

# Grievance Mechanism

ACWA POWER SOLARRESERVE REDSTONE SOLAR THERMAL  
POWER PLANT

SolarReserve South Africa  
December 1, 2015

# GRIEVANCE MECHANISM

## AIM

This grievance mechanism provides stakeholders, and interested and affected parties with the means raise concerns, grievances and legitimate complaints resulting from the Project and/or any of its associated activities. This grievance mechanism has been designed to effectively deal with complaints from communities, or all other parties filing a complaint on their behalf in a (i) quick and timely manner, (ii) independent, transparent, fair and impartially and will be (iii) easily accessible to the public.

The grievance mechanism is led by the IFC - Good Practice Note Addressing Grievances from Project-Affected Communities.

## GENERAL ITEMS

The grievance mechanism must be evaluated on an annual basis in order to determine the effectiveness of the mechanism.

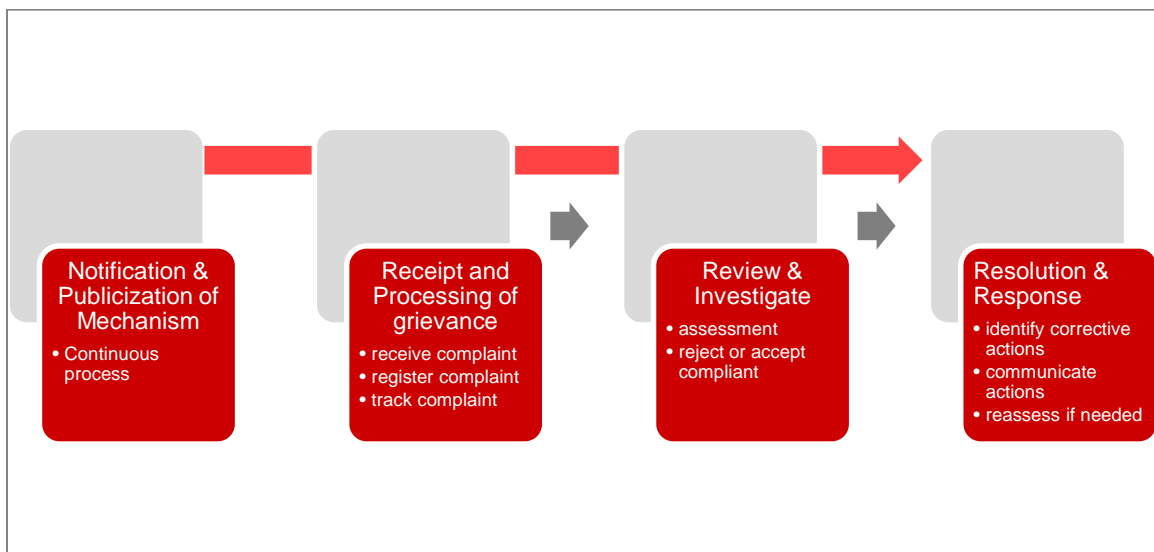
Monthly monitoring and reporting will be done in order to assess and track any grievance registered and in process against the Project.

Local communities, surrounding landowners and local authorities to be informed by the Project Company of the mechanism.

Grievance mechanism does not remove the individual or affected party's right to take legal action against the Project should they feel this is the applicable route to follow.

## THE PROCESS

Figure 1: Grievance Mechanism



**Step 1: Publicizing Grievance Management Procedures**

In order for the grievance mechanism to be effectively implemented it is vital that it be introduced and explained to affected communities. This will allow for a better understanding of the platform and its proposed use. The Project’s life expectancy is categorized as a long term development, thus making Step 1 of the grievance mechanism a continuous public communication effort throughout the construction and operational & maintenance phase of the Project, rather than a once of notification.

Step 1 will clarify and explain the following:

- i. Who can raise complaints (affected communities)
- ii. Where, when, and how community members can file complaints
- iii. Who is responsible for receiving and responding to complaints, and any external parties that can take complaints from communities
- iv. What sort of response complainants can expect from the Project Company, including timing of response; and
- v. Rights and protection that are included in the use of this mechanism.

