



DAR ES SALAAM INSTITUTE OF TECHNOLOGY

DIT GRIEVANCE REDRESS MECHANISM

GUIDELINES

July, 2021

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FOREWORD

Dar es Salaam Institute of Technology (DIT) has administrative procedures in handling complaints which arises within DIT Community. The existing procedures are in such a way that where any DIT staff is aggrieved in any issue, he /she has to refer the matter to the respective Head of Department / section who will try to resolve the matter in the first instance and provide solution thereto. In case of no resolution, the matter will be referred to the Human Resource Office for further handling. Besides, the Institute has a complaint receiving box where any person is allowed to write and launch his/ her complaint with or without revealing the identity. On the other hand, there is a separate procedure in handling students' complaints where by an aggrieved student has to report his / her complaints to respective hall wardens, Dean of students, students' representatives, or any immediate staff. In case of none satisfaction of the decision, the matter will be reported to the Disciplinary Committee in the Dean's office.

Limitations for the aforementioned system of complainants includes the absence of formal database for logging the grievances; lack of transparent system of communicating the feedback to aggrieved persons and lack of awareness of the procedure among the DIT community and other stakeholders. Considering the above limitations, DIT has endeavoured to develop Grievance Redress Mechanism that will guide effective resolution of grievances within the DIT community.

It is our sincere hope that these GRM guidelines will create a culture, of positive and open attitude towards the handling of grievances at the Institute. In this case, the Institute is committed to deal with grievances as they arise in a manner commensurate with the seriousness of the allegations. To deal with various grievances, the Institute issues guidelines which clearly provides students, staff and other stakeholders with procedures of expressing their grievances. DIT believes that having a clearly articulated grievance system will enable the Institute to improve its quality assurance mechanisms. These guidelines are meant to address and provide guiding principles, set out procedures for launching and handling grievances.

It is expected that the DIT community and other stakeholders will own the respective Grievance Redress Mechanism Guidelines and ensure their successful implementation.

Prof. Preksedis M. Ndomba
PRINCIPAL

Date.....

ACRONYMS & ABBREVIATIONS

CELPAT	Centre of Excellence in Leather Processing and Allied Technology
DIT	Dar es Salaam Institute of Technology
GRM	Grievance Redress Mechanism
GFU	Grievance Focal Unit
GRC	Grievance Redress Committee
GSC	Grievance Steering Committee
GFP	Grievance Focal Point
IAP	Institute Affected Person
EAC	East Africa Community
EASTRIP	East Africa Skills for Transformation and Regional Integration Project
RAFIC	Regional Flagship ICT Centre
TVET	Technical and Vocation Education Training
WB	World Bank
NEMC	National Environment Management Council
MoE	Ministry of Education
PIU	Project Implementation Unit
IUCEA	Inter-University Council for East Africa
ICT	Information and Communication Technologies
CHRAGG	Commission for Human Rights and Good Governance
CMA	Commission for Mediation and Arbitration
GBV	Gender-based violence
MOHCDGEC	Ministry of Health, Community Development, Gender, Elderly and Children

EXECUTIVE SUMMARY

Grievance redress and public complaints are governed by certain principles, some of these principles are global in nature and are provided in the United Nations Human Right Conventions of which Tanzania is a signatory. The core principles that guide the GRM's procedures are: Accessibility, predictability, fairness, right to compatibility, transparency and accountability, capability, feedback, and legitimacy, confidentiality and eradication of conflict of interests. For these particular guidelines, the guiding principles take into account the core principles of the GRM procedures however they are more in line to the Tanzanian culture core values. In this case, these guidelines have been designed to:

- a) Provide standard operating procedures, tools and instruments to support implementation of a GRM through establishing structures and process.
- b) Enable the DIT Management to timely and effectively address various concerns and grievances.
- c) Ensure harmonious working and learning environment.

From such design, the overall objective of GRM guidelines is to enable the Institute to successfully handle students, staff and other stakeholders' grievances and its specific objectives are: -

- a) To ensure management accountability to address grievances raised by various DIT stakeholders.
- b) To provide awareness to stakeholders on procedures of launching grievances.
- c) To eradicate widespread grievances which can tarnish the reputation of the Institute.
- d) To ensure a fair, impartial and consistent mechanism for redressal of varied issues faced by the stakeholders;
- e) To uphold the dignity of the Institute by promoting cordial Student-Student relationship, Student-teacher relationship, teacher-teacher relationship;
- f) To develop a responsive and accountable attitude among the stakeholders, thereby maintaining a harmonious atmosphere in the Institute campus;
- g) To ensure that grievances are resolved promptly, objectively and with sensitivity and in complete confidentiality;
- h) To ensure that the views of each grievant and respondent are respected and that any party to a grievance is neither discriminated against nor victimized;

- i) To advise stakeholders to respect the right and dignity of one another, and not to behave in a vindictive manner towards any of them for any reason.

To achieve the objectives of these guidelines DIT will take into consideration four major groups namely: students, staff, parents and the general public. The grievances from four major groups will be handled according to steps mentioned in these guidelines.

1.0 INTRODUCTION

This document introduces the Grievance Redress Mechanism (GRM) that Dar es Salaam Institute of technology (DIT) has developed. The GRM guideline is used to ensure transparency and accountability in the implementation of all Institute activities, by all the beneficiaries of the DIT. Besides, it is used to address all complaints/ grievances, related to any components of Institute except those which relates to the breach of public service laws and regulations by the public servants which will be handled as per established laws.

Moreover, this guideline will explain a set of procedures for receiving, recording, and handling of complaints.

For the purpose of these guidelines, Grievance Redress Mechanism is defined as overall systems and resources established by institutions to receive and address concerns about the impact of their policies, programs and operations on internal and external stakeholders. In other words, the stakeholder grievances may be referred as complaints or feedback.

