



REACH-Grievance Redress Mechanism Manual (GRM)

The MRRD is responsible for implementing the Relief Effort for Rural Afghan Communities and Households (REACH) projects on behalf of the Government of Islamic Republic of Afghanistan. To provide emergency support to selected households through communities in project areas during the COVID-19 outbreak. The project areas to be covered under REACH comprise approximately two-thirds of the country. The remaining areas will be covered under the CCAP. Communities here refer to a combination of CDCs and Gozar Assemblies/Councils who will be the locus for implementation delivery of the project.

The REACH project targets all households in Afghanistan with incomes less than US\$2 per day or lower the national poverty line broad coverage, covering an estimated 90 percent of households in targeted communities (with local flexibility), is required to assist households to withstand the impacts of the temporary disruptions to daily economic lives caused by the COVID-19 crisis and to encourage them to follow the social distancing norms.

This Grievances Redressal Mechanism Manual lays out the principals and processes of the all AIs grievances handling, the various actors and their roles in grievances uptake, channeling and resolution. The Manual also lays out the key elements: awareness raising, up-take, registration, analysis, and the categorization of grievances that provides the basis for the Grievances Form, monitoring, and the resolution of the grievance and feedback to the complainant. Finally, the manual speaks to the Governance of the Grievance Handling Process, how grievances are tracked and a reporting format.

A grievance mechanism is a process for receiving, registering, segregating, investigating, responding to and closing out complaints or grievances from affected communities in a timely, fair and consistent manner.

What is GRM

Grievance Redress Mechanism is a crucial mechanism to ensure that anyone in the community can complain about development and governance processes that are inequitable, exclusive, non-transparent, non-accountable, non-participatory, and non-representative and/ or do not follow the guidelines laid out for elections, development planning, project and eligible and non-eligible household selection, project implementation, CDC sub-committee work, financial management, RACH package items, package distribution delay, farad and Wakil-Gozar abuse during the package distribution, distribution committee behavior, Social distancing, PPE use and disturbance to environment and cultural circumstances or an event perceived to cause harm to a person's livelihood, health or property.

A complaint can be filed against the IAs, Government, Facilitating Partners, CDC, Cluster CDC, one or more of the CDC / Cluster CDC sub-committees, or private individuals that interfere in development or governance, and subvert the process. In sum, the Grievances Redress Mechanism ensure that communities, or groups and individual within communities, can raise their voice and obtain fair and just resolution in case those that facilitate the program (Government or Facilitating Partner staff) or peoples' elected representatives (CDCs, as well as Cluster CDCs and Gozars) do not follow accountable, transparent, participatory, inclusive, pro-poor and pro-women, development practices. Social conflict not related to the development activities of the Government do not qualify as a grievance. This is because the Grievances Redress Mechanism is limited to the development and governance work of the Government and its Partners, not issues that arise amongst local resident irrespective of the IAs.

This manual sets out the framework, procedures, roles, functions, deadlines and standard forms to facilitate the due process in effective handling of grievances relating to the REACH project package and activities. The procedure in the manual is developed in accordance with established national & international good practices and as well as the procedures and policy World Bank and Afghanistan government.

The Grievances Redress Mechanism is also a channel for staff and non-staff (communities, staff from Facilitating Partners) to report project management grievances. These include, but are not limited to, digressions in the areas of recruitment, financial management, overall REACH package, and procurement at Gozar levels.

The GRM is an effective tool and it provides avenue to identify issues and areas for further improvement of the project and ensuring transparency and accountability in the fair and equal treatment of all users and the project affected people. And also aims to provide clarity and predictability on how complaints are received, sorted/segregated assessed, resolved, and monitored, includes grievances handling procedures linked to environmental and social safeguard, gender, GVB, sexual harassment/discrimination or workplace injuries, FP behavior and A-CDC Operations.

Objective of GRM

The key objectives of the GRM are;

- To establish a procedure for receiving, recording, documenting, and addressing complaints that is easily accessible, culturally appropriate, and understandable to affected communities.
- To ensure that grievances, complaints and concerns are addressed and resolved in a fair, transparent and easily accessible manner in stipulated timeframe in order to achieve the goals of restoring positive relationships with affected persons, households and communities.
- To be responsive to the concerns, complaints of beneficiaries and to address and resolve their grievances;
- To serve as a conduit for soliciting inquiries, inviting suggestions, and increasing community participation;
- To collect information that can be used to improve operational performance and service delivery;
- To promote transparency and accountability.
- To deter fraud and corruption and mitigate project risks.
- To capture any GBV/SEAH risks and respond to it.
- To enhance the project's legitimacy among stakeholders.
- To limit or prevent future disputes
- Ensure full participation of both genders, marginalized and vulnerable groups.
- Document grievances received and responses provided and report back to the community periodically.

Principles

Grievances are managed and resolved in formal ways and means laid in grievance redress mechanisms and relevant country laws and regulations. Grievances are handled directly between the grievant, CDC and GRCs and will record in GRM database and will report to the IAs GRM teams. This will increase the likelihood that complaints/grievances can be addressed in a harmonious manner, which in turn will facilitate the promotion of a more stable operational environment. The favored approaches which are used are conciliation, negotiation, mediation, arbitration and adjudication. All these approaches are applied based on the intensity and satisfaction of the grievant person and must follow the principles that best guide the entire process of complaint handling. The principles that guide the GRM's procedures and by which their performance should be evaluated are;

- **Accessibility:** Easily accessible to persons who wish to submit a grievance, complaint, or concern and with assistance provided to persons who face barriers such as language, literacy, awareness, cost, or fear of reprisal
- **Predictability:** A clear procedure with time frames establishing for each stage and clarity on the types of results that can and cannot be delivered
- **Fairness:** Processes that are widely perceived as fair, especially in terms of access to information and opportunities for meaningful participation in the final decision
- **Rights compatibility:** Consistent with applicable national and international standards and without restriction of access to other redress mechanisms
- **Transparency:** Transparent processes and outcomes that meet the public interest concerns at stake

- **Capacity:** Implemented with adequate technical, human, and financial resources
- **Feedback:** Serves as a means to channel citizen feedback to improve project outcomes for the people

Categories of Complainants

1. Project Affected Persons (PAPs)

This is the group that is directly affected and has experienced serious consequences by the project implementation. Grievance from local community must be given priority and remedial actions must be taken promptly.

2. Beneficiaries

Community and individuals that benefit from the project could have concerns on the REACH Package. They must be consulted and their views and grievances must be incorporated into project design and operation by FP GRM officer under the technical support of IAs GRM team.

3. Community and Community Representatives

The nearby community can receive inconvenience from operation of the REACH projects. Special consideration should be given to make a harmonize relationship with them to enhance the outcome of development output.

4. Staff and Administration

The FPs and REACH staff at all levels can have complaint on different issues. The grievance resolution will help in running the administration efficiently and smoothly.

5. Institutions

Various institutions from diverse background such as PMUs, Provincial and District governors, NGOs, CDCs, CRCs and Government organizations can file the complaint and suggestion or query on matters of common interest, which needs to be tackle to build trust and cooperation.

6. Workers

Worker are sensitive to violation by FP and safety/incidents issues. Their rights must be protected and secured

7. Households

The households are sensitive to violation by FP about the selection criteria, number of eligible households and the REACH package distributed items.