There are a multitude of methods to consider for communicating this mechanism to the public and affected communities. The relevant mechanism will be chosen once the Project enters the pre-construction and construction phase and awareness of the Project is being raised in local communities. This mechanism will be defined in a Method Statement and approved by the ECO, EM and the Project Company.

Methods to be explored that may applicable to the Project and the region is defined in the table below.

*Table 1: Methods for Publicizing*

<b>Method</b>	<b>Consideration</b>
<b>Face-to-Face Meetings (group or individual)</b>	<p>Face-to-face interaction is also effective where literacy levels are low.</p> <p>Group meetings work especially well where each impact of operations on communities affects at least several people.</p> <p>Individual meetings would be more appropriate when an issue is specific to one person.</p> <p>They are also helpful when it is difficult to organize a group meeting and communities are relatively small but dispersed.</p> <p>Various existing platforms to use such as community or social gatherings, town meetings, elders meetings.</p> <p>Provides opportunity to get message across in a clear and concise manner to all literacy levels. It allows for the use of audio, visual and other implements to be used to notify the public. .</p>

<b>Method</b>	<b>Consideration</b>
<b>Printed Materials, Grievance Forms (for written complaints)</b>	They should be visually engaging and easy to understand, especially where literacy levels are low.  Grievance forms for written complaints can also include key facts about the procedure.
<b>Displays (stands, wall mounts, billboards)</b>	Displays are useful to show key facts about the grievance mechanism or to publicize contact information for grievances.  This is a very effective way to communicate to communities that live in close proximity to the Project
<b>Company Representatives (grievance officers, community liaison officers, employees)</b>	Establish a personal connection with local communities through a local presence.  Communicating through employees or workers is very effective if they originate from the affected communities.  Equip employees with necessary information about grievance procedures; where grievance procedures are fairly complex, consider providing training for employees.
<b>Third Parties (community structures, NGOs, local governments, contractors)</b>	Make sure third parties communicate messages correctly and do not engage in negotiations with communities. The communication materials will inform communities about third parties that are authorized to speak on the behalf of the Project Company
<b>Online (Web site)</b>	If information about the mechanism is provided on the company web site, then publicize the Web site to communities through methods described above.
<b>Training Sessions (for communities)</b>	Consider bringing project management staff (e.g., environmental division, project operations management) and communities together during training sessions to facilitate understanding of project operations.

## Step 2: Receiving and Keeping Track of Grievances

Once the grievance mechanism has been publicized and communities are aware of the means by which this mechanism can be activated, it becomes the Project Company's responsibility to process all matters raised using this mechanism.

The second step entails the processing of grievances received. This is done by means of (i) collecting/receiving grievances; (ii) recording the grievances; (iii) registration of the grievance; and (iv) tracking thereof throughout the processing cycle.

### (i) Collecting and receiving grievances

- Grievances to be submitted to central person for processing.
- Any persons may submit a grievance related to the Project.

**(ii) Recording of grievance**

- Recording and acknowledgement of all incoming grievances within 48 hours of receipt.

**(iii) Registration of the grievance**

Grievances submitted to the Project to be logged in a Grievance Record, stating date received, by who, matter/grievance lodged, name of complainant.

- A formal written confirmation to be issued to complainant.  
This will explain up front what claims clearly are outside the scope of the mechanism and what alternative avenues communities can use to address these potential issues.  
This will also depict the process to be followed to resolve the complaint and the timelines associated with the process.

**(iv) Tracking grievance**

The Project Company will establish a Grievance Log and Database in order to track all grievances lodged and the status thereof.

- Upon registration of a complaint/grievance, the Project Company creates a record that contains the following:
  - o details of the complainant;
  - o details of the incident;
  - o the contractor/persons responsible for resolving the incident; and
  - o process-tracking, i.e. receipt date, status, result date.

Once the complaint is resolved, a final report on the incident is issued to the Project Company and ECO for record purposes. The database and grievance log will be made accessible to the ECO and CA at times of audits.

**Step 3: Reviewing and Investigating Grievances**

Speedily and timely resolution of grievance is the most important component of grievance mechanism.

During this step of the process the complaint/grievance will be validated in terms of legitimacy and the Project Company will arrange for investigation of details to take place.