Grievance Redress Mechanisms are often intended to be accessible, collaborative and effective in resolving concerns through dialogue, fact-finding, negotiation, and problem solving. They are widely designed to be the “first line” of response to stakeholders’ concerns. Likewise, GRMs are intended to support institutional systems and not to replace established legal channels meant to manage appeals, e.g. the disciplinary committee etc.

In relation to these guidelines, it is important to note that GRMs are not intended to replace legal recourses of Tanzania. The adoption of GRM guidelines by the Institute does not prevent the DIT staff or student or surrounding community from pursuing their rights in national legal forums.

1.1 PURPOSE

The purpose of these guidelines is to guide the Institute on how to successfully manage and handle grievances from its various stakeholders. However, these guidelines are not meant to handle allegations related to corruption, coercion, or violations of rights which may be referred to administrative or judicial bodies.

1.2 RATIONALE

The Constitution of United Republic of Tanzania of 1977 provides for access to information and also gives prominence to human rights such as right to be heard. For this reason, the Country has national laws which has a provision that requires institution and/or organizations to address grievances raised by the public. In response to such provision, institution such as Commission for Human Rights and Good Governance (CHRAGG), National Environment Management Council (NEMC), Judiciary, Directorate of Public Prosecution, Commission for Mediation and Arbitration (CMA), Prevention and Combating of Corruption Bureau, have been in fore front to implement the GRM.

This document is designed to improve the Institute current procedures for managing grievances and complaints in accordance with the Public service requirements and international best practices i.e. World Bank Operational Policies and Bank Procedures (WB OP/BP).

DIT being among the beneficiaries of the WB, the GRM developed abides to WB OP/BP to all stakeholders, including those directly affected by the projects (RAFIC and CELPAT), those who benefit from the project, those wishing to raise concerns or needing feedback from the project, religious, gender, special groups, specifically women and vulnerable and the general public. A grievance redress mechanism is a process for receiving, evaluating, and addressing project-related complaints from affected communities at the level of the project.

Furthermore, following the growing tendency of various higher education stakeholders expressing their grievances to the general public through different social media, DIT finds it important to have guidelines which will enable its stakeholders to submit its grievances to relevant authorities. These guidelines meant to serve this purpose.

2.0 Definition of Key Terms

In this guideline, unless the context otherwise requires:

2.1 A grievance/complaint:

Means any expression of dissatisfaction made directly or indirectly, explicitly or implicitly, to the Institute or its staff about the Institute. It may relate to any aspect of teaching, supervision, research, consultancy, policies and/or services provided by the Institute.

The range of complaints that fit within this definition is very broad. These guidelines cover complaints that Institute may receive from students/parents who have a grievance of this kind – but they also cover complaints and disclosures from employees both academic and supporting staff of the Institute and other stakeholders.

For the purposes of these guidelines, the term 'disclosure' refers to improper conduct under the 'whistleblower' protected disclosure/public interest disclosure type legislation in place within a jurisdiction.

Complaints/disclosures can be divided into three broad categories:

2.1.1 Disputes

Means matters which raise issues about Institute Management or administration that fall short of being systemic. For example complaints about assessments, exclusions, discontinuation of courses, lack of procedural fairness, and/or grievances about transient workplace conditions lodged by staff.

2.1.2 Mismanagement

Covers such things as unreasonable decisions, inconsistent application of policy, denial of procedural fairness, failure to provide rights, failing to consider relevant matters, wrong advice leading to detriment, and negligence.

2.1.3 Misconduct

Includes ethical and integrity issues such as plagiarism, unethical or biased marking,

conflicts of interests, fraud, bribery, dishonesty, improper favouritism, discrimination and harassment.

An effective complaint handling system will be able to cater for each type of complaint or disclosure.

2.2 Grievant:

Means a student, parent, staff member or group of students or parents or staff members , service providers and community submitting the grievance.

2.3 Days:

Means working days exclusive of Sundays, holidays or vacation days as set forth in the academic calendar. In counting days, the first day shall be the first full working day following the receipt of the grievance.

2.4 Grievance Redress Mechanism

For the purpose of these guidelines, Grievance Redress Mechanism is defined as overall systems and resources established by institutions to receive and address concerns about the impact of their policies, programmes and operations on internal and external stakeholders. In other words, the stakeholder grievances may be referred as complaints or feedback.

3.0 TYPES OF GRIEVANCES

The GRM will deal with grievances that can be categorized as those due to Institute activities and those from projects being implemented at or with the Institute as follows:

3.1: Grievances Related to Institute Normal activities

Type of Grievance	Specification
Academic related issues	Admissions, Examinations, Assessments, Evaluation, Library facilities, Issuance of certificates, Add-on courses, Research related issues, consultancy, innovations, Collection of fee–on-line fee payment gateway, ID cards, Scholarships, etc.
Extra- Curricular	Alumni registration, Award of non-academic credits, Physical Education, funeral services or condolence etc
Amenities & Maintenance	Hostel facilities – Allocation of rooms, Standard of meal, Wi-fi internet connectivity, Utility-stores, Computer facilities, Drinking water, Sanitation & hygiene, Maintenance, Medical facilities, etc
Placements & Internships	On-campus or off-campus interviews, soft skills training, Internships, etc
General administration	HR related issues, housing, working environment, extra duty, transportation, and other incentives, health insurance etc.
Other related issues	GBV and SH, PWD, Safety & Security, Discipline, Misbehaviours, Emergency services, HIV/AIDS, Child labour , Security and safety concerns, Employment for local community, Social-cultural and misconducts etc

4.0 GRIEVANCE REDRESS MECHANISM GUIDING PRINCIPLES

Grievances handling requires a set of rules and principles, in the light of which, the grievances are resolved and decisions are made and actions are taken. If these principles are not considered, then the processes and decisions are meaningless and will have negative outcomes and will cause losing the trust of stakeholders.

In implementing these guidelines, DIT has established principles which will enable the Institute to minimize any possible risk when implementing the GRM. The guidelines shall abide to guiding principles which are likely to provide an effective grievances redress mechanism system. These principles are namely:

Legitimacy: enabling trust and accountability from the stakeholder groups and overall sector governance.