Complaint Uptake/Receipt of Grievance

The REACH GRM team at all IAs, FP GRM officer, CDC and GRC member have the primary role in resolving complaints as part of their day to day activities as they interact with the beneficiaries and stakeholders. Various channels are used and each uptake channel has its own merits and demerits and needs to be fixed with different situation that is best suited. It must be keeping in mind that channels should be convenient, maintain confidentiality and does not cost to grievant. Complaints can be submitted through various channels which are;

- **IVR & Hotline Number (3330):** The specific hotline number (3330) established to use as the main uptake channel for the REACH project. For more information, please see the IVR & Hotline section within this document.
- **E-mail:** The specific email address designed as grievance uptake channel and for the REACH project the Shekayat.ccap@ccnpp.org email address establish and will manage by the IDLG-GRM colleagues and will refer to the responsible persons to handle.
- **Webpage:** The IDLG and MRRD PIUs have webpage and the specific form may have designed to be used as uptake channel.
- **Verbally and in-person:** The GRC member, FP GRM officer and Social organizer, CDC and REACH GRM team.
- **Written:** (Submission of complaints form to GRC member, FP GRM officer and Social organizer, PIU and PMUs and complaint boxes)

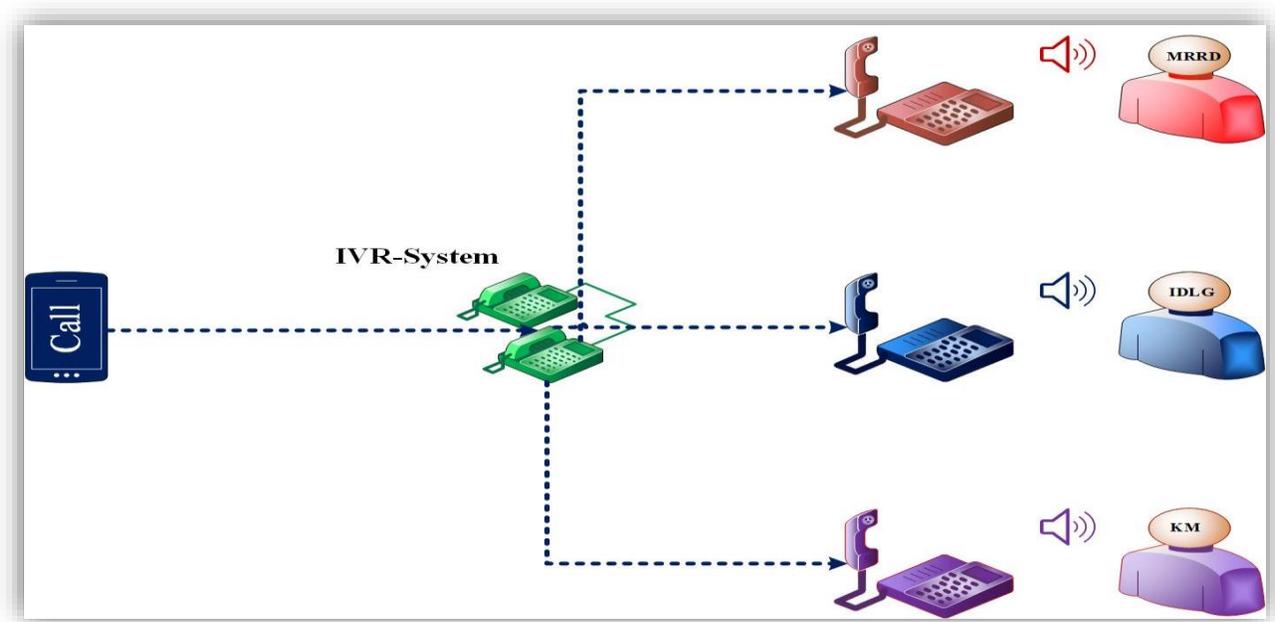
Anonymous complaints can be accepted by the above uptake channel all necessary information must be recorded, and stored in the Logbook and MIS database (the grievance registration in the MIS system divided in to the two part A and B the part A is complete by the call operators and the part B complete by the IAs and FP GRM colleagues). Information on these various channels, to submit complaints will be publicly displayed on communication materials.

IVR (Interactive Voice Response) & Hotline

Introduction:

Interactive Voice Response (IVR) is a technology that allows a pre-recorded voice to interact with humans through voice and DTMF tones input via the keypad. Meaning, when the complainants call, the voice on the other end will be computer-generated. You can use your phone's keyboard to create a certain outcome. the key feature of the IVR system are include Automatic call routing, Inbound calling, Customized voice message, Outbound calling, SMS/Text Messages and so on. IVR number can be easily referred to as the tool for advanced and modern local community grievance receiving uptake channel, IVR numbers acts as a major contributor to achieve the goal in the REACH-GRM.

Thus for the REACH-GRM the IAs considered the specific hotline number (**3330**) that support by the IVR system and it will act as the main uptake channel during the REACH project implementation to received and transfer the local community and complainants to the responsible persons, due to the nature and complexity of the system the IAs came to the conclusion that the IVR will be established in the IDLG office and the IDLG will hire call operators to register the grievances in the MIS Form Part-A and share the registered local community grievances for handling to the IAs-GRM teams. The blow diagram illustrated the overall IVR system under the REACH-GRM.



Grievance Registration in the MIS

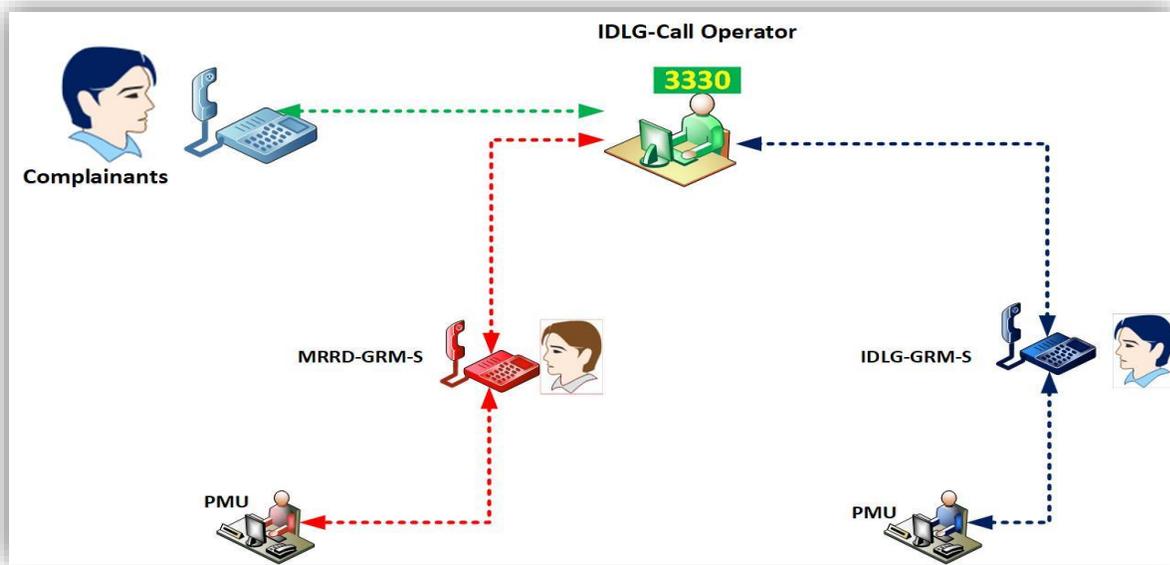
The grievance registration form in the MIS divided into two parts (A and B), part A is related to the call operators include the complainant's name, position in the community, phone number, gender, location, grievance detail, grievance category and identify the responsible IA. and transfer the grievance through MIS to the responsible IAs' GRM team for more investigation and handling, the IAs' GRM team analyze the nature of the grievance and forward to relevant unit for further action.

And the part B is responsibility of the IAs-GRM staff include investigation, handling and resolving the grievance by the help of GRC and responsible person and share the feedback to the call operator to feedback to the complainants.

