

Appendix L



**Paramaribo Urban
Rehabilitation Program**

(SU-L1046)

Grievance Mechanism Procedure

Prepared by	Version	Date	Approved by	Date
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1 INTRODUCTION

The availability of an effective and adequate grievance mechanism is important in the management of grievances from the affected local communities and other stakeholders for smooth implementation of the Paramaribo Urban Rehabilitation Program (PURP).

The PURP grievance process provides an avenue for stakeholders to voice their concerns and gives transparency on how grievances will be managed internally with appropriate corrective measures. By addressing and responding to grievances raised by the project affected people (PAP) and other relevant stakeholders in a fair, transparent, and timely manner, potential conflicts with the Program/projects may be reduced. Hence, the mechanism could positively enhance the relationships between Program Implementation Unit (PIU) of PURP and the stakeholders.

Grievances may take the forms of specific complaints about damages/ injury, concerns about project activities, or perceived future incidents or impacts of the project.

PURP personnel to be involved in the grievance mechanism implementation should go through appropriate training, in particular relating to handling the stakeholders' opinions, and the manners of providing information. The grievance mechanism should be broadly and regularly publicized, especially during the pre-construction and construction phase to ensure that comments, questions, and grievances are appropriately channeled, registered and resolved.

2 SCOPE

The grievance mechanism procedure applies to all external stakeholders that intend to submit a grievance to PURP if they believe the project practice is having a detrimental impact on the community, the environment, private businesses, or quality of life. Stakeholders may also submit comments and suggestions.

The procedure does not apply to the following claims which should be channeled outside project mechanisms:

- Grievances clearly not related to the project based on assessment of its legitimacy.
- Issues related to governmental policy and government institutions.
- Grievances concerning criminal activity or violence, which should be referred to the justice system.
- Commercial disputes (Internal stakeholders): Commercial matters should be stipulated for in contractual agreements and issues should be resolved through the commercial resolution mechanisms or civil courts.

3 DEFINITIONS

Term	Definition
Grievance	An issue, concern, problem, or claim (perceived or actual) that an individual or community group wants addressed by the PIU in a formal manner.
Grievance Mechanism	A formalized way to accept, assess, and resolve grievances concerning the performance or behavior of the PIU, its contractors, or employees. This includes adverse economic, environmental, and social impacts.
Grievance Owner	Groups or individuals within PURP investigating the grievance and liaising with the external stakeholder/s; and/or developing resolutions and actions to rectify any issues; and/or following up and tracking progress of the grievance; and documenting any interactions with external stakeholders.
Internal Stakeholders	Groups or individuals within a project who work directly within the project, such as employees and contractors.
External Stakeholders	Groups or individuals outside the project who are not directly employed or contracted by the project but are affected in some way from the decisions of the project, such as local communities, civil societies, NGOs, private businesses, and government agencies.

4 GRIEVANCE REPORTING CHANNELS

PURP will communicate with external stakeholders to create awareness of the grievance mechanism and hence, be transparent on how stakeholders can maintain their rights and voice their grievances. Communication regarding the grievance mechanism procedure will be conducted as follows:

- a) For the general public:
 - Information regarding the grievance mechanism will be placed at the PURP Facebook page¹ and Website². Furthermore, at each project site contact information of the PIU for grievance will be placed.
- b) For key stakeholders and Project Affected People (PAP):
 - At each stakeholder meeting, the grievance mechanism will be communicated.
 - The CLS and/or SA will regularly keep the main parties who are involved in a grievance informed of progress and, where applicable, the outcome of the grievance specific to their involvement through the indicated preferred communication mean (see Annex 1: Grievance Mechanism Form)

¹ <https://www.facebook.com/purpsuriname>

² <https://purp.sr/en/home-2/>

Any comments or concerns can be brought to the attention of the PIU verbally or in writing (by WhatsApp or e-mail) or by filling in a grievance form. All grievances will be received by the Community Liaison Specialist (CLS), the Social Assistant (SA), or the Operations Support (OS).

Grievances can be lodged by using grievance forms, which are accessible at each location and PIU PURP Office. The grievance form in both Dutch and English is attached in Annex 1 and will also be available online on the PURP website. Filled grievance forms then can be submitted to the PIU (see address in Table 1).