Accessibility: being known to all stakeholders and users intended, and providing adequate assistance

Predictability: providing a clear and known procedure with an indicative timeframe

Equitable: seeking to ensure fairness to all aggrieved parties with reasonable access to sources of information, advice and expertise necessary to engage in grievance processes.

Transparency: keeping parties well informed about grievance handling process progress.

Confidentiality: To ensure none disclosure of information related to the complaint to the unwarranted person.

Rights compatible: Where outcomes have implications for rights, care should be taken that they are consistent with applicable nationally recognized standards and that they do not restrict access to other redress mechanisms.

Enabling continuous learning: To identify lessons for improving the mechanism and preventing future grievances and harms. Regular analysis of the frequency, patterns, and causes of grievances; strategies and processes used for grievance resolution

To adequately execute these guidelines, there are steps and procedures which will have to be followed by the aggrieved person and the Institute as described in these guidelines.

5.0 GRM Operating Procedures

This section describes the whole procedure from start to end of grievance handling and resolving process.

Any student or parents or staff member or Institute stakeholder who wants to initiate a grievance may in the first instance bring the issue to the notice of the respective receiving unit focal person, who will address the issue and try to resolve it within 7 working days of the receipt of the grievance.

If, there is no response within the stipulated time from the respective unit or grievant is dissatisfied with response/resolution to his/her grievance, then the grievant is free to represent his/her grievance to the Institute Grievance Redressal Unit which will address and resolve it within 7 - 14 working days from the receipt of the grievance.

If, the grievance is against the respective unit, then the grievant may directly submit his/her grievance in writing to Institute grievance redress unit through the following channels:

- a. DIT Institute dedicated email address (malalamiko@dit.ac.tz)
- b. A DIT dedicated telephone number (Tel: +255 22 2150824)
- c. On the DIT websites (www.dit.ac.tz)
- d. Suggestion boxes located at the various locations within the Institute
- e. To the Grievance Redress focal units/ office.

For the purpose of grievance submission, the following addresses shall be used;

Dar es Salaam Institute of Technology

**Physical address: Bibi Titi Mohamed Street/Morogoro Road Junction,
P.O. Box 2958, Dar es Salaam**

5.1 Grievances Registration and Database System

Any aggrieved person with a genuine grievance will submit his/her grievance along with necessary documents. The grievances/ complaints mainly could be received by filling GRM online forms through DIT web site, email or text. Alternatively, the grievance could be received by submitting a filled GRM form to the Institute Grievance Focal Unit (GFU). All the complaints would be recorded to the GRM database by DIT GRM Focal Point with respect to the confidentiality of the issue.

5.2 Acknowledgement

The Grievance Focal Unit shall acknowledge the receipt of each grievance within 2 - 7 working days and will include: outlining the grievance process; providing contact details of the contact person that is responsible for handling the grievance; give an indication of how long it is likely to take to resolve the grievance. Complainants will be periodically updated on the status of their grievances using online system. In the case of e-mail, the sender will also receive an instant auto reply acknowledging the receipt of his/her e-mail.

5.3 Sorting, Categorizing and Resolving

Upon receipt and acknowledgement of grievance, Member of Focal Unit who received the complaint shall categorise and analyse the merits of the grievance, and shall try to resolve it within a period not exceeding 7 days from the receipt, failure of it, will be tabled to the GFU which shall try to resolve the same within 14 days before forwarding it to the GRC in case of failure to resolve.

The analysis and categorization done by Focal Unit member will base on the following criteria:

5.3.1 Whether the grievance is within the scope;

Is the grievance within the scope of the community, i.e. is it attributable to Institute activities? However, if the complaint is related to the breach of public service laws and regulations the same will be referred to the HRM office for the appropriate public service procedures to be initiated.

5.3.2 Sensitive or non-sensitive grievance

Non-sensitive grievances are those that relate directly to the community covered by GRM and have a potential of being verified and resolved within the GRM structures according to the procedures laid out in this guidelines. Such include grievances related to the Institute activities and funding, discrimination and communications, staff' and students' welfare.

Sensitive grievances are those that relate to the GRM Community but may require a more complex investigation and resolution processes. Such include: misuse of funds, corruption or fraud, conflict of interest, political interference, contravention of signed agreements, as well as gender and sexual based harassment or exploitation. Investigation which extend beyond the GRM to involve the processes that include those set out in other laws of the country will be referred to the appropriate Authority.

5.3.4 Anonymous grievances

A grievance received anonymously needs to be assessed to identify whether it is substantial or not and if found substantial, actions shall be taken to resolve it. Despite lack of an avenue to acknowledge and respond directly to the complainant, such a grievance should be considered as a warning signal to the Institute community or an indication of underlying discontent. Such grievances including those found to be malicious should be documented and taken into account during the general analysis.

5.3.5 Grievances under Specific Performance Requirements

Grievances under Specific Performance Requirements are those that may require collaboration with other institutions outside the Institute community for verification and resolution. These grievances include procurement and Sexual Harassment (SH) and Gender Based Violence (GBV).

5.3.6 Other criteria;

Further analysis of grievances will be undertaken to identify the specific nature of the grievances as per the following criteria;

Quantity and quality of services, timeliness of aid or services, conflict of interest, behaviour of staff, recruitment, procurement of commodities or services, political

interference, bribery, embezzlement, fraud, data information provision, environmental degradation, environmental pollution, timeliness of services or contract, access to sub-project resources, resource-based conflicts and child abuse.

5.4 Follow Up & Monitoring

GFU shall coordinate, monitor and ensure resolution of the grievance within the stipulated time. Depending upon the seriousness of grievance, the GFU will follow up regularly till their final disposal by way of reminders using on – line system. The resolution attained will be tabled to the GRC for further evaluation.

5.5 Scrutiny

Grievance Redress Committee will make a thorough review of the resolution process. In case the committee feels satisfied with the resolution provided by the GFU, then it will communicate the same to the grievant. Once the grievant indicates acceptance of the resolution at this level, then the matter is deemed closed.