Calling Center

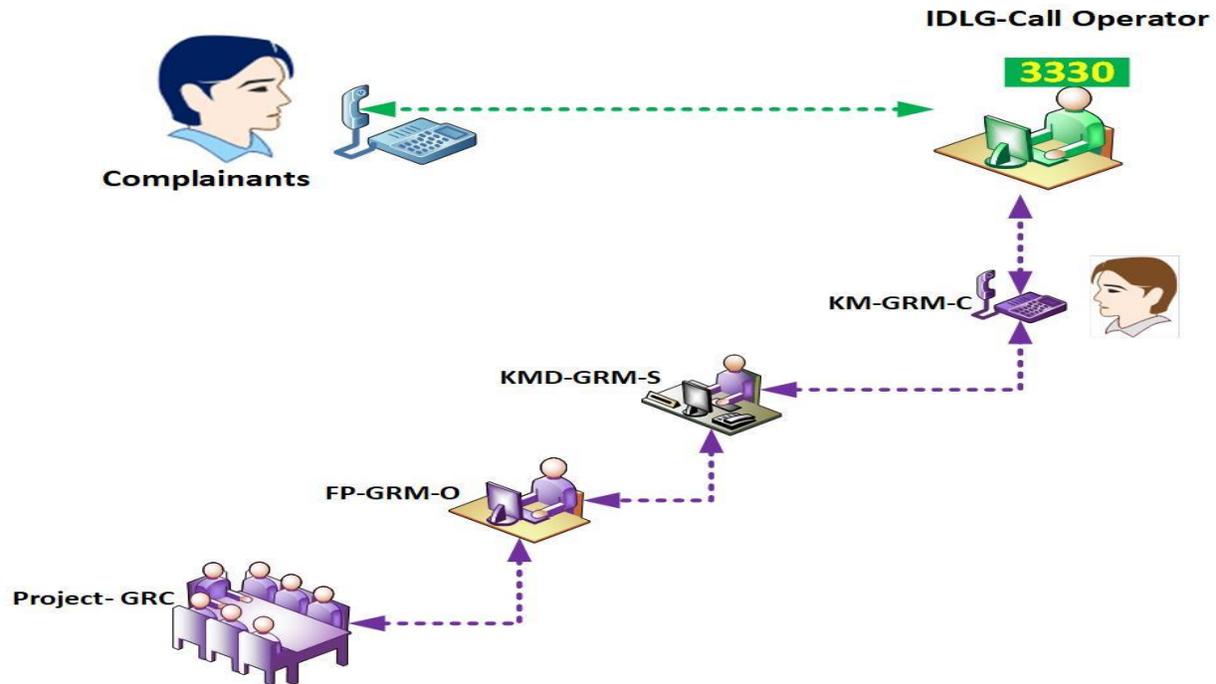
The IDLG-PIU will hire the call operators to receive, register and transfer the grievances to the related IAs GRM units, the call operators carry out the mentioned tasks in a formal working hour 08:00 am to 04:00 pm and during the lunch break the call operator divided in to two separate group that the first group will break from 11:30 am to 12:00 pm and the second group will break from 12:00 pm to 01:30 pm to prevent from losing of the complainants call and out of office hours the IVR system has the capacity to receive and record calls than the call operators register the grievances based on the recorded voice and transfer to the IAs GRM teams in the HQ level. While the IAs HQ level GRM shares the resolved feedback the call operators are responsible to have a call to the complainants and ask his/ her regarding the grievance and close the grievance.

MRRD and IDLG PIUs will hire the GRM officer in the HQ level. The GRM Officers will review the registered grievances and forward it through email to relevant unit or PMU heads for further investigation and handling. The relevant units or PMU heads will take action according GRM and program operation manual and provide feedback to PIU through email. The PIUs-HQ GRM Unit will review and analyze the actions taken and closes the case and enters the result in to the MIS if the taken actions are according program policy and provide feedback to call operators to inform complainant, finally the call operator call to the complainants and share the feedback with him/ her. Bellow diagram illustrates overall grievance handling procedure under the MRRD and IDLG.



MRRD-GRM-S: MRRD-GRM-Staff and IDLG-GRM-S: IDLG-GRM-Staff

Kabul Municipality will hire 4 FP for 22 districts of REACH project, the KM will hire 4 GRM specialist and a GRM coordinator and the FPs will hire one GRM officer for each KM-District and the FP-SO will established GRCs in the Gozar Consul (GC) and cluster levels, the procedure that considered for GRM under the KMDP is that the call operator transfer the complainants voice and registered grievance through MIS the GRM coordinator in the PIU level is responsible to analyze and sort the grievances and share to the responsible GRM specialist based on the complainants location, the GRM specialists are responsible to analyze and sort the grievance and share with FP-GRM officer in the district level by MIS/excel, the FP-GRM officer is responsible to handle the grievances in the project site by the help of SO and GRCs subcommittees to have a meeting with complainant and get his/her satisfaction in the field and share the feedback to the FP-GRM officer, than the mentioned officer is responsible to complete the form part B and share the feedback with the GRM specialist in the KMDP-PIU the specialist will review the process and share the complete forms and feedback to the GRM coordinator and the GRM coordinator will share the feedback to the IDLG call operators to call the complainants and share the feedback with his/ her. Bellow diagram illustrates the overall grievance handling procedure under the KM.



KM-GRM-C: KM-GRM Coordinator, KM-GRM-S: KM-GRM Staff, FP-GRM-O: Facility Partner GRM officer and Project level GRC.

Note: It is very difficult that the call operator feedback to the complainants and the IDLG call operator feedback to complainants at least 10% of total grievance that resolved by the responsible IAs. And it's mentionable that if the call operators shared the unrelated grievance to IAs, the received person will share to the responsible persons to handle the grievance; means that the call operator will be shared the MRRD related grievance to the KM-GRM team than the KM-GRM team is responsible to refer the grievances to the MRRD-GRM team to handle the grievance.

Selection Criteria for GRCs Members

GRC members should be competent, problem solvers, having analytic skills and easy reachable to the grievant. GRC must abide by all GRM and administrative principles and the members need to qualify the following requirements;

- At least two of the GRC members should be literate and they should serve as GRC committee chairperson and committee secretary. The chairperson will be managing the team, and the secretary will be responsible for documentation and filing for each grievance.
- The GRC team cannot include any CDC members as this is meant to serve as an independent monitoring and grievances redresses mechanism unit.
- 50% of the GRC member should be women.
- The youth associations and civil society representatives must be invited in the grievance resolution meetings.
- Must be willing to devote a significant amount of personal time to work on grievances and attend applicable meetings
- Must use logic and evaluate grievances from an outside, neutral viewpoint
- Must never let personal feelings affect decision making
- If a member of the Grievance Committee is connected with the grievance of the aggrieved

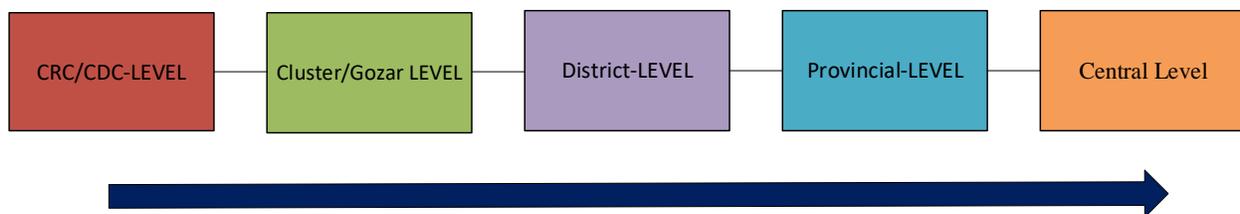
individual, the concerned member of the Grievance Committee shall not participate in the deliberations regarding that individual's case.

- Must be willing to seek advice from qualified sources if needed
- Must be willing to keep the best interest of the complainant and institute as a top priority
- Must develop the same traits and skills as those of an advocate. Grievance committee members represent and argue facts and issues through the steps of the process as well as research the merits of the grievance
- Must keep accurate and thorough records for each grievance throughout the grievance process
- Must consist of an odd number of members to break a tie vote
- Keeping privacy and confidentiality of the complainant and protect from victimization
- One GRC member will be the central focal point from the institute administration that will administer and manage the grievances (registering and filing system).
- If the aggrieved person happens to be a member of the Grievance Committee, then he/she shall not participate in the deliberations as a member of the Committee when his/her representation is being considered.

