



MISSION REPORT

GRIEVANCE REDRESS MECHANISM AND LABOUR MANAGEMENT PROCEDURE TRAINING

30 March – 02 April 2026

Legacy Resort, Chongwe District, ZAMBIA

A. INTRODUCTION/ BACKGROUND

The Environmental and Social Safeguards Team of the ASCENT Project, supporting the IDEA Project, developed two key safeguard instruments, namely the Grievance Redress Mechanism (GRM) and the Labour Management Procedure (LMP) for the IDEA Project. These instruments are essential for ensuring compliance with the World Bank's Environmental and Social Framework, strengthening project accountability, transparency and responsiveness and safeguarding project workers. To ensure that these tools are fully understood and effectively operationalised, a capacity-building workshop was organised for the staff within the Project Implementation Unit (PIU). The four-day training was held at Legacy Resort in Chongwe District from 30 March to 02 April 2026. In total, 16 participants (11Males, 5Females) attended the workshop, and the Training Programme and the Training Register is provided as Annex 1 and 2 respectively.

B. WORKSHOP OBJECTIVES

The objectives of the workshop were as follows.

- i. To strengthen participants' understanding of the IDEA Project's Grievance Redress Mechanism (GRM), including its purpose, structure, in line with World Bank Environmental and Social Framework requirements.
- ii. To strengthen the capacity of the PIU with practical skills of applying the GRM procedure from grievance intake and registration to closure using standardized tools and templates.
- iii. To enhance the capacity of participants to identify, prevent, and respond to SEA/SH risks using survivor-centred and confidential approaches.
- iv. To enhance skills in monitoring and evaluating the GRM performance using defined GRM tools and indicators espoused in the GRM Manual
- v. To equip participants with the knowledge and competencies required to implement the Project Labour Management Procedures (LMPs)

C. ACTUAL TRAINING PROCEEDINGS

This section summaries what transpired in each day of the Training:

Day 1 Proceedings

The day commenced with the delivery of opening remarks by Mr. Leonard Chitundu, representing the Infrastructure and Logistics Division. In the opening remarks he welcomed participants and emphasized the importance of the training on grievance redress mechanisms and labour management procedures. Mr Chitundu highlighted the role of effective grievance systems in promoting transparency, accountability, and fair treatment of workers and stakeholders.

Participants were encouraged to actively engage in the workshop to strengthen their understanding of procedures, improve compliance with relevant standards, and enhance project implementation

This was followed by a presentation of the workshop objectives and expectations of the training by Mr. Innocent Makwiramiti. He was emphasised that the training sought to enhance understanding of the LMP and GRM procedures, roles, and responsibilities.

Day 1 provided a foundational introduction to the IDEA Project's Grievance Redress Mechanism (GRM), outlining its purpose as an essential system for enabling stakeholders to raise concerns related to project impacts. Participants examined key barriers that often prevent stakeholders from reporting grievances. The legal and policy framework for supporting the establishment of project GRMs was discussed. The training further outlined the essential elements of a robust GRM, including clear procedures, defined roles and responsibilities, stakeholder awareness, effective investigation processes, and systematic documentation, tracking, and reporting. Additionally, the World Bank's accountability systems were introduced, together with the GRM obligations under World Bank ESF. Finally, the institutional architecture for grievance handling under the IDEA Project was presented, detailing the roles of the Grievance Task Team, the Management Response Committee, COMESA Executive Management, and the COMESA Court of Justice.

Day 2 Proceedings

Day 2 of the training concentrated on the operationalization of the IDEA Project's Grievance Redress Mechanism (GRM). Participants received a systematic, step-by-step orientation on the seven-stage grievance management process. Standardized timelines associated with each procedural stage were also presented to promote efficiency, transparency, and accountability in grievance resolution.

A substantial component of the day was dedicated to strengthening participants' knowledge of Sexual Exploitation, Abuse, and Harassment (SEA/SH) prevention and response. The session introduced core concepts related to Gender-Based Violence (GBV), definitions of SEA/SH, principles of consent, identification of at-risk or vulnerable groups, and the design and operationalization of SEA/SH risk-mitigation measures. Facilitators also examined risk factors at national, sub-national, and project implementation levels, emphasizing the need for survivor-centred approaches grounded in confidentiality, safety, dignity, and timely referral.

The training further addressed the handling of sensitive grievances by outlining guiding principles such as confidentiality, safety assurance, ethical conduct, and adherence to the Do No Harm approach. Participants were guided through appropriate procedures for referral, documentation, investigation, and the application of the Accountability and

Response Framework for SEA/SH-related cases. To deepen contextual understanding, participants engaged in a “Power and Privilege Walk” exercise, which illustrated how social inequalities contribute to vulnerability to SEA/SH in various settings. Additionally, participants were divided into groups and assigned case-study scenarios requiring analysis of SEA/SH incidents. Each group was tasked with preparing a structured assessment and presenting findings to the full cohort during the following day’s session.