5.6 Call for hearing

If the Grievance Redress Committee is not satisfied with the resolution provided by the GFU or upon the grievant written request, the committee shall fix a date for hearing, and inform the GFU and grievant. If, at the conclusion of the hearing, the committee feels that additional information or testimony is necessary to make a decision, it may request that the parties submit such additional information. In this event, the hearing will remain open until receipt of the requested document(s).

5.7 Investigation and Final Decision:

If a resolution is not achieved through hearing, then it will take necessary steps to conduct an investigation (fair and impartial investigation) of the facts giving rise to the grievance as it determines necessary to reach a conclusion on the merits of the grievance application. Grievance Redress Committee will have the right to interview witnesses, if, it determines necessary and/or helpful to the investigation including those recommended by a party to the grievance. After the hearing or investigation, the Grievance Redress Committee shall use its best efforts to work out a resolution of the issues involved with the parties named in the grievance application, pass an order indicating the reasons for such order, as may be deemed

fit. The decision shall be final, however, a complainant who is not satisfied with the response received despite having the opportunity to request for further clarification, is at liberty to pursue the matter legally available outside the GRM process.

5.8 Communicating the decision

Upon completion of proceedings, the Grievance Redress Committee shall communicate the final decision to GFU and the Unit will be responsible to dispatch the decision to the parties.

5.9 Closure of complaint

The complaint shall be considered as disposed off and closed when:

- a) the grievant has indicated acceptance of the resolution in writing or
- b) the grievant has not responded within four weeks from the date of receipt of information on resolution.

The proceedings concerning each grievance will be recorded in a systematic manner and the information shall be treated as confidential and can be viewed only by the head of GFU.

5.10 Feedback:

GFU will collect formal feedback from relevant stakeholders (students, parents, staff, and other stakeholders.) from time to time; especially from the parties involved, on account for reviewing and improving the grievance handling and redress process.

5.11 Arbitration

In the event that there is dissatisfaction from affected parties that cannot be resolved within the DIT's GRM process, the complainant will be advised to find the available remedies outside the GRM system either through arbitration (in accordance with arbitration procedures of Tanzania) or court of law with jurisdiction.

6.0 Grievance Redress Management Structure

GRM will be managed on the structure shown in Figure 1:

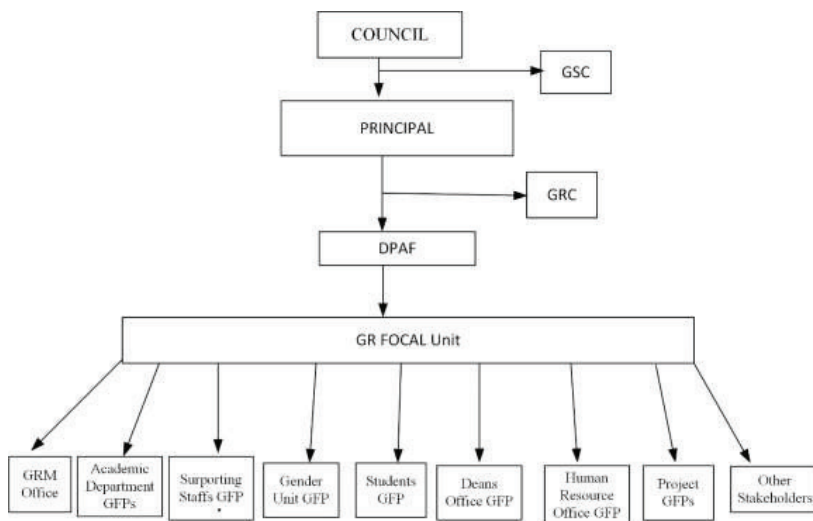


Figure 1: GRM structure

6.1 Grievance Focal unit

The Institute will form a Grievance Focal Unit (GFU) responsible for receiving complaints from all stakeholders and will be responsible for sorting and resolving the received grievances according to the nature of each complaint. The head of GFU will be appointed by the Principal.

The GFU will be comprised of fourteen grievance Focal point (GFPs) members of which there will be one member from each academic department, supporting staff, human resource office, GRM office, Deans office, student representative, other stakeholders' representative and project focal points.

6.2 Duties of Head of GFU

- To be the secretary of GRC;
- To create awareness of the Grievance Redress Mechanism (GRM) amongst all stakeholders through public awareness campaigns and roadshow;
- To coordinate focal points for logging and recording grievances;

- d) To Receive feedback on the grievances' resolutions referred to the GRC and communicate to the complainant/stakeholder
- e) To act as an intermediary between the Institute and stakeholders.
- f) To analyse and document the resolved/unresolved grievance and report to the GRC on a monthly basis;
- g) To record all received grievances/complaints, make follow up on action taken and submit monthly report to the Institute Management.
- h) To create and update GRM database timely;
- i) To participate in the Monitoring and Evaluation of GRM;
- j) To analyse common grievances, lessons learnt and propose effective implementation programme and mitigation measures in future;

6.3 Grievance Focal Points (GFPs)

A person with high integrity, ethical, trustworthy, and uphold confidentiality. Will be appointed by project coordinator, Director or Heads of each department/section that she/he will be representing. For the DIT Campuses the GFPs will be appointed by the Director of the respective campus. For Projects being implemented in DIT, the GFU/PIU will be the Safeguard specialist appointed by the Principal/Director for respective project.

Focal person representative (GFP) for Stakeholders will a person chosen amongst stakeholders under the guidance of Local Government Administration as the representative for the communities surrounding DIT or Campus, beneficiaries of particular project, project implementors and project affected persons.