Grievance Redress Committees (GRCs)

The overall GRCs will constitute of members from IAs, communities, public, Shuras, Mullah Imams, FP staff and relevant stakeholders. Grievances handling and processing will take place in sequence due to the dissatisfaction of grievant with the outcome. Grievances that originate in communities and are complaints or concerns about the REACH project are channeled through the below committees:

Organizational Hierarchy of Grievances Handling



CDC Level GRC

IAs has established CDC level GRC that comprise male & female members of community. Since mixed meetings are not possible due to cultural and security concerns, so that women GRC members can hold separate meetings to discuss grievances relating to the REACH project activities. The female members of the GRC are sharing their findings with their male counterpart for information and record in related documents through the GRM MIS system. The women complainants can easily contact the female members of the local GRC to lodge and discuss their concerns relating to REACH project activities.

Composition of CDC level GRC:

- Street representative.
- Mullah-Imam.
- CDC head or his/her deputy
- 2-Female CDC member
- Representative of Young association.
- Representative Civil Society
- Cluster elder

ToR/Responsibilities of CDC level GRC:

The CDC level GRC committees will be responsible to handle and record each grievance in the project area and they will be a permanent body of the REACH GRM system, the main responsibility of the mentioned GRC described below:

- Operationalize and maintain the grievance redress process and abide by the rules and procedures set out in GRM and in law.
- Up-take and register of complaints with full details and requirements.
- Arrange meeting for grievance resolution and dissemination of decision to the complainant and authorities.
- Investigate and analyze the grievances and complaints scenario based on validity, transparency and confidentiality.
- Make decision on the grievance to resolve in presence of complainant and approve from the management when needed.
- Record of grievance in logbook and keep all sort of files related to grievance to keep accurate data and information.
- Inform and give feedback to complainant on grievance outcome.
- Refer and assist the grievant to other mechanisms when grievance is not resolved or complainant is not satisfied with decision.
- Prepare and submit regular reports on schedule, to the regional Gozar level GRC.
- Transfer all Grievances, even if they are solved at the community level, to the Gozar level GRC to database registration.
- The Grievances must be put on the Grievances Registration Form (GRF) and registered in the Grievances registration book and channeled to the Gozar level GRC via the Facilitating Partner Social Organizers. If the Grievance is against a FP Social Organizer, it should be channeled through the Government District Office via the Government Social Organizers.
- Refer the grievance that cannot be solved at the CDC level to the Gozar level GRC with related information for further action and resolution.
- Conduct the grievance resolution meeting when needed and solve/report each grievance during the 3-10 working days and submit written report to the Gozar level GRC.

Gozar/CDC Level GRC

The overall Gozar/CDC level GRC committees will be responsible to handle and record each grievance in the Gozar level and also help the CDC level GRCs during the project implementation phase.

Composition of Gozar level GRC:

- Representative of Young association.
- Representative Civil Society
- FP Social organizer.
- Molah-Amam
- Wakil-Gozar or his/her representative of Shuras.
- Shura's member
- Female Shuras member

ToR/Responsibilities of Gozar level GRC:

The Gozar level GRC committees will be responsible to handle and record each grievance in the Gozar level, the main responsibility of the mentioned GRC described below:

- Resolve grievances received directly or referred from the CDC level GRC.
- Up-take and register of complaints with full details and requirements.
- Arrange meeting for grievance resolution and dissemination of decision to the complainant and authorities.
- Investigate and analyze the grievances and complaints scenario based on validity, transparency and confidentiality.
- Make decision on the grievance to resolve in presence of complainant and approve from the management when needed.
- Record of grievance in logbook and keep all sort of files related to grievance to keep accurate data and information.
- Inform and give feedback to complainant on grievance outcome.
- Refer the grievance that cannot be solved at the CDC level to the Gozar level GRC with related information for further action and resolution.
- If the complainants wish to remain anonymous and / or have not put their names on the Grievances Redress Form, then the Gozar level GRC should, after determining that the Grievance is legitimate, act on behalf of the complainant and try to resolve the issue.
- Monitor the availability of GRM posters in the Gozar level.
- Ensure that all community members have access to the GRM poster.
- Conduct the grievance resolution meeting while needed and solve/report each grievance during the 3-10 working days and submit written report to the District/Nahia Level GRC.
- To receive and register all incoming grievances into the Grievance Registration Book and at the Gozar level.
- To analyze the grievances in order to understand the nature of grievances and an appropriate way to deal with them

District/Nahia Level GRC:

The District Level GRC consists of the following member to handle and resolve the grievances in the district level and led by the District Governor, will attempt to solve the Grievance, If the grievance not solved in the District level GRC within 3-10 working days must transfer to the PIU/PUM level GRC to solve the grievance.

Composition of District level GRC:

- Representative of Shuras (Wakil-Gozar).
- FP project manager/ GRM officer
- District Governor (who oversees the Committee)
- The highest staff member of related agencies (MRRD, IDLG and KM).
- Representative of Young union.
- Representative Civil Society
- Female (Shuras and districts governor) colleagues

ToR/Responsibilities of District level GRC:

The District level GRC committees will responsible to handle and record each grievance in the District level, the main responsibility of the mentioned GRC described below:

- Conduct trainings, awareness raising campaign and capacity building of stakeholders, institutes and subcommittee GRCs.

- Resolve grievances received directly or referred from the Gozar and CDC level GRCs.
- Up-take and register of complaints with full details and requirements.
- Arrange meeting for grievance resolution and dissemination of decision to the complainant and authorities.
- Investigate and analyze the grievances and complaints scenario based on validity, transparency and confidentiality.
- Make decision on the grievance to resolve in presence of complainant and approve from the management when needed.
- Record of grievance in logbook and keep all sort of files related to grievance to keep accurate data and information.
- Oversee and supervise the Gozar and CDC level GRCs and propose recommendations for improvement.
- Monitor the availability of GRM posters in the District level.
- Ensure that all community have access to the GRM poster.
- Coordinate various issues and opportunities between the stakeholders and GRCs and seek lessons learned and best practices in grievances handling
- Monitor and evaluate the performance of GRM at all levels and make amendments when necessary.
- Undertake GRM information campaign and communicate GRM messages to the stakeholders in publicizing the GRM and communication materials.
- Ensure that the complainant is protected from victimization and reprisal and such cases should not be tolerable
- If the District cannot solve the Grievance, it will write a report and submit the report to the PIU/PMU level GRC.
- Register the grievance in MIS system with all related information.
- Conduct the grievance resolution meeting while needed and solve/report each grievance during the 3-10 Working days submit written report to the Provincial level GRC.

Provincial (PIU/PMU) Level GRC:

The Provincial Level GRC consists of the following member to handle and resolve the grievances in the Provincial level and led by the Provincial Governor, will attempt to solve the Grievance, If the grievance not solve in the Provincial level GRC within 3-10 working days must transfer to the Central level GRC to solve the grievance.

Composition of Provincial (PIU/PMU) level GRC:

- CCNPP's Provincial Manager
- KMDP-PIU Director
- Provincial Gender office of PIUs/PMUs
- FP Provincial Manager
- IAs Head of GRM
- Representative of Young association.
- Representative Civil Society

ToR/Responsibilities of Provincial (PIU/PMU) level GRC:

The Provincial (PIU/PMU) level GRC committees will responsible to handle and record each grievance in the Provincial (PIU/PMU) level, the main responsibility of the mentioned GRC described below:

- Conduct trainings, awareness raising campaign and capacity building of stakeholders,

- institutes and subcommittee GRCs.
- Resolve grievances received directly or referred from the subcommittees.
- Up-take and register of complaints with full details and requirements.
- Arrange meeting for grievance resolution and dissemination of decision to the complainant and authorities.
- Investigate and analyze the grievances and complaints scenario based on validity, transparency and confidentiality.
- Make decision on the grievance to resolve in presence of complainant and approve from the management when needed.
- Record of grievance in logbook, MIS database and keep all sort of files related to grievance to keep accurate data and information.
- Oversee and supervise the subcommittees and propose recommendations for improvement.
- Prepare guidelines and implement processes and procedures for GRM functioning at Provincial level.
- Operationalize the GRM and establish the GRCs at all levels and take steps for its smooth functioning.
- Conduct the grievance resolution meeting while needed and solve/report each grievance during the 3-10 working days' hours and submit written report to the center level GRC.

