and agree on corrective actions that strengthen service delivery and respect for rights. **Table 8** summarises the linkages of the GRM to national and external mechanisms.

Table 8: National and External Mechanisms Interfaced by the GRM

Mechanism	Mandate for GRM Interface	Typical Triggers	Expected Output	PMU Liaison	Service Standard
Environmental Management Agency	Enforcement of environmental law and permits	Pollution, waste, effluent, land degradation	Inspection record, compliance order, fine or remediation plan	Environmental Safeguards Specialist	Initial action within 5 working days
Labour Inspectorate	Labour rights and OHS	Wage arrears, unfair dismissal,	Inspection report, compliance	Social Safeguards	Inspection within 10 working

Mechanism	Mandate for GRM Interface	Typical Triggers	Expected Output	PMU Liaison	Service Standard
	compliance	unsafe conditions	directive	Specialist	days
Zimbabwe Gender Commission and VFU	GBV and SEAH case management	Any GBV or SEAH allegation	Survivor-centered referral and case handling	GBV/SEAH Focal Person	Immediate referral within 24 hours
Rural District Council	Local permits and by-laws	Access, nuisances, local disputes	Council resolution or directive	DPIU Coordinator	Hearing within 15 working days
Civil Courts	Judicial remedy	Contractual or civil disputes	Court order or judgment	PMU Legal Advisor	As per court schedule
IFAD Enhanced Complaints Procedure	Alleged non-compliance with SECAP	Policy or process non-compliance	Assessment, problem-solving, independent review	PMU Coordinator	As per IFAD procedures
AfDB IRM	Alleged non-compliance with ISS	Policy or process non-compliance	Compliance review or problem solving	PMU Coordinator	As per IRM procedures

12.0 GENDER, GBV/SEAH AND VULNERABILITY-SENSITIVE PROTOCOLS

The mechanism guarantees equal access for women, youth, persons with disabilities, and other vulnerable groups. Outreach materials use clear language and are translated into Shona, Ndebele, and relevant local languages. Community meetings are scheduled at convenient times and locations, and childcare support is encouraged during consultation sessions where feasible.

GBV and SEAH complaints follow a survivor-centered pathway. Reporting is voluntary and guided by informed consent. No details are discussed in public forums. Trained focal persons provide safe referrals to health services, psychosocial support, legal aid, and police Victim Friendly Units. Case handling respects confidentiality and the do no harm principle. The grievance database logs only coded metadata for such cases.

Workers have safe and confidential channels through site-level focal persons and labour committees. Urgent safety concerns are treated as incidents that require immediate corrective action and same-day communication to the responsible manager and district officer. The steps to be followed for survivor centred case handled are itemised in **Table 9**.

Table 9: Survivor-Centered Handling Steps

Step	Purpose	Time Standard	Responsible
1. Safe intake by trained focal person	Create a confidential and supportive environment	Immediate	GBV/SEAH Focal Person
2. Informed consent and options	Provide information and respect choices	Immediate	Focal Person
3. Referral to services	Access health, psychosocial, legal support	Within 24 hours	Focal Person and District Social Worker
4. Security and protection planning	Reduce risk of retaliation	Within 48 hours	Focal Person with VFU
5. Case follow-up and wellbeing check	Support recovery and satisfaction	Weekly until stable	Focal Person

14.0 RISK MANAGEMENT AND CONTINGENCY ARRANGEMENTS

The GRM anticipates operating risks and establishes clear responses. Risks include low awareness in remote communities, fear of retaliation, data loss, delayed contractor action, high caseloads during peak construction, and institutional turnover. The contingency framework combines prevention, preparedness, response, and recovery (see **Table 10**).

GRM risks were assessed using a standard qualitative risk-rating methodology based on the combination of **Likelihood (L)** and **Severity (S)** of potential impacts. Likelihood reflects the probability of a risk occurring (Low, Medium, High), while Severity reflects the magnitude of potential harm to individuals, communities, or the project. The **Inherent Risk Rating** is determined prior to the application of control measures, and the **Residual Risk Rating** reflects the level of risk remaining after existing or planned mitigation measures are applied. Risk ratings are classified as **Low, Moderate, Substantial, or High**, consistent with AfDB Operational Safeguard and IFAD SECAP risk management approaches.

