



REPUBLIC OF KENYA



GOVERNMENT OF KIRINYAGA

KERUGOYA- KUTUS MUNICIPALITY

**GRIEVANCES REDRESS
FRAMEWORK**

APPROVAL

The Municipal Grievance Redress Mechanism Framework has been prepared as per the requirements of the World Bank Standards ESS 10 and it has been drawn from the County Government Act 2012. The framework serves as the guiding tool to spearhead social and economic development within the municipality.

The Framework has fulfilled all the statutory requirements and is hereby approved.

Certified

Rev Samuel Kanjobe,
County Executive Committee Member,
Department of Land, Physical planning and Urban Development.

Date

Approval by the County Executive Committee

Approved through the County executive Committee Minute No Dated.....

Approval by the Kerugoya Kutus Municipal board

Approved through Municipal Board Minute No

Dated.....

Municipal Board Chairman.....

Signed..... Date.....

Municipal Manager.....

Signed.....Date.....

FOREWORD

The Grievance Redress Mechanism, is a tool for addressing broader community concerns in the Kenya Urban Support Program (II). It aims to tackle broader community concerns effectively. Communication, Trust and collaboration are essential between the County Government of Kirinyaga, the project beneficiaries and the broader community. The Grievance Redress Mechanism was designed for this purpose. I saw how vital it was to listen to broader community voices and how establishing clear mechanism for handling grievances was important. Every voice needs to be heard and concerns should be addressed in a timely manner. This was especially true in urban development projects where community involvement could impact results significantly. In this, I wanted all stakeholders to actively participate. Feedback mattered a lot for improving the process and making grievance handling better. This approach fostered an environment where everyone felt heard and valued.

Together, an inclusive environment could emerge where grievances were not just addressed but viewed as opportunities for improvement and learning.



CPA Paul M. Muchira

**Municipal Board Secretary/Municipal Manager,
Kerugoya Kutus Municipal Board**

EXECUTIVE SUMMARY

The Municipal Grievance Redress Mechanism Framework will be proportionate to the potential risks and impacts of the project and will be accessible and inclusive. Where feasible and suitable for the project, the grievance mechanism will utilize existing formal or informal grievance mechanisms, supplemented as needed with project-specific arrangements. The grievance mechanism is expected to address concerns promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all project-affected parties, at no cost and without retribution. The mechanism, process or procedure will not prevent access to judicial or administrative remedies.

The Municipality will inform the project-affected parties about the grievance process in the course of its community engagement activities, and will make publicly available a record documenting the responses to all grievances received; Handling of grievances will be done in an appropriate manner and be discreet, objective, sensitive and responsive to the needs and concerns of the project-affected parties. The mechanism will also allow for anonymous complaints to be raised and addressed.

The Grievance Redress Mechanisms that were established in the Kenya Urban Support Program (KUSP) will be strengthened and enhanced under the KUSP II to allow for a transparent, timely and efficient redress process.

The Grievance Redress mechanism has the following core principles: Accessibility, Predictability, Fairness, Rights Compatibility, Transparency and Accountability, Capability and Feedback.

This framework seeks to address grievances in a timely and effective manner which in turn ensures the social and economic benefit is achieved for the people of Kerugoya-Kutus Municipality.

ACKNOWLEDGEMENT

The preparation of the Kerugoya- Kutus Municipality Grievance Redress Mechanism Framework has been a result of meticulous and concerted efforts by different stakeholders and players in the Municipality and County Government of Kirinyaga. I take this opportunity to acknowledge the roles and contributions of everyone individually and collectively towards the completion of this framework.

I am indebted to the management and staff of the Department of Lands, Physical Planning and Urban Development and the Municipality for their effort and support during the entire period of Plan preparation.

I thank the Municipal manager and the entire Board for the effort and support accorded during the finalization of the Framework and the consideration and approval of the Framework.

