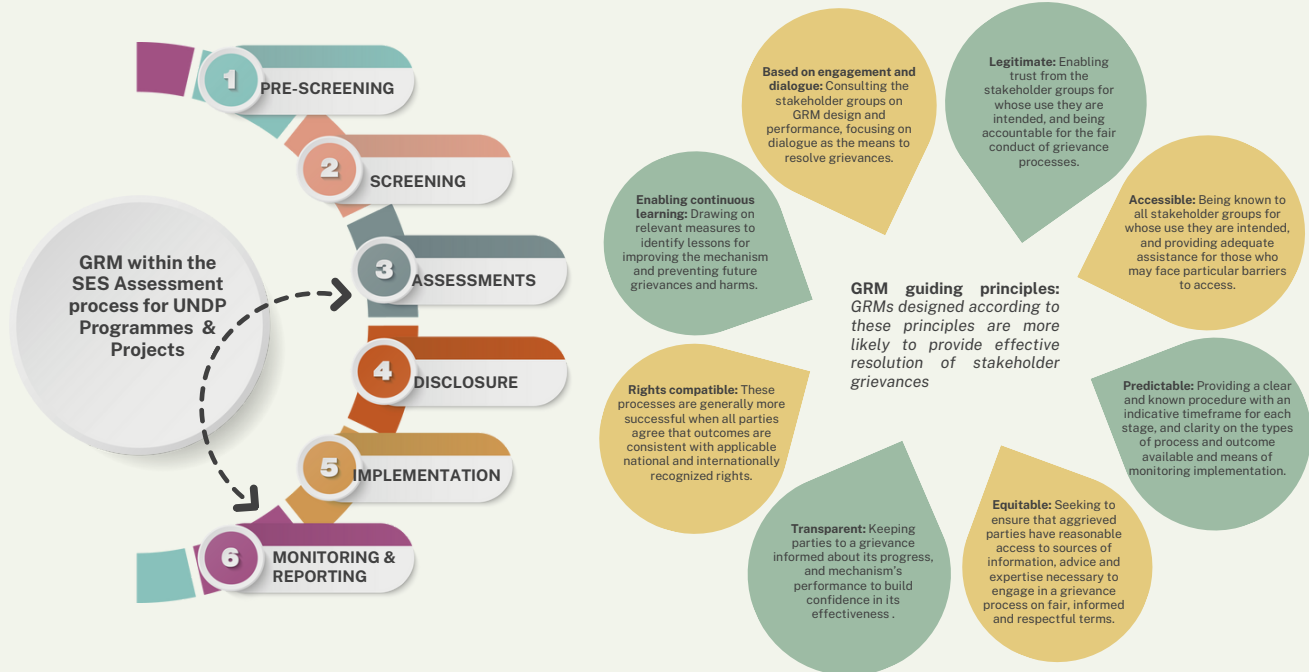# UNITED NATIONS DEVELOPMENT PROGRAMME
ZIMBABWE

Grievances Redress Mechanism (GRM) within the Social & Environmental Safeguards (SES) Framework
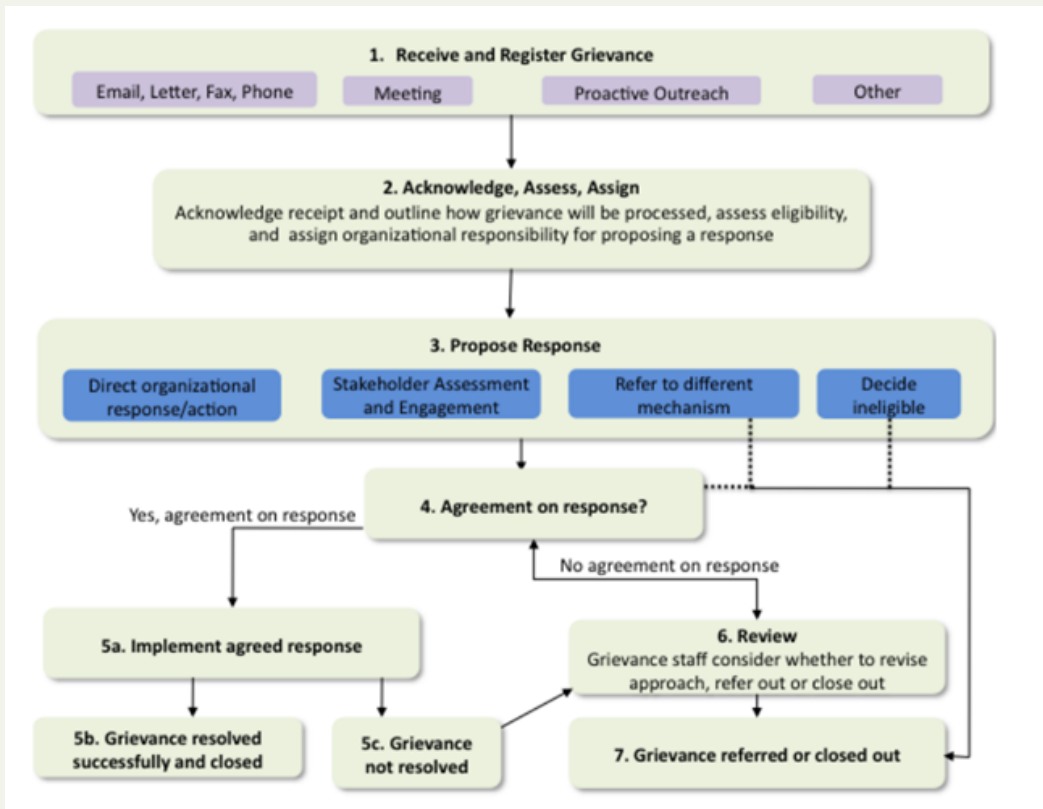
UNDP and its partners are committed to address Social and Environmental risks of their projects in compliance with international best practices. However, it is anticipated that implementation of projects may result in some unintended or overlooked impacts. To ensure the smooth implementation of projects while effectively addressing encountered grievances, robust Grievance Redressal Mechanisms (GRMs) should be developed. By increasing transparency and accountability, the GRM will reduce the risk of inadvertent harm to project beneficiaries and the general public and improve project effectiveness. GRMs are designed to be the "first line" of response to stakeholder concerns that have not been prevented by proactive stakeholder engagement.

GRM within the SES Assessment process for UNDP Programmes & Projects

1. PRE-SCREENING
2. SCREENING
3. ASSESSMENTS
4. DISCLOSURE
5. IMPLEMENTATION
6. MONITORING & REPORTING

GRM guiding principles: *GRMs designed according to these principles are more likely to provide effective resolution of stakeholder grievances*

Based on engagement and dialogue: Consulting the stakeholder groups on GRM design and performance, focusing on dialogue as the means to resolve grievances.

Legitimate: Enabling trust from the stakeholder groups for whose use they are intended, and being accountable for the fair conduct of grievance processes.

Accessible: Being known to all stakeholder groups for whose use they are intended, and providing adequate assistance for those who may face particular barriers to access.

Enabling continuous learning: Drawing on relevant measures to identify lessons for improving the mechanism and preventing future grievances and harms.

Predictable: Providing a clear and known procedure with an indicative timeframe for each stage, and clarity on the types of process and outcome available and means of monitoring implementation.