Table 10: GRM Risk Register and Controls

Risk ID	Risk Description	Potential Impact	Likelihood (L)	Severity (S)	Inherent Risk Rating	Existing / Planned Control Measures	Residual Risk Rating	Responsible Entity
GRM-01	Limited awareness of GRM at community level	Grievances not reported; exclusion of vulnerable groups	Medium	Medium	Moderate	Community sensitisation, multiple intake channels, inclusion of traditional leaders and women focal persons	Low	DPIU / CGRC
GRM-02	Fear of retaliation for lodging grievances	Under-reporting, especially by women and vulnerable groups	Medium	High	Substantial	Non-retaliation policy, confidentiality guarantees, anonymous reporting mandatory for sensitive cases	Moderate	PMU / DPIU
GRM-03	Breach of confidentiality of grievance data	Harm to complainants, loss of trust, legal exposure	Low	High	Moderate	Data security protocol, restricted access, encrypted storage, role-based access	Low	PMU
GRM-04	Delays in grievance resolution	Escalation of conflicts, reputational risk	Medium	Medium	Moderate	Defined timelines, escalation triggers, performance monitoring indicators	Low	DPIU / PPIU
GRM-05	Inadequate handling of GBV/SEAH cases	Survivor harm, non-compliance	Low	Very High	Substantial	Survivor-centred procedures, trained GBV focal persons, referral pathways	Moderate	PMU
GRM-06	Limited capacity of GRM committees	Poor quality decisions, inconsistent outcomes	Medium	Medium	Moderate	Targeted training, refresher sessions, supervision by DPIU/PPIU	Low	PMU
GRM-07	Political or elite interference in grievance handling	Bias, inequitable outcomes	Low	High	Moderate	Clear roles, documentation, escalation beyond community level	Low	PPIU / PMU

GRM-08	Inadequate documentation and record-keeping	Loss of institutional memory, weak reporting	Medium	Medium	Moderate	Standardised registers, MIS integration, routine audits	Low	PMU
GRM-09	Poor feedback to complainants	Reduced trust and credibility of GRM	Medium	Medium	Moderate	Mandatory acknowledgment and feedback steps, satisfaction surveys	Low	CGRC / DPIU
GRM-10	Misuse of GRM for non-project or malicious complaints	Administrative burden, inefficiency	Low	Low	Low	Screening criteria, classification protocols	Low	CGRC

15.0 RESOURCING, BUDGET AND IMPLEMENTATION PLAN

This chapter outlines the resources, budgetary provisions, and transition measures required to operationalise, sustain, and ultimately embed the GRM within institutional structures beyond project closure.

15.1 Resourcing and Budget

The Grievance Redress Mechanism requires predictable resources for staffing, outreach, training, and information systems. The budget below (**Table 11**) is indicative for a three-year period and will be refined annually with the work plan. Costs reflect national implementation across multiple provinces and districts with intensive irrigation rehabilitation.

Table 11: Project GRM Indicative Budget, (USD)

Cost Category	Cost	Notes
Staffing and stipends for focal persons	85,000	Community, district, provincial
Capacity building and refresher training	55,000	Induction, GBV/SEAH, mediation
Communication and outreach	40,000	Radio, posters, meetings, translations
Hotline and ICT systems	35,000	Toll-free line, database, maintenance
Transport and field verification	50,000	Site visits, inspections
Monitoring, external audits and evaluations	25,000	Midterm and terminal reviews
Contingency and small remediation fund	20,000	For rapid corrective actions
Total	310,000	To be aligned with annual AWPB

The implementation plan staggers investments. Systems and training are front-loaded in year one. Field verification and continuous improvement receive stable allocations in following years. The contingency fund supports small-scale remedial works or emergency communications, subject to PMU approval and transparent accounting.

15.2 IMPLEMENTATION AND EXIT STRATEGY

The implementation roadmap organises the mechanism into phases that build capacity, deliver services, and then consolidate learning for sustainability. It ensures regular review and a clear transition to long-term institutional ownership. The detailed implementation plan is presented in **APPENDIX 4**.