Other channels or media available for the external stakeholders to raise their grievances formally include telephone, WhatsApp, emails, and face-to-face meetings.

Table 1 - Addresses and Channels for Submission of Grievances

Name	Program Implementation Unit of PURP		
Address	Wagenwegstraat 64 (Upstairs), Paramaribo, Suriname		
Telephone:	+(597) 471879	WhatsApp:	+(597) 8565818
Email	community.engagement@purp.sr or info@purp.sr		

5 ROLES AND RESPONSIBILITIES

General roles and responsibilities of the Program Manager and the personnel involved in the implementation of the proposed grievance mechanism for PURP are briefly listed in Table 2.

Table 2 - Personnel Role and Responsibility

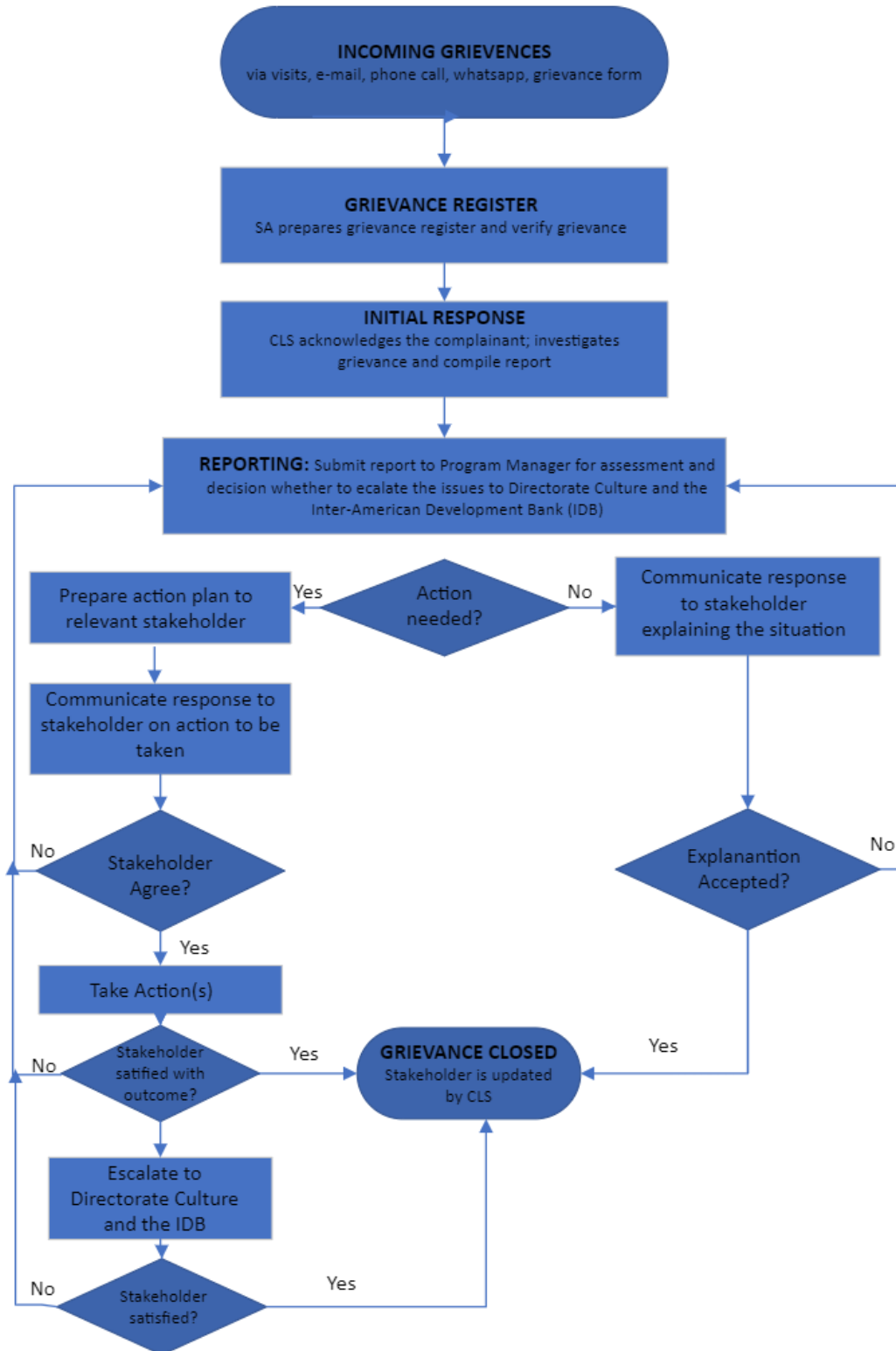
Position/Role	Responsibility
Program Manager (PM)	<ul style="list-style-type: none"> • Makes assessment and decision on course of actions on grievance resolution. • Works with the CLS on actions to be taken to resolve grievances. • Brings grievance to a higher management level when required.
Community Liaison Specialist (CLS)	<ul style="list-style-type: none"> • Evaluates grievances and liaises with the external stakeholders. • Develops resolutions and actions to rectify any issue. • Follows up and tracks progress of grievances.
Social Assistant (SA)	<ul style="list-style-type: none"> • Receives and investigates grievances, liaises with the external stakeholders. • Makes sure the grievance mechanism procedure is being adhered to and followed correctly. • Maintains grievance register and monitors any correspondence. • Monitor grievances/trends over time and reports findings to the PIU.