Day 3 Proceedings

Day 3 focused on enhancing the operational effectiveness of the Grievance Redress Mechanism (GRM) through the application of practical tools, assessment methodologies, and the integration of gender-responsive and inclusive development principles. Participants were introduced to a comprehensive set of GRM tools and templates designed to promote consistency, transparency, and accuracy in grievance management. These included standard complaint intake forms, SEA/SH-specific reporting forms, acknowledgement and notification letters, investigation templates, resolution and closure forms, grievance logbooks, and monitoring and data-tracking tools. The session also examined GRM performance evaluation frameworks. Facilitators outlined key performance dimensions such as accessibility, transparency, timeliness of response, effectiveness of resolution, fairness of process, documentation quality, and the system’s ability to support adaptive learning. Specific quantitative and qualitative indicators including SEA/SH-sensitive metrics were presented to support continuous monitoring and improvement of the GRM’s functionality and responsiveness.

Additionally, participants received training on Sustainable Development, Gender, and Inclusion. The session reviewed global and national commitments under the Sustainable Development Goals (SDGs), analysed drivers of inequality, highlighted persistent gender gaps, and reinforced the importance of the Leave No One Behind (LNOB) principle. Emphasis was placed on embedding inclusive and gender-responsive approaches across all phases of project implementation

Day 4 Proceedings

The first session was on stakeholder engagement, it provided an overview of the project’s objectives, components, and location, with emphasis on stakeholder relevance. It outlined a comprehensive stakeholder identification and analysis process, covering both internal and external stakeholders and their evolving needs.

A structured stakeholder engagement framework was presented, supported by a communication and visibility plan to ensure transparency and effective information sharing. Roles, responsibilities, and required human and financial resources within the Project Implementation Unit (PIU) were clearly defined.

The presentation also highlighted monitoring and reporting processes to ensure accountability and ongoing engagement.

The second session on the Labour Management Procedure opened by emphasizing the importance of protecting workers' rights, promoting fair treatment, and ensuring safe and healthy working conditions as part of achieving inclusive and sustainable development. Participants were introduced to the objectives of the World Bank Standard on Labour and Working Conditions (ESS2), including promoting occupational health and safety, preventing forced and child labour, ensuring non-discrimination, supporting freedom of association, and providing workers with accessible channels to raise workplace concerns. The training explained the scope of ESS2 and outlined the responsibilities of the Project in meeting these requirements.

The session further detailed the components of the LMP, including identification of worker types, labour risks. Key labour provisions were discussed, covering terms and conditions of employment, equal opportunity, child labour safeguards, prevention of forced labour, worker grievance mechanisms

D. LEARNING OUTCOMES

The training enhanced participants' practical competencies in the effective management of project-related grievances, the prevention and mitigation of SEA/SH-related risks, and the implementation of labour management protections. It further strengthened systems that promote accountability, social inclusion, and socially responsible project delivery.

E. THE WAY FORWARD AND FOLLOW UP ACTIONS

The participants came up with an action plan presented in table below to fully operationalize the GRM.

Item Code	Action Item	Responsibility	Timeline
1.	Design and Printing of GRM Communication Materials (GRM Manual and Brochure)	Stakeholder Engagement and Communication Expert	30 April 2026
2.	Translation of GRM brochure into Arabic, French and Portuguese, and ensure its design and Printing	Stakeholder Engagement and Communication Expert	30 May 2026
3.	Procure and Installation of two Grievance Suggestion Boxes	Procurement Expert	30 May 2026

4.	Dissemination of the GRM Materials and the related tools on the Project Website	Stakeholder Engagement and Communication Expert Environmental and Social Safeguards Experts (E&S Team) Information Technology Officer	30 June 2026
5.	Mapping of Gender Based Violence Service Providers and undertake an awareness raising session on the availability of their services to the COMESA and Project staff	E&S Team	30 June 2026
6.	Undertake an Annual GRM Internal Audit	M&E Expert	Annually
7.	Undertake Quarterly meetings with World Bank E&S team to review progress and seek guidance on the implementation of the ESCP	E&S Team	Quarterly