Phase 1: Set-up and Induction

Establish national, provincial, and district committees. Configure the database and hotline. Train focal persons. Publish communication materials. Align referral pathways with national institutions.

Phase 2: Roll-out and Stabilisation

Begin full operation at community level. Track performance against timelines. Conduct quarterly reviews and targeted refresher training. Implement contractor consequence management for delays.

Phase 3: Optimization and Scale

Introduce analytics dashboards and targeted outreach to low-reporting wards. Strengthen mediation capacity and peer learning. Integrate lessons into revised ESMPs and contracts.

Phase 4: Consolidation and Handover

Complete independent evaluation. Finalise the living toolkit. Embed the database and hotline in ministerial structures. Agree on budget lines for post-project continuity and assign permanent custodianship.

Exit Strategy

Sustainability requires a clear transfer of responsibilities. The hotline and database shift to the Ministry's permanent structures with budgeted lines. Provincial and district committees are integrated into existing development coordination platforms. A compact sustainability plan lists custodians, funding sources, and service standards to be maintained after project closure.

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APPENDIX 1: RACP GRIEVANCE INTAKE FORM

(To be completed by the receiving officer at Community, District or Provincial Level)

Section	Field / Description	Input / Notes
1. Case Identification	Case Reference Number	(Auto-generated or assigned sequentially)
	Date of Receipt	(DD/MM/YYYY)
	Location of Grievance	Ward, Village, Scheme, District, GPS (if available)
2. Complainant Information	Complainant Name	(Leave blank if anonymous)
	Gender	Male / Female / Other
	Age Group	<18, 18–35, 36–60, >60
	Contact Information	Phone number / WhatsApp / Address
	Preferred Communication Method	SMS / Call / WhatsApp / In-person / Email
	Representation (if any)	Name of representative (Traditional Leader, VDC, Family Member, NGO, etc.)
	Vulnerability Category	Woman / Youth / Elderly / Disability / Other (specify)
3. Grievance Details	Type of Grievance	Environmental / Social / Labour / Land / Contractor performance / Water access / GBV / SEAH / Corruption / Other
	Brief Description of the Grievance	(Capture in complainant's own words. Attach extra sheet if needed.)
	Date Issue Occurred	(DD/MM/YYYY or Approximate)
	Frequency of Occurrence	One-time / Recurring / Ongoing
	Immediate Risks	Safety risk / Environmental hazard / Risk of retaliation / None
	Supporting Documents or Evidence	Photos, letters, screenshots, witness names (not mandatory)
4. Nature of Resolution Expected (Optional)	Complainant's Expected Outcome	(What solution the complainant prefers. This does not determine the final decision.)
5. Initial Screening by Receiving Officer	Category of Grievance (Screening)	Level 1: Minor and quick to resolve; Level 2: Requires investigation; Level 3: Sensitive/GBV-SEAH; Level 4: Requires referral
	Referral Needed?	Yes / No. If yes, specify agency (EMA, Labour,

		VFU, RDC, PMU, etc.)
	Urgency Level	Normal / High / Critical
6. Receiving Officer Details	Name of Receiving Officer	
	Position / Institution	CGRC / DPIU / PPIU / PMU
	Signature	
	Date	
7. Acknowledgment to Complainant	Acknowledgment Provided	Yes / No
	Method	SMS / Call / Written slip / WhatsApp / In-person
	Date of Acknowledgment	
8. Official Use (Tracking)	Entered into GRM Database By	Name and signature
	Date Entered	
	Case File Opened	Yes / No