6.4 Duties of GFPs

- a) Receive, register and acknowledge all received grievances/complaints.
- b) To create awareness of the Grievance Redress Mechanism (GRM) amongst all stakeholders through public awareness campaigns and roadshow;
- c) To communicate feedback on the grievances' resolutions to the complainant/stakeholder/GFU.
- d) To act as an intermediary between the complainant and GFU.
- e) To analyse and document the resolved/unresolved grievance and report to the GFU on a daily basis;
- f) To create and update GRM database timely;

- g) To participate in the Monitoring and Evaluation of GRM;
- h) To analyse common grievances, lessons learnt and propose effective implementation programme and mitigation measures in future;

6.5 Grievance Redress Committees (GRC)

There shall be one GRM Committee for DIT Institute and one GRM Committee for Projects being implemented by the Institute.

6.5.1 Grievance Redress Committees

The Institute GRC members will be appointed by the Principal and shall be composed of:

- (a) Deputy Principal Administration and Finance (DPAF);
- (b) Deputy Principal Academic, Research and Consultancy (DPARC);
- (c) Trade Union representative;
- (d) Human Resource Manager;
- (e) Dean of students;
- (f) DITSO President;
- (g) One stakeholder representative where necessary;
- (h) Legal office representative;

The Chairperson for the committee shall be the Deputy Principal Administration and Finance (DPAF) and the head of GFU will be the secretary to GRC.

The Committee shall meet regularly but the number of meetings should be not more than three per year. However, meetings may be called upon when need arises.

6.5.2 Project Grievance Redress Committees

Each project being implemented by the Institute or Campuses shall have a project GRM Committees to be appointed by the Principal/Director depending on the nature and requirements of the project as described below.

- a. Deputy Principal Administration and Finance (DPAF);
- b. Project Coordinator;
- c. PIU safeguard Specialist;

- d. Environmental Management Authorities at the community level;
- e. Regulator representative;
- f. Contractor representative;
- g. Project Engineer;
- h. Local Government Chairperson;
- i. DIT Legal Officer;

6.5.3 Role of GRCs

Some of the duties of the GRCs are describe below:

- a) Resolving and addressing complaints received from GFU;
- b) Reviewing appeals lodged against the resolutions of GFU;
- c) Considering and determining corrective measures in the light of comments and suggestions received by GFU;
- d) Monitoring GFU handling and reviewing resolutions suggested thereof;
- e) Reporting to GSC unresolved grievances at GRM Committee level;
- f) Constituting special committees if required under unusual circumstances for redress of grievance of exigent nature and/or for resolutions of complaints requiring broader inquisitorial procedures.
- g) To protect the privacy and confidentiality of all parties during the investigation, consistent with and subject to the policy guidelines;
- h) To obtain the facts through relevant sources in a fair and objective manner, to work out a resolution of the issues involved with the parties named in the grievance
- i) To ensure speedy disposal of every grievance application - within a maximum period of one month of the receipt of application;
- j) To ensure that there is no reprisal of any kind against any applicant, witness, or any other participant in the grievance redressal process by reason of such participation in the grievance process

6.6 Grievance Steering Committee (GSC)

There will be an Institute GSC which will act as the Apex Forum to hear and resolve appeals against GRC decisions. A written report of unresolved cases shall be presented by the Chairperson of the GRC to the GSC. The GSC will review and resolve any appeals from the GRC.

In the event that there is dissatisfaction from affected parties that cannot be resolved within the DIT's GRM process, the complainant will be advised to find the available remedies outside the GRM system either through arbitration (in accordance of with arbitration procedures of Tanzania) or court of law with jurisdiction.

The Institute GSC members will be composed of:

- i. A Chairperson for Appointments and Disciplinary Committee (ADC) of DIT Governing Council;
- ii. Regional Administrative Secretary invitee;
- iii. Principal;
- iv. GRC Chairperson as Secretary;
- v. DIT Legal Officer-invitee;
- vi. Director of Vocational Technical Education and training from Ministry of Education (TVET);

7.0 Grievance Redress Process

The Institute will set up a GRM process on both traditional conflict-resolution flows as well as administrative and Project based steps to ensure DIT community members, any stakeholders or DIT project affected persons have an opportunity and means to raise their concerns or to provide suggestions regarding Institute and Project-related activities. From the local community surrounding the Institute to the DIT staff and students, there will be focal persons to receive record and address grievances, queries and suggestions.

A reporting line of received (and addressed) grievances will also be clearly defined, so that the GFU will have a full set of data. Complaints will be categorized and recorded at each level of the structure, and consolidated periodically in Institute grievance database. The database will also be an effective management tool to monitor progress and detect potential obstacles in the Institute activities.

During the participatory assessment process for sub-component preparation and sensitization sessions, the Institute's GRM ("communication steps" for beneficiaries) will be explained so that all stakeholders are aware and encouraged to use the mechanism for transparency and better Institute performance. To better inform stakeholders, the Institute will prepare materials (e.g. posters, leaflets) in Swahili and English and display in public accessed areas as part of the communication activities.

Stakeholders shall be informed of various receiving points of making complaints (if any) and the GFU will collect the complaints from these points on a regular basis and record them. This will be followed by coordinating with the concerned people to address the grievances. The GFU will manage the grievance activities at the respective stakeholder's level to address the Grievances and would act as the focal point in this regard.

The illustration in Figure 2 summarizes the procedure and key steps for grievances redress mechanism and Table 1 stipulates the timeframes for the process.