My deepest gratitude to the experts from the various County government departments: Finance and Accounting Services, Public Works, Environment, Gender and Youth.

The Municipality is grateful to the national government through the Ministry of Lands, Public Works, Housing and Urban Development and the Kenya Urban Support Program (KUSP) for their input during preparation of this framework.

LIST OF ABBREVIATION

CECM	:	County Executive Committee Member
CGA	:	County Government Act
CPCT	:	County Program Coordination Team
ESHS	:	Environment, Social, Health and Safety
ESS	:	Environmental and Social Standard
GRM	:	Grievance Redress Mechanism
KUSP	:	Kenya Urban Support Program
NPCT	:	National Program Coordination Team
POE	:	Panel of Experts
POM	:	Program Operations Manual
SDHUD	:	State Department for Housing and Urban Development

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CHAPTER ONE

1.0 Introduction

A Grievance Redress Mechanism is a tool primarily used to handle disputes. Critical steps within the mechanism include receipt of the complaints and processing of the complaints from specific individuals or groups of people. A grievance in project management is qualified by the fact that it adversely affects the execution of a project or use of a facility upon completion.

The County Government of Kirinyaga is one among the beneficiary counties of the Kenya Urban Support Programme KUSP phase (II). Effective and timely response to community complaints is essential for maintaining good community relations. KUSP (II) is committed to having an effective complaints handling system that reflects the needs, expectations and rights of complainants.

The GRM will assist the deliberating the processes in capturing, assessing, and responding to the concerns that are raised by the project beneficiaries, the general public, and those executing individual projects.

1.2 Objectives of the GRM

Here are specific objectives associated with the establishment of the GRM:

- i. Promoting transparency and accountability all through the implementation of the projects among the key stakeholders and beneficiaries
- ii. Promoting affirmative relations between the project executers, beneficiaries and members of the public

- iii. Addressing the grievances and enhancement of the conflict resolution emanating from KUSP (II)
- iv. Offering resolution on social and environmental grievances during project implementation in a bid to facilitate project risk management.
- v. Guide the process of undertaking public participation, community feedback and access to information during service delivery.

1.3 Scope of the GRM

The Grievance Redress Mechanism (GRM) functions as a means of resolving disputes during program implementation. It is important to note that while the GRM serves to complement existing legal channels such as courts, tribunals, and other recourse mechanisms for addressing grievances, it does not replace them.

The Grievance Redress Mechanisms that were established in the Kenya Urban Support Program (KUSP) will be strengthened and enhanced under the KUSP II to allow for a transparent, timely and efficient redress process. The program shall carry out dissemination and awareness raising activities amongst the State Department for Housing and Urban Development (SDHUD), Counties, cities/municipalities, and the implementing agencies on the grievance redress mechanism systems and procedures. The procedures shall be harmonized across implementing agencies and linked to the national system to be established at the NPCT and e-GRM on the website of the State Department for Housing and Urban Development.

1.4 Principles of the GRM

PRINCIPLE	CONTEXT
Accessibility:	The GRM must be accessible to everyone at all times, considering potential barriers such as language, literacy, awareness, cost, or fear of reprisal. Efforts should be made to address and overcome these barriers.
Predictability:	The GRM should be time-bound at each stage, with specified time frames for responses to ensure a predictable and timely process.
Fairness:	All procedures within the GRM should be perceived as unbiased in terms of access to information and meaningful public participation, promoting a sense of fairness.
Rights Compatibility:	The outcomes of the mechanism should align with international and national standards. It should not restrict access to other available redress mechanisms.
Transparency and Accountability:	The entire GRM process should be conducted in the public interest, ensuring transparency and accountability throughout.
Capability:	For an effective GRM, the system must be equipped with the necessary resources, including technical, financial, and human resources.
Feedback:	The GRM should provide a channel for citizen feedback in a bid to enhance project outcomes for the benefit of the people.