Annex 1: Training Programme

TIME	ACTIVITY	FACILITATOR
DAY 1		
0830 – 0845	Registration	Emma Kandeo
0845 – 0850	Opening Remarks	Infrastructure Representative
0850-0905	Opening Quiz	Oswald Dengende
0905 – 0915	Workshop objectives & expectations	Innocent Makwiramiti
0915 – 1000	Overview of the Grievance Redress Mechanism (GRM)	Oswald Dengende
1000 – 1030	TEA BREAK	
1030 – 1100	Overview of the Grievance Redress Mechanism (GRM)	Oswald Dengende
1100 – 1200	Legal and Policy Framework on Grievance Management	Tutsirai Mufunde
1200 – 1230	Principles for establishing effective GRMs	Kudzanai Nyagweta
	LUNCH	
1400 – 1500	Structure for handling non-sensitive grievances	Tutsirai Mufunde
1500 – 1520	TEA BREAK	
1520 – 1600	Responsibilities of the Grievance Management Committees	Tutsirai Mufunde
	End of Day 1	
DAY 2		
0830 - 0900	Recap of Day 1	Innocent Makwiriti
0900 – 1000	Procedure for Resolving Grievances	Oswald Dengende
1000 - 1030	TEA BREAK	
1030 – 1230	The Prevention of Sexual Exploitation, Abuse & Harassment (SEA/SH)	Tutsirai Mufunde
1230 – 1400	LUNCH	
1400 – 1500	Handling cases of SEAH	Tutsirai Mufunde
1500 – 1530	Tea Break	
1530 – 1600	Power and Privilege Walk Exercise	Oswald Dengende
	End Day of Day 1	
DAY 3		
0830 – 0900	Recap of Day 2	Kudzanai Nyagweta
0900 – 1030	Practical Exercises on SEA/SH (Case Studies) – Group Work Feedback Group 1, 2 3	Tutsirai Mufunde/ Oswald Dengende
1030 – 1100	TEA BREAK	
1100 – 1130	GRM Resources including tools, templates and logbooks	Tutsirai Mufunde
1130– 1230	Monitoring and Evaluation of the GRM	Oswald Dengende
1230 – 1400	LUNCH	
1400 – 1500	Fundamentals of Human Development	Dr Maria Phiri
1500 – 1530	TEA BREAK	
1530 – 1615	Fundamentals of Human Development	Dr Maria Phiri
	End of Day 3	
DAY 4		
0830 – 0900	Recap of Day 3	Innocent Makwiramiti
0900- 0930	Stakeholder Engagement	Innocent Makwiramiti
0930– 1050	Labour Management Procedure	Oswald Dengende
1050– 1110	TEA BREAK	
1110– 1120	Closing Quiz	Oswald Dengende
1120 – 1130	Closing Remarks	Infrastructure Representative
1130 – 1230	Report wring	E& S Team
	LUNCH	

Annex 2:

LIST OF PARTICIPANTS LISTE DES PARTICIPANTS

GRIEVANCE REDRESS MECHANISM & LABOUR MANAGEMENT PROCEDURE TRAINING					
30 MARCH – 2 APRIL 2026					
	NAME	30 MARCH 2026	31 MARCH 2026	1 APRIL 2026	2 APRIL 2026
1.	Beatrice Hamusonde	BHamusonde	BHamusonde	BHamusonde	BHamusonde
2.	Oswald Dongoende	ODongoende	ODongoende	ODongoende	ODongoende
3.	TUTSIRAI MUFUNDE	TUTSIRAI	TUTSIRAI	TUTSIRAI	TUTSIRAI
4.	Kudzana Nyagwale	KNyagwale	KNyagwale	KNyagwale	KNyagwale
5.	DAVID MAMBO	DMambo	DMambo	DMambo	DMambo
6.	Emmanuel Kateule Auk	EKAuk	EKAuk	EKAuk	EKAuk
7.	Jean MEISSON	JMEISSON	JMEISSON	JMEISSON	JMEISSON
8.	Nebix Tereu	NTereu	NTereu	NTereu	NTereu
9.	David SABOT	DSABOT	DSABOT	DSABOT	DSABOT
10.	David Thiri	DThiri	DThiri	DThiri	DThiri

11.	INNOCENT MAKWICAMBA	IMakwamba	IMakwamba	IMakwamba	IMakwamba
12.	LEONARD CHITUNDU	LCHITUNDU	LCHITUNDU	LCHITUNDU	LCHITUNDU
13.	GODFREY MWAMBA	GMWAMBA	GMWAMBA	GMWAMBA	GMWAMBA
14.	Emmah Kandleo	EKandleo	EKandleo	EKandleo	EKandleo
15.	Dr. MARIA D. PITRAI	MPITRAI	MPITRAI	MPITRAI	MPITRAI
16.	Franco Kam	FKam	FKam	FKam	FKam
17.					