APPENDIX 2: GRIEVANCE RESOLUTION / CLOSE-OUT FORM

Field Category	Database Field / Column Name	Description
1. Case Identification	Case Reference Number (CRN)	Auto-generated sequential number; unique for each grievance.
	Date Received	DD/MM/YYYY of initial grievance intake.
	Receiving Level	Community / District / Provincial / PMU.
	Location Details	Ward, Village, Scheme, District; GPS coordinates if available.
2. Complainant Information	Complainant Name	“Anonymous” if complainant chooses not to disclose.
	Gender	Male / Female / Other / Prefer not to say.
	Age Group	<18 / 18–35 / 36–60 / >60.
	Vulnerability Category	Woman / Youth / Disability / Elderly / Indigenous / Other.
	Contact Information	Phone number, WhatsApp, or address.
	Preferred Communication Channel	SMS / Phone call / WhatsApp / Email / In-person.
3. Grievance Description	Grievance Category	Environmental / Social / Labour / Land / Water / GBV / SEAH / Contractor Performance / Corruption / Other.
	Detailed Description	Narrative summary of the grievance in complainant’s words.
	Date of Occurrence	DD/MM/YYYY or approximate date.
	Frequency	One-time / Recurring / Ongoing.
	Immediate Risk Flag	Safety / Environmental hazard / Retaliation risk / None.
	Supporting Evidence	Photos, documents, witness names, etc.
	4. Screening and Classification	Screening Category
Referral Required		Yes / No. If yes, specify agency (EMA, VFU, Labour Inspector, RDC, etc.).
Assigned Officer / Unit		Name, unit, or committee responsible.
Date of Screening		DD/MM/YYYY.
5. Investigation	Investigation Required	Yes / No.
	Date Investigation Started	DD/MM/YYYY.
	Date Investigation Completed	DD/MM/YYYY.
	Investigation Findings Summary	Key issues, facts established, verification notes.
	Documents Attached	Investigation forms, site visit notes, photos.
6. Resolution Process	Proposed Resolution	Corrective action agreed upon by complainant and committee.
	Date Resolution Proposed	DD/MM/YYYY.
	Resolution Accepted by Complainant?	Yes / No / Partially.
	Responsible Party for Action	Contractor / PMU / DPIU / PPIU / EMA / Labour.
	Deadline for Corrective Action	DD/MM/YYYY.
7. Corrective Action Tracking	Status of Corrective Action	Not started / In progress / Completed / Pending external actor.

	Date Completed	DD/MM/YYYY.
	Verification by Safeguards Specialist	Name and signature; verification notes.
8. Closure	Date Case Closed	DD/MM/YYYY.
	Complainant Satisfaction Status	Satisfied / Not satisfied / Partially satisfied.
	Closure Confirmation Method	SMS / Call / Written confirmation / Verbal acknowledgement.
	Comments	Additional notes or follow-up requirements.
9. Escalation (if applicable)	Escalated to Next Level	Yes / No. Specify where.
	Date of Escalation	DD/MM/YYYY.
	Reason for Escalation	Delay / Disagreement / Complexity / Legal requirement.
10. Administrative Tracking	Logged By	Officer who entered the case in database.
	Date Entered in Database	DD/MM/YYYY.
	Last Updated On	DD/MM/YYYY.
	Remarks	Internal notes for PMU or auditors.

APPENDIX 3: RESULTS FRAMEWORK

Results Level	Results Statement	Performance Indicator	Baseline	Target	Means of Verification (MoV)	Frequency	Responsible Entity
IMPACT	Enhanced trust, accountability, and social inclusion in RACP implementation	% of complainants reporting trust in the GRM	To be established (Year 1)	≥80%	Annual perception surveys	Annual	PMU
OUTCOME 1	Grievances are accessible and safely reported by all stakeholder groups	% of grievances submitted through community and remote channels	0	≥70%	GRM registers, hotline logs	Quarterly	DPIU / PMU
		% of grievances submitted by women and vulnerable groups	0	≥40%	Sex- and vulnerability-disaggregated GRM data	Quarterly	DPIU / PPIU
OUTCOME 2	Grievances are resolved in a timely and predictable manner	% of grievances acknowledged within 5 working days	0	≥95%	Acknowledgment records	Monthly	CGRC / DPIU
		% of grievances resolved within prescribed timelines	0	≥85%	Resolution tracking sheets	Quarterly	DPIU / PMU
OUTCOME 3	Grievance handling is fair, confidential, and rights-compatible	% of grievances resolved through mutually agreed outcomes	0	≥80%	Signed resolution records	Quarterly	DPIU
		% of sensitive cases handled through confidential protocols	0	100%	Restricted-access logs	Quarterly	PMU
OUTCOME 4	GRM contributes to adaptive management and risk prevention	# of systemic issues identified and addressed	0	≥5 per year	Management response notes	Annual	PMU
OUTPUT 1	Functional GRM structures at all levels	% of CGRCs established and trained	0	100%	Training reports, attendance lists	Annual	PMU / PPIU
OUTPUT 2	Operational grievance intake and tracking system	GRM database operational and updated	No	Yes	Database access logs	Monthly	PMU
OUTPUT 3	Effective escalation and oversight mechanisms	% of unresolved community cases escalated within 10 working days	0	100%	Escalation records	Quarterly	DPIU
OUTPUT 4	Transparent reporting	# of anonymised GRM	0	≥2 per	Published reports	Semi-	PMU