The nature and circumstances of the complaint, will determine the nature and degree of interaction from the various contractors and subcontractors and even the Project Company.

- (i) Establishment of the nature of the grievance.
- (ii) Determination of the measures required for review and investigation process.

Minor Grievance: <sup>1</sup> A screening process will be implemented prior to resolving and responding to the grievance.

Major Grievances: These types of grievances are often as a result of deeper underlying issues may exist, and require more time and a more detailed assessment prior to the resolution and the response thereto. Committee review will be instigated in the event of a major classed grievance submission.

(iii) **Grievance Action plan**  
This task will allow for the development of grievance specific actions to be identified and implemented in order to address the item at hand. Responsibility will be allocated to a "case officer" whom will on behalf of the Project Company address and manage the process. The case officer will be responsible for drafting an investigation action plan for approval by the ECO and the Project Company prior to the commencement of the investigation and remedial measures.

(iv) **Meetings and feedback sessions**  
It is vital that the Project Company understand the grievance and thus it is proposed, dependent on the nature of the grievance, that a meeting be held between parties involved. In the event the complaint is site specific, i.e. compliant of theft, an onsite investigation will be undertaken in order to make an informed decision.

- This site visit and all meetings will be documented for record purposes.
- Meetings and feedback sessions

(v) **Acceptance or Rejection of grievance**  
During this investigation the validity of the grievance will be determined with respect to the nature of the grievance versus the Project activity or persons responsible. Grievance will be adjudicated in order to determine if they require resolution or not. In the event no further action will be take, as the grievance was found to be invalid, the case officer will issue the complainant with a detailed statement/explanation on why it was rejected along with the required evidence.

Grievances that will not be addressed by this mechanism include, but is not limited to, and will be resolved and addressed by an alternative forum to be implemented by the Contractor, in line with the applicable discipline:

- Labour related grievances
- Commercial disputes
- Governmental disputes or matters arising from political interference
- Criminal activities not related to the Project
- Non-project related.

---

<sup>1</sup> Minor and major grievances will be defined by means of a method statement reviewed and accepted by the ECO/EM or CER and approved by the SE and Project Company.

#### Step 4: Developing Resolution Options and Preparing a Response

Once it has been determined that a grievance is relevant to the Project and it is accepted, it is the responsibility of the case officer and his/her support staff to resolve and communication this resolution to the public or affected party. This entails a two way process.

##### Phase 1: Preliminary Response

This response will take place in accordance with the action plan generated by the case officer for the specific grievance. It will be presented within the allocated timeframes and will present all the corrective actions proposed, and implementation responsibilities agreed to be the complainant and the Project Company.

The outcome of this response can either be accepted or rejected by the complainant. If it is accepted the process moves to the final response phase where the grievance is closed out.

If the outcome is rejected, the case officer will reassess the alternatives and remedial/corrective actions proposed and if required include external mechanisms to resolve the issue. Hereafter this process continues to the final phase.

##### Phase 2: Final Response

If the outcome of the preliminary response was accepted the grievance is closed out and evidence of the investigation, communications and resolution i.e. corrective/remedial actions are recorded and documented.

If the outcome did not pass the standard or approval criteria for the complainant and the external resolution path was followed, the matter is handed to the Project Company for external resolution with the complainant.

Grievance resolution can result in three close out categories. Resolved, unresolved and abandoned.

**Resolved** – Complaint/grievance was resolved to the satisfaction of both parties. The resolution agreed upon was implemented and the complainant has confirmed satisfaction with the result.

**Unresolved** – The resolution agreed upon did not deliver the required results. In the event that this outcome is reached this grievance will be settled by an external mechanism or alternatively an appeals committee.

**Abandoned** – Close out is categorized as abandoned in the event no response is received from the complainant after 30 days of issuing the preliminary response.

Each grievance resolution will result in a close out report. Evidence to be included in this report include, but is not limited to the following:

- Photographic evidence
- Internal record of resolution
- Minutes of the meeting with the complainant in terms of the concluding meeting.
- Letter of confirmation from complainant in terms of receipt of resolution and level of satisfaction.