Central Level GRC:

The Central level GRC is responsible to handle the referred unresolved grievances related to the REACH project activities at the community or cluster community level that have gone through the various levels including (CDC/CRC, Gozar, District, and Provincial) levels and that have not been solved and the complex grievance include fraud, corruption, finance, procurement and contract management related grievance, will be channeled to the Central GRC level. The central Level GRC consists of the following member and the central level GRC led by PIUs-Director normally, and those referrals that cannot be resolved by the PIU Director will go to the higher rank which is Deputy Minister of the IAs. Deputy Minister depending on the nature of the grievances to support the GRC to solve the issues and refer the unresolved grievance to the court if not resolved inside the entity

Composition of Central level GRC:

- Deputy Minister of IAs.
- IAs PIU Director
- FP Director (For KM)
- Head of IAs GRM Unit/Division.
- Any other responsible persons.

ToR/Responsibilities of Central Level GRC:

The main responsibility of the mentioned GRC described below:

- Resolve grievances received directly or referred from the subcommittees.
- Arrange meeting for grievance resolution and dissemination of decision to the complainant and authorities.
- Investigate and analyze the grievances and complaints scenario based on validity, transparency and confidentiality.
- Make decision on the grievance to resolve in presence of complainant and approve from the management when needed.

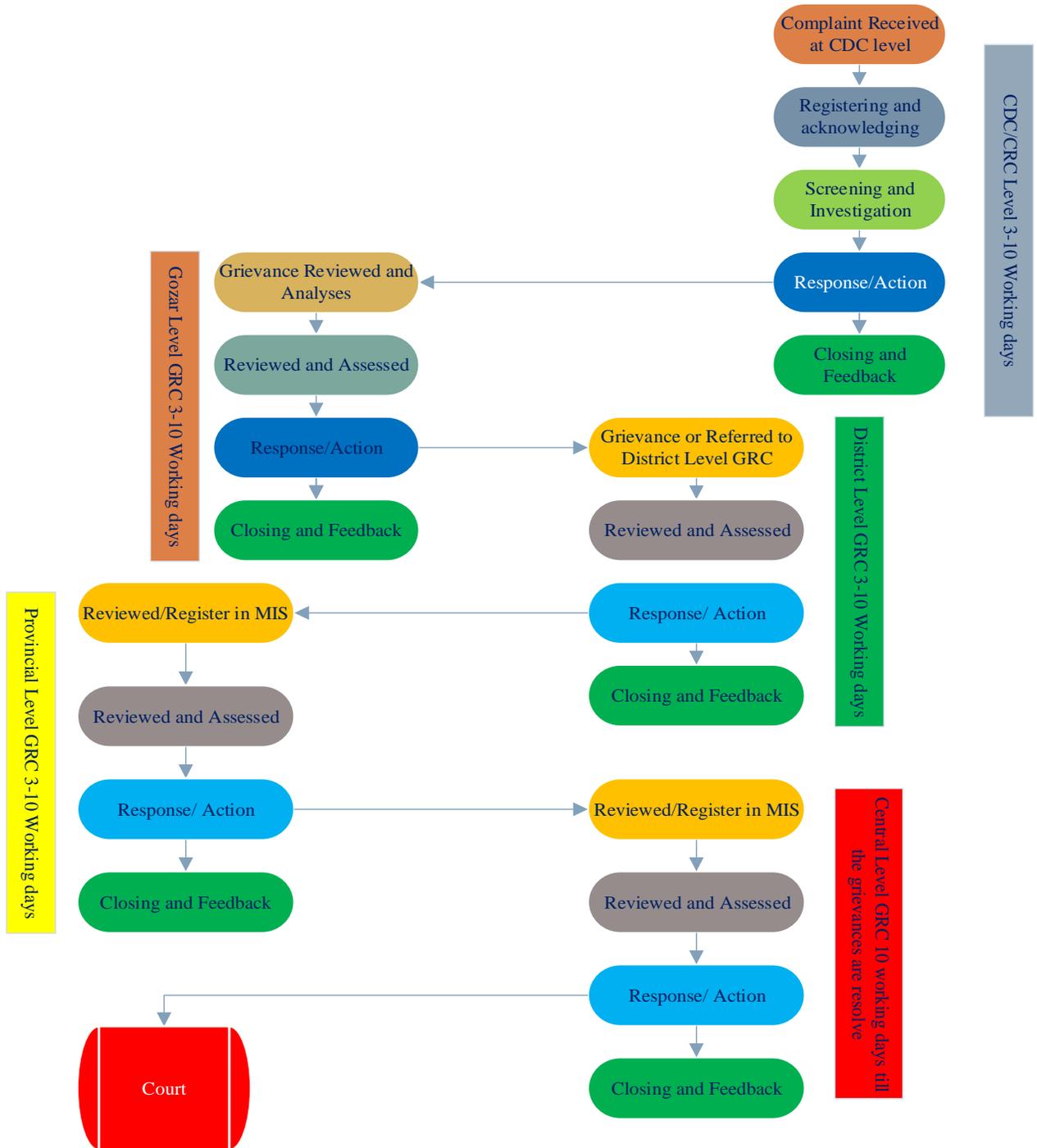
- Conduct the grievance resolution meeting while needed and solve/report each grievance during the 10 working days till the grievances are resolve hours and refer the grievance to the court.

Estimated Timeframe for Complaint Resolution

Grievances resolution is a time bound process and the committees at all levels are required to resolve the issues within the specified period of time. Delay in grievances resolution constitutes another grievance. Any delay can cause minor disagreements to develop into more serious disputes. Grievance be handle promptly at the lowest level of GRC and administration having the authority to adjust the grievance or action which is mandated to them. In total, the grievance has to be resolved between 3-30 working days of time frame and based on the seriousness of Grievance, the time limit will not exceed more than 30 working days of the receipt of Complaint. In some case the timeframe is belong to the nature and type of the grievance (complicated cases). The specified time period for GRCs at different level are;

- Grievance at the CDC level must be resolved within a 3-10 working days and grievance reporting and recording
- Grievance received at the Gozar level must be resolved with a 3-10 working days and grievance reporting and recording.
- Grievance received at the District level must be resolved with a 3-10 working days and grievance reporting and recording.
- Grievance received at the Provincial level must be resolved with a 3-10 working days and grievance reporting and recording.
- Grievance received at the Central level must be resolved within a 10 working days till the grievances are resolve, reported accordingly.

Grievance Redress Procedures



Grievances Receive, Management, Processes, Handle, and Procedures

This section will describe the overall the grievance management, process to resolving and procedure during the grievance handling period, that is described below:

Grievances Handling 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. The principles to be followed are;

- **Validity:**

Assessing the actuality of complaint, whether the complainant is affected or not.

- **Privacy and confidentiality:**

Keeping the complainant identity confidential and sensitive information to be released in secrecy.

- **Impartially:**

The proceedings and the committee members must stick to the issue, partiality must be avoided.

- **Legality:**

All actions taken must be in the premises of legal and formal procedures.

- **Action oriented:**

The decisions and actions to be taken should be feasible and effective.

- **Satisfactorily:**

The decision made to the extent possible must be acceptable to the grievant.

- **Appeal:**

The right of appeal is available to the complainant to the successive level of GRM and so on to the court.

- **Security/Fear of Reprisal**

The complainant must not feel any fear of reprisal due to lodging the complaint.

- **Timeliness:**

The grievance resolution process should function in a timely manner and the committee is bound to resolve the issue within the specified period of time

- **Fair and Transparent:**

The grievant has the right to access the information and proceedings of decision making

- **Function Promptly and Speedily:**

Justice is delayed, justice is denied. Responding quickly without any reason for delay, before minor disagreements develop into more serious disputes.

Resolved Grievance

The resolved grievance means that the grievance has been registered, analyzed, categorized, investigated, handled and feed backed to the complainant by the IAs GRM staff and the complainant is agreed and satisfied with action taken by the IAs GRM staffs and the grievance closed.