CHAPTER TWO

2.1 Kirinyaga Grievance Redress Mechanism Framework

A mechanism is designed and scales in absolute cognisance of the project risk and impact especially when the specific and critical processes are at play. There is need to have a basic and feasible to implement grievance handling approach with actionable handling steps. It is critical to also reflect on the resource envelop and the adequacy therein to execute this mandate. An environment to establishing a 'learning premise' within the structure hence adding capacity to establish grievance types and the impact as per assessment.

2.2 Levels of Redress

2.2.1 First Level of Redress

This level focuses primarily on engaging communities and benefiting project stakeholders. Within each community unit, three community leaders will be designated and trained to manage complaints. These leaders will operate under the supervision of the ward administrator. All project beneficiaries will be informed about the designated individuals responsible for handling complaints.

The community leaders will allocate specific days when they are available to receive and address complaints. Upon receipt of a complaint, their responsibilities include registering it, conducting an investigation, and recommending an appropriate course of action. Complaints will be documented using a standardized form (KUSP II KIRINYAGA- GRM/001, as

outlined in Appendix 1). In cases where the complainant is dissatisfied with the initial recommendation, they will be directed to escalate the issue to the second level of redress. The community leaders are required to submit a quarterly report, utilizing the standardized KUSP II KIRINYAGA -GRM/005 format provided in Appendix 5. This report should detail the registered complaints and is to be forwarded to Ward Administrator for subsequent transmission to the Kerugoya- Kutus Municipality offices.

2.2.1.1 Points of receipt of complaints at community level

At the community level, the complaints register shall be placed in the following points:

- i) Project proponent representative
- ii) The Project Officer on site
- iii) The Ward Administrators from the respective wards

2.2.1.2 Mode of Receipt and Recording of Complaints

The acceptable channels for submitting complaints include verbal communication, written submissions, emails, or phone calls. The officer responsible for receiving complaints should make an effort to gather relevant basic information related to the grievance. It is expected that, at this stage, a majority of complaints will be communicated verbally, via phone, through SMS and through the county website grievance tab. The designated points for receiving complaints will be equipped with a standardized complaint receiving form, which must be completed for each complaint.

Upon receiving a complaint, an acknowledgment form (KUSP II KIRINYAGA-GRM/002, as outlined in the Appendix) will be issued promptly. After the

complaint is registered, the Grievance Handling Team, under the guidance of the Municipal Grievance Redress Mechanism officer, the county GRM officer (CPCT), the Municipal Manager (Municipal Board relevant committee) or CECM- Lands, will schedule an investigation on a designated date. Following the investigation, the team will provide a recommendation. If necessary, meetings may be convened between the complainants and the concerned officers to collaboratively find a solution to the problem and make arrangements for grievance redress. The proceedings and decisions of these meetings will be documented in a standardized format (KUSP II - GRM/003).

2.3. Second level of redress

The primary targets at this level of the redress include the executors, the implementers, and the community and the project beneficiaries. The grievance handling team shall work under the guidance of the Municipal Grievance Redress Mechanism officer, the County GRM officer (CPCT), the Municipal Manager (Municipal Board relevant committee) or CECM- Lands where the KUSP II program is anchored. It will be routine that the grievances are sampled and reviewed by the Municipal Grievance Redress Mechanism officer, the county GRM officer (CPCT) to address the grievances identified. The proposals will be shared with the Municipal Board and the CECM for their action.

2.3.1 Points of receipts of complaints at county level

At this level, the aggrieved parties will be advised to make their complaints or register them at these specific points:

- i) Project proponent representative

- ii) The Ward Administrators from the respective wards
- iii) Project Officer
- iv) Municipal Grievance Redress Mechanism officer
- v) Municipal Board relevant committee
- vi) County GRM officer (CPCT)
- vii) Municipal Manager

2.3.1.1 Mode of receiving Complaints

The acceptable channels for submitting complaints include verbal communication, written submissions, emails, or phone calls. The officer responsible for receiving complaints should make an effort to gather relevant basic information related to the grievance. It is expected that, at this stage, a majority of complaints will be communicated verbally, via phone, through SMS and through the county website grievance tab. The designated points for receiving complaints will be equipped with a standardized complaint receiving form, which must be completed for each complaint.

