

GRM Manual

Note: This manual has been prepared based on good practices identified in Bank projects and beyond. It intends to serve as a starting point for project teams who need to work with clients to establish grievance redress mechanisms on the ground. It is recommended that project teams share this template with the client and/or the contractor to produce a draft Grievance Redress Mechanism (GRM). It is considered good practice to share the GRM draft with project beneficiaries or potentially impacted people to gather their views on how they expect complaints to be handled.

GRIEVANCE REDRESS MECHANISMS MANUAL 1.2

PROJECT NAME: _____

GRIEVANCE REDRESS MECHANISM

1. Purpose

Project description: *Describe Objectives and Components*

This document describes the procedures that will be followed by (*client / contractor*) to address complaints or concerns submitted by people who may be benefitted or impacted by (*name of the project*). It intends to provide clarity and predictability on how complaints will be received, assessed, sorted, and resolved, and monitored. Specific activities are described for each of these steps.

2. Principles

The principles that guide the GRM's procedures and by which their performance should be evaluated are:

- Accessibility: It should be accessible to everybody who would like to submit a complaint and should provide assistance to those who face barriers such as language, literacy, awareness, cost, or fear of reprisal.

- Predictability: It should offer a clear procedure with time frames for each stage and clarity on the types of results it can and cannot deliver.
- Fairness: Its procedures should be widely perceived as fair, especially in terms of access to information and opportunities for meaningful participation in the final decision.
- Rights compatibility: Its outcomes should be consistent with applicable national and international standards and should not restrict access to other redress mechanisms.
- Transparency: Its procedures and outcomes should be transparent enough to meet the public interest concerns at stake.
- Capability: It should have the necessary technical, human and financial resources to deal with the issues at stake.
- Feedback: It should serve as a means to channel citizen feedback to improve project outcomes for the people.

3. Procedures

3.1 Complaint uptake

Project staff has the primary role in resolving complaints as part of their day to day activities as they interact with community members.

Complaints can be submitted by *(phone –specific number for complaints uptake), (email – specific email address for complaints uptake),(mail – specific address for complaints uptake), (SMS), (webpage), (verbally to contractor staff/client staff).*

(For site-specific projects, especially in remote areas: A staff member, community liaison officer, -name and phone number- will receive complaints in person from citizens who live close to the project site).

Staff members who receive complaints verbally must put them in writing for them to be considered.

Anonymous complaints will be accepted by phone.

Information on these various channels to submit complaints will be publicly displayed on *(construction site/ cardboard at contractor's or client's premises/ local media/flyers).*

Complaints received will be assigned a number that will help the complainant track progress on an online system at (http://___) *(There are existing resources being developed by Bank projects that could be shared).* Where possible, complainants will be handed a receipt (see Annex I) and a flyer that describes the GRM procedures, which will be read to them at their request.

3.2 Assessment, acknowledgment, and response

On the spot resolution is encouraged but emphasis on recording incidents and responses and maintaining centrally held grievance register is key. All complaints that cannot be responded to on the spot will be remitted to (name of person at contractor/client) who will take *(number)* days to assess them and provide a written response to the complainant, acknowledging receipt and detailing the next steps it will take. Options are:

- a. The complaint falls under the mandate of *(contractor/client)* and resolution can be offered immediately according to the request made by the complainant. The response will describe how and when resolution will be provided by *(contractor/client)* and the name and contact information of the staff member responsible for it.
- b. The complaint falls under the mandate of *(contractor/client)* but various options for resolution can be considered and/or extraordinary resources are required. The response will invite the complainant to a meeting to discuss these options.
- c. The complaint does not fall or partially falls under the mandate of *(contractor/client)*. The response will indicate that the complaint has been referred to the appropriate body *(eg. Complaints related to resettlement will be forwarded to the Resettlement Committee)*, which will continue communications with the complainant.

3.3 Resolution or Closure

Where there is an agreement between the complainant and the *(client/contractor)* on how the complaint will be resolved, a minute will be drafted and signed by them. After due implementation of it, a new minute will be signed stating that the complaint has been resolved.

Where an agreement has not been reached, the complainant will be offered the option of an independent mediation process at the (local ombudsman office?/ local chamber of commerce?/ local community mediation service?). Costs will be paid by the project. (Relevant institutional arrangements, such as an MoU should be made with any of these or other mediation services at the beginning of the project).

- If the complainant accepts the mediation option and an agreement is reached, due implementation will be monitored by the mediation service and a minute will be signed signaling the complaint has been resolved.
- If the complainant does not accept the mediation option or if he/she does but an agreement is not reached, the case will be closed. The complainant may seek redress through courts or other mechanisms available at the country level.

All supporting documents of meetings needed to achieve resolution should be part of the file related to the complaint.

(Optional: A structure for escalation to a 2nd level may be set up. One option is to create a grievance redress committee -see section 5- that oversees the mechanism and meets to resolve outstanding complaints within (number) days. If complainant is not satisfied with the solution proposed by the committee, redress could be sought through mediation, courts or other mechanisms available in country legislation.)

3.4 Registry and Monitoring

All complaints received will be entered into a publicly accessible online system that will allow complaints to be tracked and monitored. The system will also present a database showing:

- # of complaints received.
- # and % of complaints that have reached agreement.
- # and % of complaints that have been resolved.
- # and % of complaints that have gone to mediation
- # and % of complaints that have not reached agreement.

The database should also show the issues and geographic areas most complaints circle around.

The information provided by the database is expected to help the project team to improve the mechanism and better understand and address the social impacts of the project.

4. Responsibility and resources

The *(client/contractor)* will be responsible for the operation of this GRM and the name of the person responsible for it is *(name)*. Responsibilities include maintaining the grievance redress process, including the procedures; registration of complaints; outreach and external communications; tracking performance and monthly reporting. Resources to cover the operational costs of the GRM will come from *(source)*.

(Optional: A Grievance Redress Committee will be established to oversee how the mechanism is performing. The GRC comprises three people – [Project Manager], [Technical Advisor], [Respected Independent Person]. It will meet quarterly to regularly review a report of the grievance database/log and will resolve any outstanding complaints. It may meet on an ad hoc basis to resolve urgent cases that may have been elevated.)

Quarterly, grievance register/reports will be made publicly available.

ANNEX: TEMPLATE RECEIPT/SUMMARY OF COMPLAINT

Received on (date): ___/___/___

Tracking #:/.....

Received by: phone / fax / email / note /verbally

Received and processed by (full name):

Signature: _____

Summary of the complaint:

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Complainant's full name: _____

Complainant's ID #: _____

Complainant's address:

Complainant's phone # (home/cell): _____

Complainant's email: _____