Grievances Handle and Resolution Process

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

Grievances Registration and Database System

Any grievance related to the REACH project should be recorded in the Grievance Reporting Form and documented, received/submitted grievances are filed as confidential in the Grievance Registration Book

(which annexed within this document) at each GRC levels and in the grievance handling database at the districts, provincial and central levels.

Grievance Sorting and Classification)

Classification is about action or process to sort and classify the grievances. The IAs sort and classify the grievances in order to know whether the received grievances are actual grievance, suggestions or required information that submit by local communities or beneficiaries.

Types of Grievances:

Grievances are any complaints, suggestions, concerns and queries about the elections, development planning, project and eligible and non-eligible household selection, project implementation, CDC sub-committee work, financial management, RACH package items, package distribution delay, furad and Wakil-Gozar abuse during the package distribution, distribution committee behavior, Social distancing, PPE use and disturbance to environment and cultural circumstances or an event perceived to cause harm to a person's livelihood, health or property. People are adversely affected (or about to be affected) by a development project, which raises grievances and dissatisfaction about actual or perceived impacts in order to find a satisfactory solution.

The following types of grievances are expected under the REACH Project:

- **Inclusion/ Exclusion:** While the project outlines criteria on how households will be excluded from receiving the relief packages, the actual proposal for the same is made by the CDCs/ GAs. There may be households/ individuals that believe they or others were excluded unfairly. It should be noted that there are districts that are not included under the REACH coverage (or the CCAP-SIG coverage) currently. There could also be grievances of being excluded from the entire Project coverage from such districts. Even in the coverage areas, the speed of rollout may not be uniform and some districts/ cities or parts of the same may be covered before others. This could also raise alarms and result in grievances.
- **Relief Package:** The relief package defined is for a sum of AFA 4,000 in rural areas and AFA 8,000 (in two tranches) in urban areas. It is proposed to be distributed only in kind in rural areas, and in cash or in-kind or through mobile money in urban areas.
 - Quantity/ Amount: There could be grievances received that the stated package due to a given household was not received in the right amount (for cash) or in the right quantities (for in-kind packages). As the relief package comprises multiple items, the quantities of each are also defined per province. The package needs to be widely publicized such that beneficiary households can determine whether they received the right amount/ quantities.
 - Quality: This includes poor quality/ small currency notes for cash distribution, and poor quality of one or more items in the in-kind packages distributed. Here, it is important to also inform beneficiary households of the quality of goods to be expected of the relief packages.
 - Delivery: Different modalities of distribution are proposed: some by neighborhood (ie."zonal distribution") and some door-to-door. It is agreed that all eligible FHHs and households headed by PWDs will receive the relief packages at their homes. Grievances related to the delivery could include beneficiary households not being informed on the proper date or time or venue for the zonal distributions, for unorderly or delayed distributions, etc.
- **Gender Based Harassment/ Violence:** Any grievances of harassment and/or violence based on the stakeholder's sex will be included as a specific category under REACH. A different set of protocols for the same is outlined in this Chapter.

- **Conduct of Stakeholders:** All stakeholders in REACH, especially those serving as staff of the FPs and IAs, suppliers/ vendors and as CDCs/ GAs, are expected to adhere to a proper code of conduct. They are to behave professionally, fairly, accountably, transparently and with respect to all concerned, especially beneficiary households. Any perceived or real cases of misconduct, collusion, corruption, absence from duties/ poor performance, etc on the side of any of these stakeholders can lead to grievances. Among the most common grievance in relief aid projects in Afghanistan is the demand of bribes (“bakshish”) from community elders, government civil servants, project staff etc. These will also be included in this category.
- **Infraction of Policy/ Procedures:** The REACH legal agreements and this Operations Manual outlines the agreed policies and procedures to be followed in implementing the Project. Any cases of alleged or real infraction of these mandated policies or procedures could be raised as grievances.
- **Other:** In many project GHMs in Afghanistan, some grievances received do not relate to the Project itself. These include allegations against part or all of the Government, or of the development work in the country in general. Such grievances will still need to be documented, but may not be addressed under the Project’s mandate.

Grievance Investigation

The investigation means here analyze the grievance in order to find out the root cause of the complaints and appropriate way to deal with the grievance. Grievances are problems and can arise on overall project activities. It is very important to make sure they are dealt with fairly and consistently, and may require an investigation. A properly conducted investigation allows an administration and project management to fully consider the matter and then make an informed decision on it. Ensure that all discussions during this process are fair, appropriate and above reproach. When investigating a grievance, the following key points to be consider;

- An investigation is a fact-finding exercise to collect all the relevant information on a matter.
- An investigator should have clear guidance on what exactly they are required to investigate, and how their findings should be reported. The IAs GRM unit are responsible to guide the GRM staff and the GRM staffs are responsible to analyze the grievance and find the best and quick solution. GBV/SEAH cases are exempted from investigation. Please see GBV GRM section.
- The investigator should gather and document what the issues of the matter are, consider what evidence may be available and relevant, and how it may be collected.
- Whenever possible the investigator should not be involved in the issue being investigated by other mechanisms.
- Document and sign the investigation format and statements of the grievant and respondent. A potential grievance should be fully investigated before it is resolved and the grievance procedure should be explained to the individuals/parties involved.

Grievances Analysis:

An analysis of the major components of a grievance resolution procedure that clearly identifies and help us to prepare an appropriate response, identify the potential solutions, assess the cost and feasibility of potential solutions, make the necessary arrangements to resolve the problem (or remediate), identifies the most feasible solutions, identifies the most appropriate solution for the specific type of grievance, therefore the IAs GRM team analysis the registered grievances based on their sensitivities, nature, and type of grievances. A report with analysis will be prepared monthly and shared.

End-line Resolution and Closure

It is the beginning of the process of independent mediation, when an agreement is not reached with complainant and he seeks other resolution mechanisms. Complainant is offered the options for the independent mediation and arbitration. When the mediation option and decision made is accepted to the grievant, the case is closed, and If any grievance does not solve in the GRC subcommittees in the final stage the central level GRC tries to solve the issues. In case that the central GRC not able to solve the grievance they will have final decisions and transfer with the supporting documents to the related entities for more clarity. All supporting documents of proceedings needed to achieve resolution should be part of the file related to the complaint. This is the scenario of serious complaint case, when all possible resolution approaches are failed to solve the issue.