	<ul style="list-style-type: none"> • Raises internal awareness of the grievance mechanism among employees and contractors.
Operations Support	<ul style="list-style-type: none"> • Receive grievances. • Report grievance to the CLS by lodging the Grievance Form. • May provide information and assistance in developing a response and close out of a grievance.

6 GRIEVANCE MECHANISM PROCESS

The grievance mechanism process flow for PURP is presented in **Error! Reference source not found.**

Figure 1 - grievance mechanism process flow for PURP.



6.1 Receipt of Grievances

Grievance Form: The CLS, SA or OS receives, and processes grievance forms submitted to PURP at appointed locations i.e., Project Site Offices and PURP Head Office.

Over the Telephone/ Face to Face/ E-mail/ WhatsApp: When a grievance is received over the telephone, during face-to-face meetings, e-mail or by WhatsApp, and the external stakeholder wishes to address the grievance formally, it is the responsibility of the SA or OS who receives the grievance to complete a Grievance Form. Once the form is completed the SA or OS will then pass the form on to the CLS for processing.

Electronically: SA and/or OS receives all grievances that come through via email, online or from PURP's website. The CLS will review the grievance form and process the grievance in accordance to the procedure described in this chapter.

Disability: Individuals that are unable to provide a complaint in writing (disabled or illiterate persons), an alternative means of filing a complaint, such as a personal interview or a voice message of the complainant, will be made upon request. The CLS and/or SA will provide assistance in filing a complaint.

Anonymous Grievances: If an individual wish to report a grievance anonymously, such a grievance can be reported through the PURP website or FB-page, via telephone, or through a representative. Handling of the grievance will be according to the communication way indicated by the complainant (e.g., telephone, personal message at FB/website, via representative).

6.2 Recording

All formal grievances will be logged in the Grievance Register by filling-in the Grievance Log (see Annex 2) and saving the Grievance Form in the PIU PURP database for record of correspondence.

6.3 Screening

Grievances will be screened depending on the type and level of severity in order to determine grievance owner and the grievance resolution approach.

Table 3 – Grievance Escalation Levels

Category	Description	Grievance Owner
Level 1	When a reply can be provided immediately and/or CLS and/or SA are already working on a resolution. When the grievance is out of scope. (Only formal grievances to be lodged in the Grievance Register, if an informal inquiry is received then the grievance will be filled by the CLS/SA)	CLS or SA
Level 2	Once off grievances that will not affect the reputation of PURP.	CLS
Level 3	Repeated, extensive and high-profile grievances that may jeopardize the reputation of PURP.	PM or Higher Level

The CLS or SA may contact the external stakeholder(s) for more details to be able to assess the acceptability of the grievance. If the external stakeholder does not provide the requested information within 2 weeks, the grievance will not be accepted, and the case will be closed.

If the grievance is not accepted, the CLS will inform the external stakeholder(s) of the reasons why the submitted grievance does not fall within the Grievance Mechanism’s scope.

