

...Materials for African Development
African University of Science and Technology

GRIEVANCE MECHANISM PROCEDURE

PAN AFRICAN MATERIALS INSTITUTE [PAMI]



1.0 INTRODUCTION

The purpose of this document is to formalize the management of grievances from PAMI's stakeholders to minimize the social risks to the project. The grievance process, outlined in the document, provides an avenue for stakeholders to voice their concerns and gives transparency on how grievances will be managed internally, which aims to reduce conflict and strengthen relationships between various stakeholders and the management team of PAMI.

2.0 SCOPE

The grievance mechanism procedure applies to all external stakeholders of PAMI activities. This procedure does not cover grievances raised by internal stakeholders, such as PAMI Implementation Team members, who are to refer to AUST's internal grievance mechanism process located in the AUST's HR Manual.

3.0 DEFINITIONS

Term	Definition
Grievance	An issue, concern, problem, or claim (perceived or actual) that an individual or group wants addressed by the project in a formal manner.
Grievance Mechanism	A formalized way to accept, assess, and resolve complaints concerning the performance or behavior of the project, its subsidiaries, or employees.
Internal Stakeholders	Groups or individuals within the PAMI project who work directly within the project, such as employees and contractors.
External Stakeholders	Groups or individuals outside the PAMI 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 students, faculty, and PAMI Partners.

4.0 GRIEVANCE REPORTING CHANNELS

PAMI will communicate this procedure to its external stakeholders to raise awareness and offer transparency of how stakeholders can voice their grievances. Various channels for external stakeholders to vocalize their grievances formally include:

- **Telephone:** stakeholders can call the Stakeholder Contact Officer on +234 907 034 3065.
- **Email:** grievances can be sent to pami@aust.edu.ng.

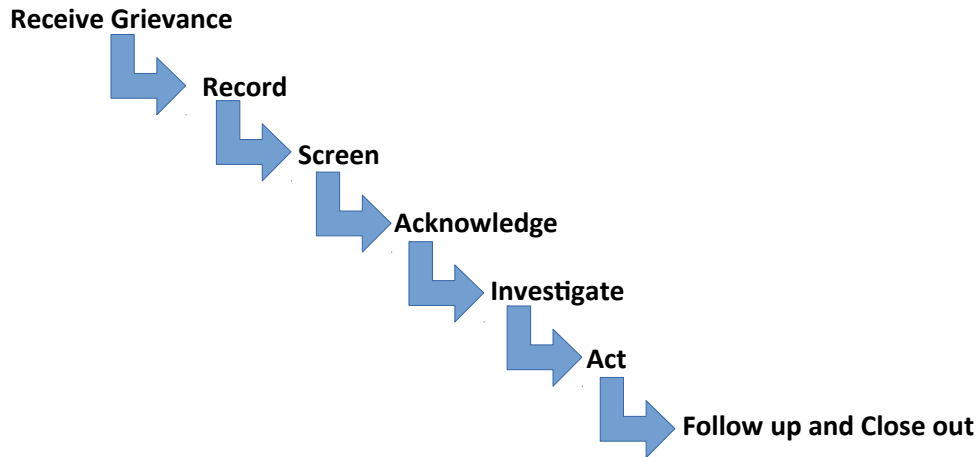
- **Face to face:** stakeholders can voice their grievance to the Stakeholder Contact Officer, who will then escalate using the correct process.
- **Online form:** stakeholders can complete a [Grievance Lodgement Form](http://www.pami.aust.edu.ng) located on our website www.pami.aust.edu.ng.

5.0 ROLES AND RESPONSIBILITIES

Role/Position Title	Responsibility
Grievance Owner	<ul style="list-style-type: none"> • Employee investigating the grievance and liaising with the external stakeholder/s. • Developing resolutions and actions to rectify any issues. • Follow up and track progress of grievance. • Document any interactions with external stakeholders.
Stakeholder Contact Officer	<ul style="list-style-type: none"> • Receive grievances and assign a grievance owner. • Makes sure the grievance mechanism procedure is being adhered to and followed correctly. • Maintains grievance register and monitor any correspondence. • Monitor grievances/trends over time and report findings to the PAMI Secretariat. • Raise internal awareness of the grievance mechanism among employees and contractors.
Employees	<ul style="list-style-type: none"> • Receive grievances in person. • Report grievance to the Stakeholder Contact Officer by lodging the Grievance Lodgement Form. • May provide information and assistance in developing a response and close out of a grievance.