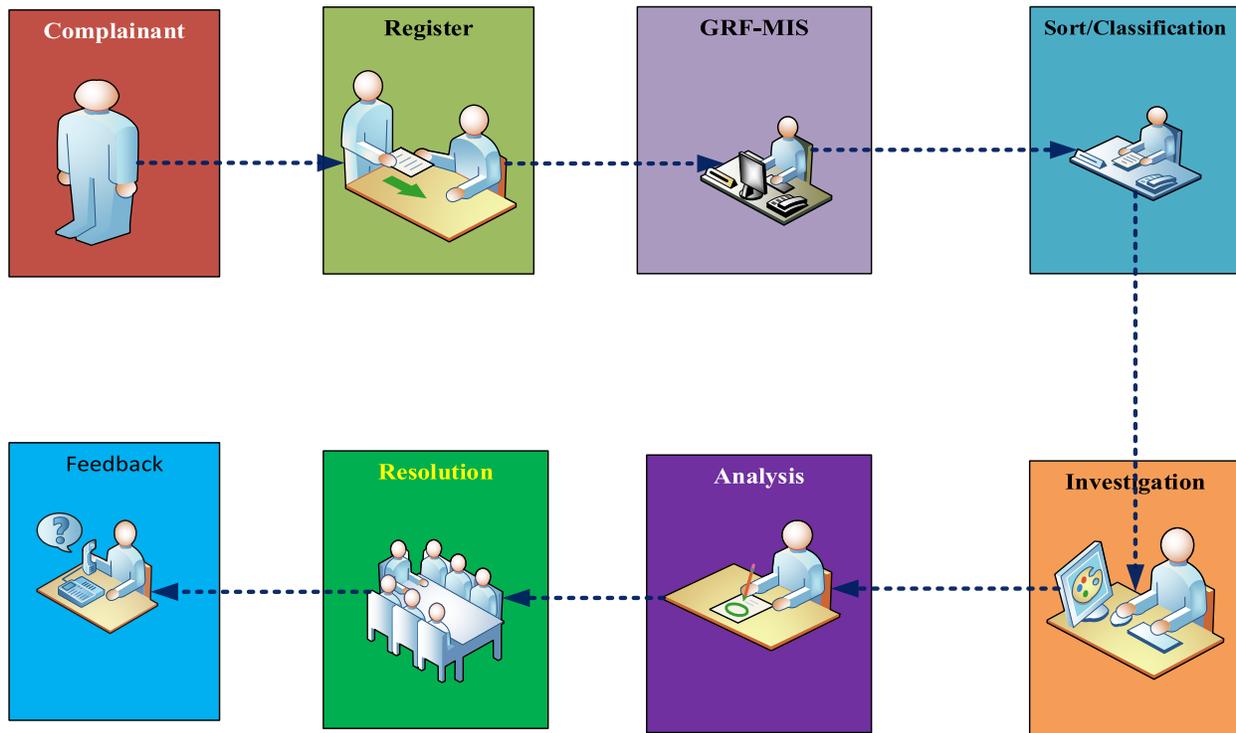
Follow-up and Feedback Mechanism

It is important and urgent to provide an acknowledgement of outcome to the complainant by the GRC. The complainant has the right of feedback and provision of information on the proceedings processes for more information please see the implementation schedules and reporting within this document, steps in handling his/her grievance. The anonymous complaints acknowledgement and follow-up to him/her is not possible, however the outcome can be indirectly conveyed to him/her on various communication channels such as displaying on notice board, information brochures, newsletters, a message circulation etc. The means of follow-up and outcome, solution should be recorded in the database and reporting format for reporting to the appropriate authorities.

Referral Grievances to Related Entities:

The received/submitted grievances after analysis and registration in the grievances registration book or database refer to related GRC for resolution and decision making, while the grievance resolved will be record to the database and the feedback will share with complainant, if the grievance not solve in related GRC might transfer to next step to upper level GRC to take a decision making and resolution.

Grievance resolution process Diagram:



Cross-cutting Themes/Issues

Informal, Formal and Legal Handling of Grievances

Grievances as trend are liked to resolve informally, settling the dispute with the direct supervisor or an authorized person in-charge of. When grievant is not satisfied of the outcome or grievance need to be formally handled, then the formal procedures must be adopted. All formal and informal grievances must register in the REACH-MIS system by the responsible persons. Legal handling of complaint is the later stage, where law implications are considered at ombudsman or court. The REACH will apply three modes in the redressing and resolution of grievances which will be informal, formal and legal.

Informal Process:

It may be decided to respond to a complaint through an informal process where the complaint lends itself to local and direct resolution and;

- The complaint is of a minor nature or if it is of a more serious nature, the committee considers that it is appropriate to do so and the complainant agrees;
- The complainant wishes the matter dealt with informally and the manager considers this appropriate in the circumstances;
- A complaint has arisen from lack of, or unclear, communication.

Providing a written response to the complainant outlining the action taken is advisable. An informal process may be formalized at any point where the grievance committee considers it appropriate, particularly where

an informal process has been unsuccessful or new information is received but still even the minor or informal nature complaints will also be recorded in the MIS database in order to prevent such problems in future. The steps taken to resolve the complaint should be documented (recorded and registered) by the committee.

Formal Process:

It is the requirement that the grievance be submitted in writing using a grievance form. The grievance committee will review the grievance to determine whether the assumption should be that all grievances are valid., imaginary or vexatious and initiating the formal procedures of grievance resolution with appropriate documentation. Three possible outcomes may occur at this stage of the process;

- The GRC may determine that no valid grievance exists
- The grievance may be resolved
- The grievance may not be resolved and it will be remitted to the next step or court in the process

Legal Process:

Each grievance resolution process needs to follow the country rules, regulations and procedures. Grievances such as crimes, land title issues, violation of rights, harassment, GBV and squatting etc. comes under the mandate of law enforcement authorities, public prosecutions, judiciary and other mechanisms. Grievant should be assisted in legal issues handling by the project team. The end referral body for grievant is court of law and other formal mechanisms in the country.

Labor Grievance Redress Mechanism (LGRM)

The Labor Grievance Redress Mechanism (LGRM) for REACH project has been prepared to meet the objectives and requirements of ESS-2. This LGRM assesses the potential risks and impacts of assignment of labor and handling the labor grievances during the implementation of project by IAs and addresses them through mitigation measures in light of ESS and Labor policies and provisions.

Various types of workers (Direct, Contracted, community workers and Primary Supply workers), their estimated numbers, characteristics etc. have been set out in this LGRM. Key potential environmental and social risks—such as unscrupulous labor practices, OHS, community risks, late payment, waste generation, risk of GBV, exploitation of child and forced labor have been identified. A Grievance Redress Mechanism (GRM) for labor has been worked out so that any potential dissatisfaction, concerns, notice can be raised by anyone employed by the contractor/FP. Contractors/FP will be required to abide by the provisions of the GRM. The IAs GRM staff will review records on a monthly basis. IAs responsible colleagues will keep abreast of resolutions and reflect in quarterly reports to the World Bank. Given the anticipated number of the project workers the labor GRM will be a separate document apart from the Project level GRM, though personnel in the committees (GRC) on both the GRMs may have overlapping functions. Receiving and Reporting Channels for the GRMs may also be same.

The workers GRM will include:

- A channel to receive grievances such as comment/complaint form, suggestion boxes, email, a telephone hotline that might also be anonymous, it's mentionable that the REACH-GRM uptake channels specially the hotline number may also use for labor grievances during the project implementation.
- Stipulated timeframes to respond to grievances;

- A register to record and track the timely resolution of grievances;
- A responsible section/wing/committee to receive, record and track resolution of grievances.

For the above mentioned issues implementation the IAs must have a GRC at the project level that resolved and handled the labor grievance during the project implementation, the mentioned GRC structure will be as follows: (i) community representatives, labors (ii) grievance responsible person (IAs GRM staff), (iii) contractor/FP (GRM and SO staff) and (iv) the CDC-GRC members.

Note: For the Labor grievance handling process will be the same as REACH-grievance redressed mechanism, means that the REACH-GRM will be implemented such cases.

Gender and Grievances

Special attention will be given to gender issues and gender mainstreaming has to be centrally focused in the GRM. Complaints lodged by gender is on priority and prompt action is needed to be taken without any excuse to delay. Each committee at all levels will have a female member and will be the key focal point for gender related issues and complaints. Privacy and confidentiality will be ensured of the female complainant in the entire process of resolution the gender meeting will conduct separately in secure place. The gender disaggregated data will be available for tracking and monitoring of gender associated issues and progress on actions/outcome.

Handling GBV Complaints

Implementing Agencies (IAs) need to have a framework for handling GBV allegations. There are at least three key actors involved in handling GBV allegations: the GRM operator; the GBV Services Provider and, the GBV resolution committee including Gender Specialist of each IA. It is therefore essential that prior to GBV complaints being received both clearly identify who specifically will be responsible for handling the complaint: what sanctions will be applied and, the survivor is safe after raising a complaint.

REACH encourages all staff, stakeholder and clients regardless of their identity or position, to report any incidents of discrimination, harassment or retaliation. To essential the process of receiving and handling GBV cases, the steps are explained briefly as bellow:

Step 1: Staffing and Registration

The first step for receiving and handling GBV complaints is to have a safe and supportive environment and trustful staff until survivor can easily raise her/his complaint. A couple of the of the Grievance Handling operators need to be assigned to receive and register the GBV complaints; along with normal cases; with full confidentiality. She (The GRM operator) is well trained and has Knowledge about GBV and its causes and consequences and knows that if the case details are disclosed then she will be responsible.

She should have the ability to use a survivor-centered approach in the interactions with survivors including the ability to use active listening skills and speaking in both Dari and Pashto local languages, and to remain non-judgmental and adhere to survivor centered principles of confidentiality (including informed consent for each stage of the complaints process), non-discrimination, safety and respect.