	and disclosure	summary reports disclosed		year		annual	
ACTIVITY 1	Establish and capacitate GRM committees	# of GRM training sessions conducted	0	≥ 1 per level/year	Training reports	Annual	PMU
ACTIVITY 2	Operate grievance intake channels	# of operational grievance channels	0	≥ 5 channels	Channel verification	Annual	DPIU
ACTIVITY 3	Investigate and resolve grievances	% of corrective actions implemented on time	0	$\geq 90\%$	Corrective action reports	Quarterly	DPIU
ACTIVITY 4	Monitor, analyse, and report GRM performance	Annual GRM performance review conducted	No	Yes	Annual GRM report	Annual	PMU

APPENDIX 4: IMPLEMENTATION PLAN

Phase	Key Activities	Outputs / Deliverables	Timeline	Responsible Entity	Sustainability & Exit Measures
Phase 1: Establishment & System Setup	<ul style="list-style-type: none"> Constitute CGRCs, DPIUs, PPIUs and PMU GRM Committee Finalise GRM procedures, escalation timelines and data security protocol Develop GRM tools (registers, forms, database) Integrate GRM into SEP and ESMPs 	<ul style="list-style-type: none"> Functional GRM committees at all levels Approved GRM SOPs and tools Operational intake channels 	Months 1–3	PMU, DPIU, PPIU	Committees constituted using existing government and community structures to ensure continuity beyond RACP
Phase 2: Capacity Building & Awareness	<ul style="list-style-type: none"> Train GRM committees, focal persons, contractors and extension staff Conduct community sensitisation (local languages, radio, meetings) Roll out GBV/SEAH survivor-centred training 	<ul style="list-style-type: none"> Trained personnel with defined roles Increased community awareness and uptake 	Months 2–6 (then annual refreshers)	PMU, PPIU, DPIU	Skills transferred to AGRITEX, RDCs, traditional leadership, enabling post-project operation
Phase 3: Full Operationalisation	<ul style="list-style-type: none"> Receive, register, assess and resolve grievances 	<ul style="list-style-type: none"> Resolved grievances within set timelines 	Throughout project	CGRC, DPIU, PPIU	GRM becomes part of routine district and community governance, not a parallel

	<ul style="list-style-type: none"> • Enforce timelines and escalation triggers • Implement corrective actions and feedback mechanisms 	<ul style="list-style-type: none"> • Documented corrective actions and feedback 			project system
Phase 4: Monitoring, Learning & Reporting	<ul style="list-style-type: none"> • Track GRM indicators • Analyse trends and systemic issues • Produce monthly, quarterly and annual GRM reports 	<ul style="list-style-type: none"> • GRM performance reports • Management responses to recurring risks 	Throughout project	PMU	GRM data integrated into national MIS and safeguards reporting systems
Phase 5: Institutionalisation & Transition (Exit Phase)	<ul style="list-style-type: none"> • Gradually transfer GRM oversight to line ministries and RDCs • Align GRM with national complaints and administrative justice systems • Retain simplified community GRM structures 	<ul style="list-style-type: none"> • GRM embedded in government systems • Exit handover note and sustainability plan 	Final 12 months	PMU, Ministry, RDCs	GRM continues as a local governance and accountability tool beyond RACP