Upon receiving a complaint, an acknowledgment form (KUSP II KIRINYAGA-GRM/002, as outlined in the Appendix) will be issued promptly. After the complaint is registered, the Grievance Handling Team, under the guidance of the Grievance Redress Mechanism officer, the chief officer, or CECM, will schedule an investigation on a designated date. Following the investigation, the team will provide a recommendation. If necessary, meetings may be convened between the complainants and the concerned officers to collaboratively find a solution to the problem and make arrangements for

grievance redress. The proceedings and decisions of these meetings will be documented in a standardized format (KUSP II - GRM/003).

2.4 Technical GRM composition

The County Departments that are critical in the interventions being undertaken by the program will nominate technical officers to serve in the technical committees for the GRM. They are also designated to double up in the overall public participation mainstreaming and support the function of social risk management. The dedicated staff will provide a network and an array of ideas for conflict resolution which tend to link the communities to the specific departments and the central GRM office.

These will include;

The Social Safeguards Specialist- Municipal and CPCT Level

The Grievance Redress Mechanisms specialist- Municipal and CPCT Level

Environmental Safeguards Specialist- Municipal and CPCT Level

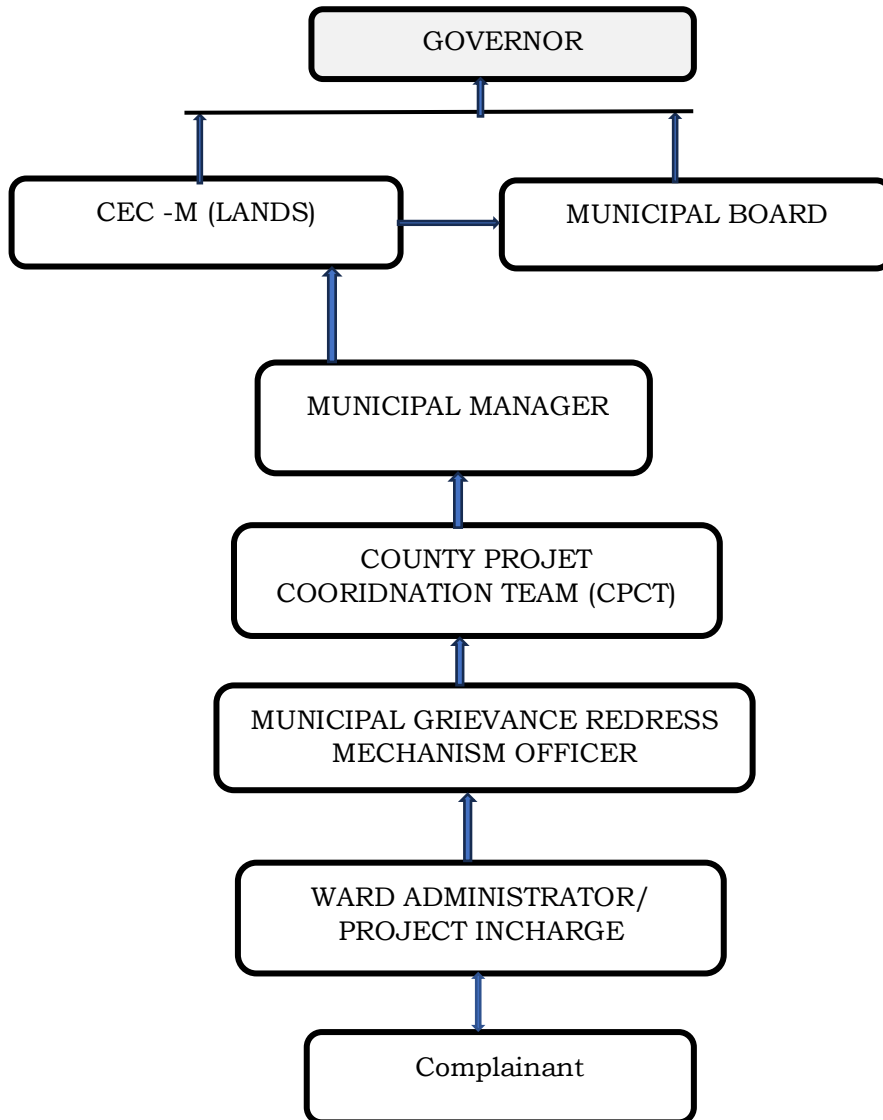
Public works / Roads representative

Public health representative

Respective national government representative

Monitoring and Evaluation officer

2.5 GRM Structure



2.6 Key Committees and Responsibilities

The section reflects on the various committees and their respective responsibilities.

- County Program Coordination Teams (CPCT)

CPCTs will be appointed by the CECM responsible for urban development and will be headed by a coordinator, who is the Director responsible for urban development.


It is expected the CPCT established and will be responsible for oversight, monitoring and evaluation of KUSP II implementation and reporting to NPCT





- Municipal Board

This will mainly be comprised of municipal staff as follows: manager, city/municipal engineer, urban planner, environment, social safeguards, accountant, procurement and the economist. The project team will be responsible for the preparation and submission of Environment, Social, Health & Safety reports including grievance redress.