6.0 GRIEVANCE MECHANISM PROCESS

The figure below describes the process that will be used to resolve any grievances:



6.1 Receive Grievance

In Person/over the phone

If a grievance is received face to face or over the phone and the stakeholder wishes to address the grievance formally, it is the responsibility of the employee who receives the grievance to complete a [Grievance Lodgement Form](#). Once the form is completed, the employee will then pass the form on to the Stakeholder Contact Officer for processing.

Electronic

The Stakeholder Contact Officer receives all grievances that come through via email. The Stakeholder Contact Officer will review the grievance form and process the grievance in accordance to this procedure.

6.2 Record

All formal grievances will be logged in the [External Grievance Register](#) and *Grievance Lodgement Forms* will be saved in PAMI's storage drives for record of correspondence.

6.3 Screen

The Stakeholder Contact Officer is responsible for assigning a grievance owner to liaise with the external stakeholder/s and work on a resolution. Grievances will be screened depending on the level of severity in order to determine who the grievance owner will be and how the grievance is approached. See overleaf table categorizing the different levels:

Level 1	When an answer can be provided immediately and/or PAMI are already working on a resolution. (Only formal grievances to be lodged in the External Grievance Register)	Stakeholder Contact Officer
Level 2	One off grievances that will not affect the reputation of PAMI.	PAMI Secretary
Level 3	Repeated, extensive and high profile grievances that may jeopardize the reputation of PAMI.	Co-Center Leaders

6.4 Acknowledge

A grievance will be acknowledged, by the grievance owner, within two working days of a grievance being submitted. Communication will be made either verbally or in written form (stakeholders will outline their preferred method of contact on the [Grievance Lodgement Form](#)).

The acknowledgment of a grievance should include a summary of the grievance, method that will be taken to resolve the grievance and an estimated time-frame in which the grievance will be resolved. If required, the acknowledgment provides an opportunity to ask for any additional information or to clarify any issues.

6.5 Investigate

The grievance owner is responsible for investigating the grievance. The investigation may require the grievance owner to review PAMI documents, make site visits (if absolutely necessary), consult employees, contact external stakeholders and complete other activities. Records of meetings, discussions and activities all need to be recorded 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 in order to resolve the grievance.

6.6 Act

Following the investigation, the grievance owner will use the findings to create an action plan outlining steps to be taken in order to resolve the grievance. The grievance owner is responsible for assigning actions, monitoring actions undertaken and making sure deadlines are adhered to. Once all actions have been completed and the grievance owner feels the grievance has been resolved, they will then formally advise the external stakeholder via their preferred method of contact.

6.7 Follow up and close out

The grievance owner will make contact with the external stakeholder/s three weeks after the

grievance is resolved. When contacting the external stakeholder the grievance owner will verify that the outcome was satisfied and also gather any feedback on the grievance process. Minutes of the meeting will be recorded and saved in PAMI's storage drives for record of correspondence.

If required the grievance owner may need to follow up with the external stakeholder on numerous occasions to confirm all parties are satisfied.

7.0 APPEAL

If the external stakeholder is unhappy with the resolution and/or does not agree with the proposed actions, then the grievance owner needs to escalate the matter to the PAMI Secretariat. The PAMI Secretariat will review the grievance and all documentation gathered throughout the investigation and determine whether further actions are required to resolve the grievance. PAMI are fully committed to resolving an external stakeholder's grievance so if PAMI are unable to resolve a complaint or a stakeholder is unhappy with the outcome, PAMI may seek advice from other independent parties.

8.0 REPORTING

The PAMI Secretariat will receive quarterly updates on stakeholder grievances. Information outlining the number of grievances, time to resolution and outcomes of grievances will be communicated. Grievances will also be reported in PAMI's annual internal report available publicly. PAMI will evaluate and update the Grievance Mechanism Procedure every year (or when required) to continually improve its stakeholder engagement.

9.0 STORING OF GRIEVANCES

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