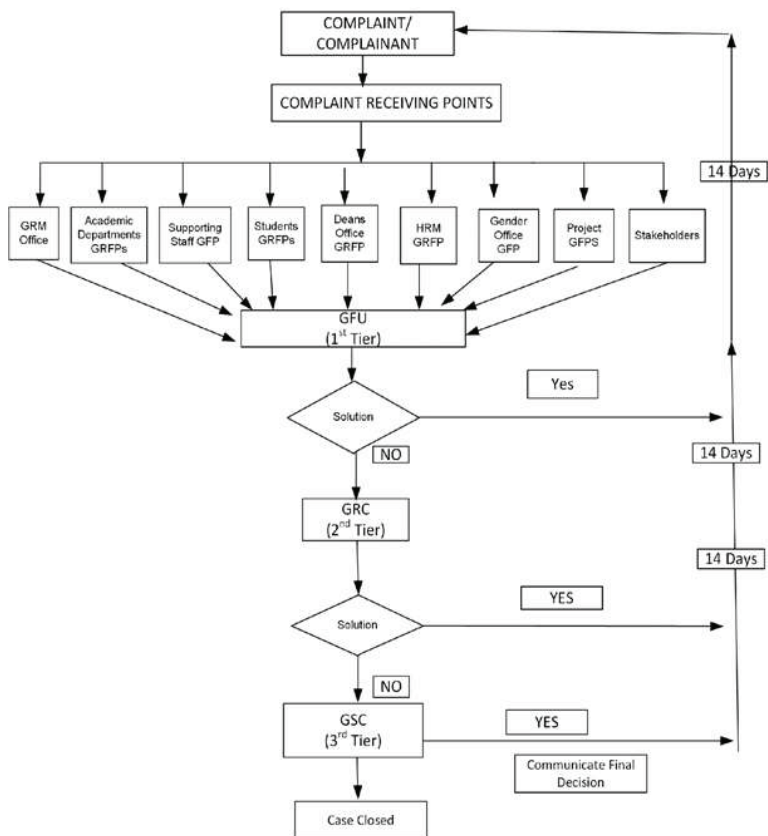


Figure 2: Grievance Redress Flow Process

Table 1: Timeframe for Grievance Redress

Process	TimeFrame
Receive and register grievance	Within 1 Days
Acknowledge	Within 2 Days
Assess grievance and assign responsibility	Within 2 Days
Development of response	Within 14 Days
Implementation of response if agreement is reached	Within 14 Days
Close grievance	within 7 Days of implementation
Initiate grievance review process if no agreement is reached at the first instance	within 1 Month
Implement review recommendation and close grievance	within 1 Months
Dissemination of results to all stakeholders and publicise.	within 1 Months
Grievance taken to court by complainant	This will depend on the type of grievance

8.0 GENERAL GUIDELINES

The grievance must always be in the form of a detailed written complaint submitted via models stipulated in these guidelines to the Officer-in-Charge of GFU.

8.1 Formal grievance complaint

A formal grievant complaint shall include:

- a) A clear and concise statement of the event/issues, and a summary of steps taken, if any, by the grievant to resolve the problem or issues prior to the filing;
- b) A reasonably detailed description of the relevant facts, including the name/s of person/s, copies of relevant documents or other evidence relevant to the grievance;
- c) Full name, contact information of the person escalating/initiating the grievance complaint.

8.2 Group Grievance:

If, it is a group grievance, list of all persons who are parties to the grievance to be attached. The list must include each person's name, ID, phone number/email address, etc. The list must also designate one individual as spokesperson for the group.

8.3 Prohibition against Reprisal

DIT prohibit retaliation against any grievant, witness, or any other participant in the grievance redressal process by reason of such participation. Any concerns about the retaliation related to this process should be disclosed by the party to the Grievance Redress Committee via malalamiko@dit.ac.tz

8.4 No proxy will be allowed

The aggrieved student, parent, staff or any stakeholder shall have to apply individually and represent his/her case before the GFU.

8.5 Confidentiality

GFU shall maintain confidentiality of information shared throughout the grievance process. All information collected will be treated as confidential and will not be disclosed to third parties without prior consent of the parties involved. However, disclosures may be required for the purpose of fact-finding or efforts to resolve the grievance. Parties involved in the grievance process will also have to maintain the confidentiality of the information discussed during the fact-finding process and the identity of the grievant.

8.6 Documentation

The information relating to the proceedings of grievances shall be treated as confidential and can be viewed only by the members of GFU or GRC, for the purpose of investigation. In order to monitor the redress process from time to time, the GFU shall maintain a grievance register under the supervision of Officer-in-Charge.

8.7 Safe handling of grievance records

The grievance forms, the grievance log register/on – line system shall be managed safely, only accessible by the responsible person within the GFU.

9.0 INSTITUTIONAL ARRANGEMENT AND CAPACITY BUILDING

9.1 GRM Institutional Arrangement

In order to implement the GRM and its functionality, first the heads of GFUs will be appointed by the Principal. Secondly, the Focal person representatives (GFPs) will be appointed by ~~the heads of respective departments/sections (DPAF)~~ to be member of GFU.

9.2 GRM Implementation Training

Based on the GRM guideline, it is required to develop a GRM training manual, through which the DIT Staff, Student, GRC members, Institute stakeholders and beneficiaries will be trained accordingly.

In order to have proper implementation of GRM, GFU and GRC members should be aware of their ToR. Furthermore, the GFU should be familiarized with the best ways of collecting, redressing, referring some critical cases to referral points, reporting and giving feedbacks properly. Capacity building will be undertaken to equip the GFU and GRC with essential skills, knowledge and attitude to promote, publicize and operationalize the GRM. This will include; Training of Trainers (TOT) and peer learning.

Additionally, for stakeholder's awareness about GRM guideline, posters and brochures should be distributed among the targeted stakeholders, so that the community can understand about GRM procedure of DIT Institute.

9.3 Awareness and trainings of stakeholders

There is need to create awareness and conduct training to GRM stakeholders and beneficiaries on procedure and mechanism of GRM implementation within DIT. Scheduled annual progress review workshops will be held at various levels to share experiences and lessons learnt towards continued improvement of the GRM.