2.7 General Procedure for Handling Grievances, Petitions, Memorandums and Complements

Below are procedures provided for the project management committee in the reporting and handling of the conflicts that emerge from the projects.

*Process	Description	Time
<div style="border: 1px solid black; background-color: #fff9c4; padding: 5px; text-align: center; margin-bottom: 10px;"> Receiving and Logging Grievances </div> 	<ul style="list-style-type: none"> - Phone, letter or email - Recorded grievance through the grievance form/log - Completion and submission of a grievance form/letter - Face-to-face meeting with the aggrieved stakeholder 	24 hours – 48 hours (urgency may apply when profiled as such)

Acknowledgement of Grievance 	<ul style="list-style-type: none"> - Receipt of complaint through proper communication medium for recording 	24 hours (urgency may apply when profiled as such)
Assesses, Profiling and Investigation 	<ul style="list-style-type: none"> - Assess and profile complaint - Consult with critical parties - Visit on need basis/discuss with stakeholder 	36 - 72 hours after receipt of grievance (urgency may apply when profiled as such)
Grievance Resolution 	<ul style="list-style-type: none"> - Identification of further action - Response to complaint considering resources required 	14 days after receipt of grievances (urgency may apply when profiled as such)
Sign-off 	<ul style="list-style-type: none"> - Confirmation with complainant that issue is closed, establish the follow-up and a sign-off established 	21 days after receipt of grievance (urgency may apply when profiled as such)
Grievance Monitoring		3 months depending on the level of significance

Generation of Grievance Redress Quarterly Reports

The internal process flow for channelling complaints is developed pursuant to the guideline provided in the KUSP (II) POM. Below are the explicit steps that are supposed to be undertaken in the channelling of complaints.

- a) Receipt of complaint
- b) Recording assessment and classification of complaints
- c) Refer to concerned department for inquiry or evaluation or investigation depending on individual cases
- d) Administrative action
- e) Response to the complaint on action taken
- f) Review of the status of complaint by a committee
- g) Submission of quarterly reports on complaints to the program coordinator

It is important to note that the grievances redress process will have a series of outputs that are consumed by the county management team, as well as, the relevant program coordinator.