6.4 Acknowledgement

A grievance will be acknowledged by the CLS, within two (2) working days of a grievance being accepted. Communication will be made in written form or other preferred form of communication by the stakeholders as indicated in the Grievance Form.

The acknowledgement of a grievance should include a summary of the grievance, method that will be taken to resolve the grievance and an estimated timeframe within which the grievance is expected to be resolved. If required, the acknowledgment provides an opportunity to ask for any additional information or to clarify any issues.

6.5 Investigation

The CLS or SA is responsible for investigating the grievance within 2 weeks. The investigation may require site visits, consultation of employees, contacting stakeholders and other activities. Meetings, discussions and all other consulting activities need to be documented during the investigation.

Information gathered during the investigation will be analyzed and will assist in determining how the grievance is handled and what steps need to be taken to resolve the grievance.

6.6 Action

When the investigation has been concluded, the grievance owner will use the findings to create an action plan outlining steps to be taken in order to resolve the grievance, within a 2-week period. The owner is responsible for assigning actions to CLS/SA and/or other responsible parties within PURP, and monitoring actions to be undertaken. It is the owner's responsibility to make sure deadlines are adhered to.

Once all actions have been completed and the grievance has been resolved, the owner will then formally inform the stakeholder via the preferred method of contact.

6.7 Follow Up and Close Out

The CLS/SA will contact the stakeholder/s within two (2) working days after the grievance is resolved. When contacting the stakeholder, the PIU will verify that the stakeholder was satisfied and gather any feedback on the grievance process. The interaction shall be documented, and the document be saved in PURP Grievance database.

If required, the PIU may need to follow up with the stakeholder on numerous occasions to confirm all parties are satisfied. Typically, a grievance is "closed" when a resolution satisfactory to both parties has been reached.

6.8 APPEAL

Nothing in this mechanism shall prevent any stakeholder from using the Surinamese judicial system to resolve conflicts if they are not satisfied with the proposed solutions.

If the stakeholder is not satisfied with the resolution and/or does not agree with the proposed actions, the grievance owner needs to forward the matter to the Directorate of Culture of the Ministry of Education, Science, and Culture (MESCC). The PM together with the Directorate of Culture will review the grievance and all documentation gathered throughout the investigation and subsequently determine whether further actions are required to resolve the grievance.

The PIU is fully committed in resolving stakeholder's *bona fide* grievances. Hence, if the PIU is unable to resolve a grievance or a stakeholder is unhappy with the outcome, PIU may seek advice from other independent parties including community leaders/elected representatives and other relevant authorities.

6.9 REPORTING

The Directorate of Culture will receive monthly updates on stakeholder grievances. Information outlining the number of grievances, time to resolution and outcomes of grievances will be communicated.

Consolidated statistical data on grievance cases will be posted monthly on the PURP website.

PIU will evaluate and update the Grievance Mechanism procedure every two years (or when required) to continually improve its stakeholder engagement.

6.10 FILING OF GRIEVANCES

All records, including grievance forms, investigation notes, interviews and minutes of meetings will be securely filed in PURP's database to ensure privacy and confidentiality is maintained for all parties involved.

6.11 MONITORING AND EVALUATION

The PIU will monitor and evaluate the following:

- The number of grievances it receives.
- The average time PIU takes to: respond to grievances; determine whether the grievances allege a covered violation that causes PIU to investigate; investigate the grievances; and reach a final decision regarding the grievance.
- If PIU and stakeholder(s) reached a resolution, whether the parties are satisfied with the resolution.
- If PIU and stakeholder(s) failed to reach a resolution, why the parties did not reach a resolution.

The records of the grievance register shall be updated every working week with the present status of the grievance. Once the grievance is resolved, and the same has been communicated to the grievant, the grievance shall be closed in the grievance register. The grievance register shall provide an understanding of the manner in which the grievance was resolved. These instances shall then serve as references for any future grievances of a similar nature.

PIU will share monitoring and evaluation results with the Directorate of Culture, IDB, Communities, and other stakeholders to demonstrate whether the grievance mechanism is functioning, accessible, and effective. It is important for PIU to evaluate the results as they may indicate the mechanism's effectiveness.