10.0 MONITORING AND REPORTING MECHANISM

10.1 Monitoring

All management systems need to be monitored and analyzed regularly so that problems can be identified and corrective measures implemented. The aim of the GRM is to provide Institutes' affected parties with accessible and inclusive means to raise issues and grievances, and for DIT management to respond and manage such grievances. The GRM is to be used as an effective feedback mechanism to prevent issues and concerns from escalating into protests and reputational issues for the Institute. To do this effectively it needs to be trusted by DIT stakeholders as a channel for resolving issues. A clear sign of a dysfunctional grievance process is one that receives no (or extremely few) grievances. The following are the useful monitoring indicators:

- a) Number and type of grievance received (e.g., environmental issue, student admission issue, GBV/SH/SEA, staff promotion issue, etc.).
- b) Number of GBV/SH/SEA survivors who are offered referrals to service providers.
- c) Grievance resolution: percentage of grievances acknowledged, resolved, appealed and implemented within the agreed timeframe.
- d) The number of IAPs that have come back stating their dissatisfaction with the resolution given;
- e) Number of grievances of the same or similar issue;
- f) Written comments analyzing the resolution of grievances: e.g., explain which grievances are tardy, why, and what, if anything, can be done to improve resolution and implementation of remedies.
- g) Written comments analyzing trends in distribution of grievances.

Key indicators are; number of grievances received and the number of grievances resolved to the satisfaction of all parties within the proposed timeframe. It is important to note that the aim of a GRM is NOT to achieve a zero-grievance level but to receive, investigate and manages grievance in an efficient manner. Zero grievances is an indicator that the process is not effective, suggesting it is not known, not accessible or not trusted.

10.2 Reporting

Reporting and feedback on GRM implementation will be made through normal Institute reporting schedule. Institute reports (monthly, quarterly and annual

progress) will include a dedicated section for the GRM. The report will include number of complaints received, number of grievances resolved to the satisfaction of all parties within the proposed timeframe, nature and categories of complaints, number of all complaints and any particular issues and challenges in relation to GRM. Survivors right and identity will be respected in all Institute reports. GRM reports will be prepared by the GFU. In addition, a summary that includes number of GRM received, resolved and pending will be prepared stamped at the departments notice boards as a way of providing feedback to the IAPs.

Monthly, quarterly, semi-annual and annual progress reports shall include GRM sections which provide updated information on the following:

- a) Status of establishment of the GRM (procedures, staffing, training, awareness creation, budgeting etc.);
- b) Quantitative data on the number of complaints received, the number that were relevant, and the number resolved;
- c) Qualitative data on the type of complaints and answers provided, issues that are unresolved;
- d) Time taken to resolve complaints;
- e) Number of grievances resolved at the lowest level, raised to higher levels;
- f) Satisfaction with the action taken;
- g) Any particular issues faced with the procedures/staffing or use;
- h) Factors that may be affecting the use of the GRM/beneficiary feedback system; and
- i) Any corrective measures adopted.

TABLE 3: MONITORING AND EVALUATION FRAMEWORK

Output	Indicator	Base line	Target	Source of information	Frequency of data collection	Responsibility
Participation	Number of complaints registered	N/A	% Decrease	Grievance data base, registers & monitoring forms	Quarterly	GFU Officer
	Number of academic staff that have used the GRM	N/A	% Increase	As above	As above	As above
	Number of supporting staff that have used the GRM	N/A	% Increase	As above	As above	As above
	Number of women from DIT Community that have used the GRM	N/A	% Increase	As above	As above	As above
	Number of students that have used the GRM	N/A	% Increase	As above	As above	As above
	Number of stakeholders that have used the GRM	N/A	% Increase	As above	As above	As above
Effectiveness	Percentage of grievances resolved	N/A	80%	Grievance data base, registers & monitoring forms	As above	As above
	Percentage of grievance addressed in set time frame	N/A	100%	Grievance data base, registers & monitoring forms	As above	As above
	Percentage of grievances handled with simple conflict resolution techniques (apology, explanation)	N/A	50%	Grievance data base, registers & monitoring forms	As above	As above
	Percentage of positive feedback	N/A		Grievance data base, registers & monitoring forms	As above	As above
Resolution	Percentage of grievances resolved with satisfactory output	N/A	100%	Grievance data base, registers & monitoring forms	As above	As above
	Percentage of recurring complaints	N/A		Grievance data base, registers & monitoring forms	As above	As above

10.3 Budgeting

The budget for GRM implementation will be included in the Institute Annual Budget. All other personnel involved in the implementation should receive training as part of the ongoing stakeholder engagement and internal communications strategies.

Table 4: indicative budget required for implementing this GRM.

Item	Description	Unit Cost	Quantity	Amount
Approval of GRM	Preparation and duplication of GRM documents for approval meetings	150,000	4	600,000/-
Establishment of GRM office	Furnishing for the office	10,000,000/-	Lumpsum	10,000,000/-
Capacity building	Training of trainers for GFU and GRC and DIT community	15,000,000/-	Lumpsum	15,000,000/-
Development of GRM training manual	Manual for stakeholder training	5,000,000/-	Lumpsum	5,000,000/-
Sensitization workshops	Each group of stakeholders and beneficiaries to attend workshops; printing of posters and brochures	10,000,000/-	Lumpsum	10,000,000/-
Database development	Hard ware and software, connectivity cost	-	-	-
Maintenance of online system	Regular upkeeping of the system	-	-	-

Stationaries	Office stationaries for printing forms, reports and communication letters	50,000/-	12 months	600,000/-
Meeting facilitations	GFU, GRC and stakeholders regular meeting facilitation costs	200,000/-	48 meetings	960,000/-

11.0 ACTION PLAN FOR OPERATIONALIZATION OF GRM

TABLE 5: PROPOSED ACTION PLAN FOR OPERATIONALIZATION OF GRM

	Activity	Responsibility
Introduce the GRM to the Community	Create GRM advisory committee	
	Appoint Grievance Focal Point Persons	Principal
	To share TORs for grievance officers	GRM unit Manager and M &E Officer
	To share policies and procedures for grievance handling	GRM unit Manager and M & E Officer
	Training of personnel in GRM policies, procedures and grievance handling	HRM
	Establishment of GRM office	Estate Manager/GRM
	Introduction of GRM logbook, grievance lodging form and database to manage grievances received and track their status	
Communicate to build awareness	Display of the GRM brochure for campus/subprojects personnel on information boards at the PIUs office, at the general contractors office	
	Introduction of GRM to external stakeholders	
	Raise awareness of GRM to stakeholders and beneficiaries	GFUs
	Appointment of GFU representatives for stakeholders	DPAF
	To share TORs for GFU appointed officers	
	To share policies and procedures for grievance handling	
Operationalization of GRM	Training of stakeholders representative in GRM policies, procedures and grievance handling	
	Receive and process grievances	
	Regular meetings for resolving grievances	
	Provide timely feedback	
M & E	Regular progress reports	
	Introduction of a separate Grievance Log for DIT, its campuses and projects	
	Create forums for obtaining feedbacks on the performances of GRM	
	Establish clear standards and criteria for evaluation of GRM performance	