2.8 Financial resources

The GRM function requires an explicit line budget to foster sufficiency in the execution of the mandate therein. It also requires proper enhancement of the capacities of the staff, as well as, the community that are supposed to handle the complains hence promoting the 'learning premise' within the structure. These will be incorporated in the work plan and budgets.

CHAPTER THREE

3.0 Legal and Judicial Frameworks for Grievance Redress Mechanism (Refer to CGA), other county frameworks

The GRM practice is anchored in Law. There are a few regulations that guide the handling of grievances. Below is a concise break down of these pieces of legislature:

- a) Section 88 of County Government Act, 2012 (1) gives the citizens a right to petition the county government on any matter that is under the responsibility of the County Government
- b) Section 15 of the County Government Act, 2012 provides that any person has a right to petition a county Assembly to consider any matter within its authority which includes enacting, amending, and repealing any of the legislation.
- c) Section 88 (2) Citizen Petitions shall be made in writing to the county government
- d) County legislation shall give further effect to section 88 (1)
- e) Section 89 of the County Government Act provides that there is a Duty to respond to the citizens petitions and challenges by the County Government authorities, agencies and agents. They have a duty to respond in an expeditious manner to these petitions and challenges raised by citizens

f) Section 90 of the County Government Act, 2012 provides that matters that are subject to local referenda (1) A county government may conduct a local referendum on among other local issues – (a) county laws and petitions; or (b) planning and investment decisions affecting the county for which a petition has been raised and duly signed by at least twenty five percent of the registered voters where the referendum is to take place.

CHAPTER FOUR

4.0 Grievance Redress Mechanism Communication Plan

The communication plan aims to establish clear procedures KUSP (II) to effectively communicate and collaborate with relevant stakeholders regarding the Grievance Redress Mechanism (GRM). The plan will facilitate cohesive communication and coordination between the CPCT, Municipal Board, World Bank, project beneficiaries, and the general public regarding the standard procedures of the GRM. It will ensure that all parties are well-informed on the GRM before and during the implementation of the program.

4.1 Communication plan objectives

The primary goal of the GRM communication plan is to establish a framework for effectively communicating and managing GRM-related activities during the implementation of KUSP (II) project. This includes outlining strategies and methodologies for GRM communications, information distribution, feedback, and stakeholder engagement. Additionally, there are other objectives of the plan, such as:

1. Sharing information on GRM procedures with relevant stakeholders before and during the implementation of the program.
2. Developing a comprehensive communication methodology for disseminating GRM information to the target audience.

3. Promoting collaboration among project executors, beneficiaries, and the general public to ensure successful grievance handling throughout the KUSP II Project
4. Allocating responsibilities for CPCT, Municipal Board, GRM specialist, and Ward focal person with regards to GRM procedures and structure.

4.2 Target Audiences for the communication plan

The target audiences for this plan are namely;

1. Project beneficiaries: ward communities and the local institutions
2. Office of the County Secretary (Public Administration) where the ward administrators are anchored
3. The County Program Coordination Team
4. Municipal Board
5. The CECM-Lands as the implementing office
6. County Assembly Committee on Lands

4.3 Grievance redress mechanism communication structure and channel

The GRM structure consist of a three-tier structure that outlines how information will pass from implementers down to the targeted audience.

4.3.1 First Tier GRM communication structure

The first tier of the GRM communication structure aims to communicate with project beneficiaries, local institutions, and the general public. The following information will be provided to this audience:

- Goals, objectives, and procedures of the GRM

- Planned activities and deliverables of the GRM, including their respective start and end dates
- Criteria for selecting community representatives who will receive complaints
- Information on GRM officials and the CPCT members involved in the GRM procedures
- Contact details for individuals seeking redress in case they are affected by program activities
- Recognition of community members' right to provide feedback on the implementation of the Program and raise grievances
- A clear explanation of how and when complaints will be addressed.