High rate of grievances could indicate poor relations between PIU and local communities, it could also indicate that the grievance mechanism is functioning as intended and is helping to improve relations between the two parties. Regardless, monitoring and evaluation results can improve the grievance mechanism.

6.12 CONSIDERATIONS FOR AN EFFECTIVE GRIEVANCE MECHANISM

Two important considerations when implementing the grievance mechanism to improve its effectiveness are accessibility as well as accountability and transparency.

6.12.1 Accessibility

Grievance mechanism will work if it is accessible i.e., present no or low barrier to project-affected people. The accessibility of the mechanism depends on:

1. Clear communication - availability of easy-to-understand information about the grievance process and how the mechanism works; and
2. Ease of use - simple, convenient, culturally appropriate means for filing grievances, and at no cost to complainants.

6.12.2 Accountability And Transparency

It is important to build the confidence in the project-affected people that their grievances are taken seriously and treated fairly. Hence, a grievance mechanism should provide a way for the community to hold PURP accountable, community inputs seriously dealt with through a clear and transparent process, follow through with actions, and communicate with the community.

6.12.3 Training

The implementation of this grievance mechanism will be carried out mainly by the CLS and SA. Therefore, it is required that the CLS, SA, and other PIU-members directly involved in the Project receive an internal training for the implementation and management of the current Grievance Mechanism Procedure (GRP). The training will be provided by PIU members involved in the preparation of the current GRP.

In addition, contractors are also involved in or overseeing activities with stakeholders. Therefore, it is necessary that all on-site contractors received an induction training which also provides information about the grievance mechanism. The trainings will be given in the Induction Training session i.e., before the physical commencement of the Project at the Waterfront. All contractors

are required to participate in the Induction Training session, and to sign-off their attendance. Only contractors, including supervision, that have attended and signed-off their attendance in the induction training session are allowed to the project site.

- The induction training will provide information about the Environmental, Social, Health and Safety requirements from the PIU and the IDB, such as: Risk Assessment/Job Safety Analysis
- Waste Management Plan
- Emergency Response Plan
- Safety Observations/Inspections
- Chance Find Procedure
- Grievance Mechanism Procedure
- Community Relations (general)
- Reporting

The Induction training will be provided by the PIU.

Annex 1(English)

Grievance Form

PURP

Grievance No.:		Date:	
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(To be filled by PIU)

Name:		ID or Passport No.:	
Address:		Contact No.	
		E-mail	



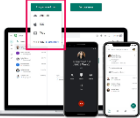

Nature of Grievance	Environmental		Organisation:	
	Social			

Provide details of the grievance:

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Potential solutions:

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Preferred Form of Communication:		Choose 1 Option
	Individual Meeting	
	Online Meeting	
	Phone/WhatsApp call	
	E-mail/WhatsApp message	

Signature:	
Date:	

THANK YOU

For Office Use:

Stakeholder Reference	Community		Contractors	
	Government		Others (please specify)	
	Business			
Comments:				

(Nederlands)
Klachten Formulier
PURP

Klacht No.:		Datum:	
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(In te vullen door de PIU)



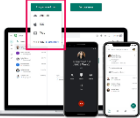

Naam:		ID or Paspoort No.:	
Adres:		Contact No.	
		E-mail	

Type klacht	Milieu		Organisatie:	
	Sociaal			

Beschrijving van de klacht:

Mogelijke oplossingen:

--

Voorkeur van communicatie vorm:		Kies 1 optie:
	Individual Meeting	
	Online Meeting	
	Phone/WhatsApp call	
	E-mail/WhatsApp message	

Handtekening:	
Datum:	

DANK U!

Voor Kantoor Gebruik:

Stakeholder Referentie	Gemeenschap		Contractors	
	Overheid		Anderen (aub	
	Onderneming		specificeer)	
Commentaren:				

Annex 2

Grievance Log

PURP

Grievance No.:			
Nature of Grievance	Environment		
	Social		
Summary of Grievances:			
Reported by:		Date:	
Summary of 2nd Action taken & Response: (If applicable):			
Reported by:		Date:	
Summary of 3rd Action taken & Response: (If applicable):			
Reported by:		Date:	
Overall Outcome:			

Reported by:	Date:
Date of Grievance resolved:	
Supporting Documents*:	

*Documents include witness statements, photographic documentation etc.