APPENDIX :

DAR ES SALAAM INSTITUTE OF TECHNOLOGY



GRIEVANCE REDRESS MECHANISM (GRM)

Dar es Salaam Institute of Technology (DIT) would like to know your concerns related to our activities. The more information (including contact details) and supporting evidence provided, the more helpful it will be to our process. You may request us to keep your personal details confidential. **Please submit your concern or complaints to Grievance Focal Unit online or offline. This should be submitted within 2 working days.**

ANNEX A: GRIEVANCE/INQUIRY / REGISTRATION FORM

DIT GRM Form I	
Instructions: This form is to be completed by staff receiving the inquiry or grievance and sent to the GRM focal Unit (GFU). Attach any supporting documentation/letters as relevant.	
Date Grievance Received:	Name of Staff Completing Form:
Mode of Filing Inquiry or Grievance (check ✓): ☐ In person ☐ Telephone ☐ E-mail ☐ Website ☐ Letter ☐ Other	
Name of Person Raising Grievance: (information is optional and always treated as confidential).....	
Gender: ☐ Male ☐ Female	
Address or contact information for Person Raising Grievance: (information is optional and confidential)	
Location where grievance/problem occurred [write in]	
Brief Description of Grievance or Inquiry: (Provide as much detail and facts as possible)	

	Type of Grievance	Specification
	Academic	Admissions, Examinations, Assessments, Evaluation, Library facilities, Issuance of certificates, Add-on courses, Research related issues, consultancy, innovations, Collection of fee-on-line fee payment gateway, ID cards, Scholarships, etc.
	Extra-Curricular	Alumni registration, Award of non-academic credits, Physical Education, funeral services or condolence etc
	Amenities & Maintenance	Hostel facilities – Allocation of rooms, Standard of meal, Wi-fi internet connectivity, Utility-stores, Computer facilities, Drinking water, Sanitation & hygiene, Maintenance, Medical facilities, etc
	Placement and Internships	On-campus or off-campus interviews, soft skills training, Internships, etc
	General Administration	HR related issues, housing, working environment, extra duty, Transportation, and other incentives, Health insurance etc.
	Other Related Issues	GBV and SH, PWD, Safety & Security, Discipline, Misbehaviours, Emergency services, HIV/AIDS, Child labour , Security and safety concerns, Employment for local community, Social-cultural and misconducts etc
	Administration	Grievances regarding violations of policies, guidelines and procedures
	Project	Grievances regarding contract violations
	Administration/Project	Grievances regarding the misuse of funds/lack of transparency, or other financial management concerns
	Administration/Project	Grievances regarding abuse of power/intervention by project or government officials
	Project	Grievances regarding PIU staff performance
	Other	Reports of force majeure
	Other	Suggestions
	Other	Appreciation
Who should handle and follow up on the grievance:		

Progress in resolving the grievance (e.g. answered, being resolved, settled):

.....

Other Comments:.....

.....

ANNEX B: GRIEVANCE NOTIFICATION/ ACKNOWLEDGEMENT FORM

DIT GRM Form II	
Instructions: This form is to be completed by the GRM focal unit (GFU) and mailed or delivered to the complainant.	
Date Grievance Received:.....	Tracking Number:.....
Mode of Filing Inquiry or Grievance (check ✓):	
☐ In person ☐ Telephone ☐ E-mail ☐ Website ☐ Letter	
☐ Other	
Name of Person Raising Grievance: (information is optional and always treated as confidential)	
.....	
Gender: ☐ Male ☐ Female	
Contact information for the Person Raising Grievance: (information is optional and confidential)	
Address:.....	
Phone:.....	
Email:.....	
Deadline for Response (28 days from date grievance received):	

ANNEX C: GRIEVANCE RESOLUTION FORM

DIT GRM Form III	
Instructions: This form is to be completed by the GRM focal unit (GFU) and mailed or delivered to the complainant.	
Date Grievance Received:	Tracking Number:
Grievance Type:	
Mode of Delivering Resolution (check ✓):	
☐ In person ☐ Telephone ☐ E-mail ☐ Website ☐ Letter	
☐ Other:	
Name of Person Delivering Resolution:	
Contact information for the Person Raising Grievance: (information is optional and confidential)	
Address:	
Phone:	
Email:	

ANNEX D: GRIEVANCE APPEAL FORM

DIT GRM		Form IV	
Grievant information			
Grievant name:		Date appeal submitted:	
Grievant phone:		Grievant email:	
Grievant home mailing address:		Workplace mailing address:	
Received by:		Date received:	
	Reason for appeal (check all that apply):		
	New information/evidence is now available that wasn't considered before		
	The process wasn't followed correctly		
	The outcome wasn't fair and reasonable		
Further explanation of reasoning use attachments if necessary			
Desired outcome use attachments if necessary			
Please retain a copy of this form for your own records. As the grievant, your signature below indicates that the information you've provided on this form is truthful.			
Grievant signature		Date	
Received by: printed name and signature		Date	



ANNEX E: GRIEVANCE LOGBOOK

DIT GRM Form V

Serial No	Name of complainant	Address of complainant	Tel. No	location			Grievance	Nature of Complaint/grievance	Date received	Action Recommended	Responsible Person	Due Date	Status of Resolution	Date of Resolution (Resolved)	Resolution Summary
				Campus	Department/P roject	Section									