4.3.2 Second Tier GRM communication structure

The second tier of the GRM communication structure targets project implementers, consultant management firms, selected parastatals, associations, and their related institutions. These stakeholders will be provided with the following information:

- All information from the first tier, including goals, objectives, procedures, planned activities, and deliverables of the GRM
- Ways in which individuals can participate in the GRM procedures
- Specific points of receipt for grievances
- Process for receiving and recording grievances
- Details regarding when and how complaints will be addressed

- Alternative redress mechanisms available to the public if their grievances are not resolved.

4.3.3 Third Tier GRM communication Structure

- i. All First and Second tier information
- ii. Progress of the Grievance Handling performance in relation to its goals and activities
- iii. How input from GRM progress reports has contributed to decisions

4.4 GRM communication channels

For the targeted audience to get all information regarding the grievance redress mechanism, the KUSP II project will need to establish platforms and use already existing avenue to reach to their stakeholders at different tiers. The communication channels will vary for each target audience due to group dynamics and accessibility of such platforms especially to the project beneficiaries.

The Kirinyaga KUSP II Project will use the communication channels listed depending on its target audience:

1. Print media; e.g. posters, flyers, booklets, notices
2. Social media; that is Kirinyaga Facebook page, WhatsApp, Website
3. Use of ICT
4. In addition, the following communication activities and methods will be conducted to promote a two-way communication between KUSP II and all its relevant stakeholders, that is, a) Information

sessions and workshops on GRM b) Bulletins d) GRM awareness literature e) Public forums f) Training on GRM procedures and structure at the project beneficiaries level

4.5 GRM communication Matrices

The following pages are matrices to assemble target audiences, messages, and delivery channels in line with the GRM communication plan.

AUDIENCE	INTEREST	MESSAGE	CHANNEL	WHO	WHEN
<i>Name the stakeholders here</i>	<i>Identify the kind of information needs to relayed in regard to the GRM</i>	<i>Identify the primary message for this group. All future messages developed for this group should tie to this one overall theme</i>	<i>Describe the communication tools to be used to reach the targeted audience</i>	<i>List the official (s) who will craft and deliver the message</i>	<i>Describe the time frame or frequency of the communication</i>

COMPLAINTS FORM

Date:

(Date complaint is received)

Personal Details:

Name, Contact details, if necessary)

Nature of Complaint:

Detail of Complaint:

Who dealt with the complaint?

How it was dealt with:

Outcome: (Outline of what has happened as a result of the complaint)

Follow up required:

ACKNOWLEDGEMENT RECEIPT

Acknowledgement Receipt (KUSP II KIRINYAGA-GRM/002)

Complaint no.:

Date of issuing complaint: (dd/mm/yyyy)

Place of issuing complaint:

Village/Town/City/Area:

County:

Details of the Complainant:

Name: Age:

Address: Gender:

Email address: Phone no.:

Supporting documents submitted:

i.

ii.

iii.

iv.

v.

Summary of complaint:

.....
.....
.....

Name of Officer receiving Complaint: _____

Signature of Officer receiving Complaint:

Meeting Record Structure (Grievance Redress Committee & related

Meetings)

(KUSP II KIRINYAGA -GRM/003)

Date of Meeting: Complaint no.:Venue
of Meeting:

List of participants:

Complainant Side NIE/EE/Grievance Redress Committee

Members

- 1)
- 2)
- 1)
- 2)
- 3)

Summary of Grievance:

.....
.....

Key discussions:

- 1)
- 2)
- 3)

Decisions Made/Recommendations by the Grievance Redress Committee:

- 1)
- 2)
- 3)

Status of Grievance (tick where applicable):

Solved Unsolved

Chair person's name: _____

Chair person's signature: _____

Date (dd/mm/yyyy): _____

(dd/mm/yyyy): _____

Grievance Log

Complaint No.	Date received	Location or project (village/cluster/sub water)	Complaint Received from	Nature of complaint	Action taken	Date of resolution
1.						
2.						