Rights compatible: These processes are generally more successful when all parties agree that outcomes are consistent with applicable national and internationally recognized rights.

Equitable: Seeking to ensure that aggrieved parties have reasonable access to sources of information, advice and expertise necessary to engage in a grievance process on fair, informed and respectful terms.

Transparent: Keeping parties to a grievance informed about its progress, and mechanism's performance to build confidence in its effectiveness .

Typical GRMs Process

The diagram shows typical steps in a grievance resolution mechanism, which can be tailored to the context, capacities, and concerns of a project and their stakeholders.

(Not all complaints shall be handed through the project GRM. For instance, grievances that allege corruption, coercion, obtaining employment or major violations of rights and/or policies.)

1. Receive and Register Grievance

Email, Letter, Fax, Phone | Meeting | Proactive Outreach | Other

2. Acknowledge, Assess, Assign
Acknowledge receipt and outline how grievance will be processed, assess eligibility, and assign organizational responsibility for proposing a response

3. Propose Response

Direct organizational response/action | Stakeholder Assessment and Engagement | Refer to different mechanism | Decide ineligible

4. Agreement on response?

Yes, agreement on response

No agreement on response

5a. Implement agreed response

5b. Grievance resolved successfully and closed

5c. Grievance not resolved

6. Review
Grievance staff consider whether to revise approach, refer out or close out

7. Grievance referred or closed out

The structure of the GRM will vary with the nature and design of each project, but should represent different stakeholders at the various levels of the conflict resolution process, e.g Village, District, PMU, PSC levels

https://ses-toolkit.info.undp.org/programming-principles ; https://ses-toolkit.info.undp.org/project-level-standards
https://ses-toolkit.info.undp.org/procedures-and-accountability

SES RELATED PROCESSES

As you read through, also make reference to the below Zimbabwe SES Guidance Notes,

Key Elements

SES

SRM