Complaint handling is a limited process and the GRM operator must always be careful not to exceed the scope of her role, trying to investigate, conduct fact finding, evidence gathering or even dismissing cases etc. This also means ensuring that the GRM operator will refrain herself from using these and similar statements “you shouldn’t have done this”, “why did you do it or say it?”, “You should do this”.

The GRM operator will also avoid victim blaming at any cost.

The only purpose is to receive the initial complaint, determine any immediate protection or assistance needs of the complainant, and process onward referrals. The GRM operator will also provide details of assistance available for the complainant. An updated referral pathway will be available for the purposes of onward referral to available GBV service providers to support the survivor access any treatment or recovery services and to provide advocacy support where necessary.

The database webpage that she uses for GBV cases is protected and limited to a few individuals such as only authorized in the complaints handling team.

If any complainant is not happy with how the complaint has been handled they should be provided a number to discuss their case and how it was handled further with the GRM and Gender Divisions; preferably this person should not be a member in the GBV resolution committees in the IAs and should have the authority to potentially recommend that the case is “reopened”

Step 2: Referring to available GBV service providers:

The GRM operator should:

- reinforce healing messages such as: it’s not your fault, I am sorry you have experienced this; and we are here to help.
- Refer to menu of services to explain what’s available, free of charge, and who is available to go over the pros/cons of each (do not counsel—this should be done by professional service providers), Referrals should be based on survivor’s (complainant’s) informed consent (information about available GBV service providers will be shared with the operator/s.)
- Tangible and clear information is provided, according to his/her preference, and support is offered to access available services (while maintaining confidentiality).
- Inform the survivor that his/her case will only be shared with his/her informed consent and his/her information will be anonymized.

Step 3: Referring the case to GBV resolution Committee

The grievance handling officer reports the case to the GBV resolution committee of the respective IAs, The committee as soon as they receive the case, starts assessing the case maintaining confidentiality, survivor centered approach, and in a timely manner.

It is a proven practice that based-on survivor centered approach the survivor can choose which way the case should be solved. it means that the survivor can choose the solution (formal/informal) based on her needs, status and probable consequences.

GBV resolution Committee Formation

All IAs will set up a 4-member senior staff committee comprising trained personnel from Senior Management (1 member), HR/GHD (1 member), and Gender Unit (2 members) to review each GBV complaint/allegation received individually. The Senior Management member will act as focal point on the senior management team for SEAH case investigations and alongside committee other committee members will receive training on how to conduct fair and robust survivor centered investigations and GBV.

Step 4: Investigation and response to GBV complaint

The case will be disclosed to the GBV resolution committee only (only if the survivor permits) and investigation starts. The investigation is taking place within a course of actions as follow:

- Face to face and private interviews with survivor and perpetrator. The two will be not interviewed together, and survivors will be particularly encouraged to bring their GBV caseworker, if any, to the interview for support.
- interview with the office-mate and colleague of both survivor and perpetrator (if needed) Checking the evidence and proves that both sides may present
- Group discussion among GBV resolution committee on how to solve the case

Following training on survivor centered investigations, the committee will strive to conduct investigations underpinned by the principles of impartiality, non -discrimination and confidentiality. The GBV resolution committee will keep the principles of Confidentiality, the dignity of survivor and perpetrator, no-discrimination, no-judging and neutrality high.

Informal Procedure:

In situations where the complainant doesn't want to register the grievance formally or they raise their grievances verbally and don't want to put it in the system, the GRM operator brings the issue to the attention of the program Director IAs so that they notify the supervisor of the alleged person should be informed considering the complainant's consent and permission. And if the complainant doesn't want to disclose her/his name but just want to bring that bad behavior or SEA/SH case to the attention of the alleged person's supervisor through the GRM person, she should be able to do so. In any case the service will NOT and does NOT encourage informal mediation approaches to GBV cases.

Step5: Case conclusion

The length of time that conclusion of a GBV case takes greatly vary from case to case. The investigation report along with decision taken, or recommendations is submitted to the senior management.

If the investigation concludes the allegations are valid and abuse has likely occurred then sanctions will be applied on the perpetrator based on the nature and level of GBV. The sanction, cited from code of conduct, are as follow:

- Informal warning or formal warning
- Additional training.
- Loss of salary.
- Suspension of employment (with or without payment of salary)
- Termination of employment.
- Report to the police or other authorities as warranted.

The final decision that is taken by GBV resolution committee and any disciplinary action signed on the perpetrator will be reflected in her/his HR profile.

Sometimes survivors may request the closure of the case, even if they haven't had all their needs met. The team respect this request and must ensure that the cancellation is completely voluntary and unconstrained. Also sometimes the alleged resigns in the middle of case investigation, in such cases the investigations should continue regardless of whether the alleged resigns and any conclusions including the fact that an investigation has taken place should be placed on file

All the process of the investigation is documented to be updated on the system. After the case is closed on the system in accordance with data protection and archiving policies, all printed material that is no longer needed should be vanished. If the printed papers should be stored, then lock it in a file cabinet or other secure container, and limit access to the combination or keys.

Note: By closing the GBV complaint, any survivor should feel safe to return to the GBV resolution committee or to complaint once again if s/he faced violence because raising a complaint increases the risk of harm more ever in some cases. The survivor is referred to the GBV services providers if she needed psychological and emotional support, only if she permits to share the case to the service provider.

Communicating and GRM Publicity:

A policy or process for addressing complaints cannot be effective if nobody knows about it and therefore grievance procedures should be put into writing, publicized, and explained to relevant stakeholder groups. People should know where to go and whom to talk to, if they have a complaint and understand what the process will be for handling it. It should be provided in a format and language readily understandable to the local population, direct beneficiary/users of facilities, project staff and/or communicated orally in areas where literacy levels are low. It should not be too complicated to use nor should it require legal counsel to complete the grievance process. It's mentionable that the GVB cases must handle securely and confidentially based on the GBV handling procedure that mentioned in the GVB related parts within this document.

Communication Channels and Methods

The ways and means through which GRM procedures are communicated, is dependent on the scope of projects, types of stakeholders, geographical location of projects, beneficiary characteristics and feedback etc. The best channel to be used as the one, which transfer the encoded message to the receiver, with high impact and feedback and of low cost. The method used should be simple and that best illustrate to the conditions. The GRM poster that reflected all official uptake channels include hotline number, social media address, GRC, and IAs address designed and will publicizes in the project area with the help of wakil Gozars, community elders, Mullah Imams, FP-SO in the most highlights point in the project areas. The common channels to be used are;

- Public disclosure at each site through printed materials e.g. flyers, grievance forms and GRM poster etc.
- Organizing GRM events and briefings
- Articles written in newsletter on grievance resolution
- Training sessions and staff capacity building
- Interpersonal communication/Face-to-Face meetings
- Circulation of complaint specific e-mail
- Circulation of GRM representatives contact details
- Using digital modality such as webpage and social media
- Opinion survey regarding the GRM functioning
- TV and Radio announcement
- Site visits

Aspects of GRM Communication Plan

Introducing the GRM requires planned actions and the aspects to be considered when designing a GRM communication plan. The aspects are;

- Who are the target groups receiving information on the GRM existence?
- What information to convey?
- Framing of message to deliver information effectively;
- Who is responsible for conveying the information and who can help doing it (multipliers)?
- What timeframe is necessary to communicate about the GRM?

Information in Publicizing Grievance Management Procedures

Stakeholders should have easy access to the information sources and the contents of information in the publicity materials or verbal communication should be sufficient and enough. There should be no gap in provision of information and the publicizing sources should be easily accessible. The following information components are necessary to be included while publicizing grievance management procedures;

- What project-level mechanisms are (and are not) capable of delivering and what benefits complainants can receive from using the project or organization grievance mechanism, as opposed to other resolution mechanisms?
- Who can raise complaints (affected persons)?
- Where, when, and how complainants can file complaints?
- Who is responsible for receiving and responding to complaints, and any external parties that can take complaints from grievant?
- What sort of response complainants can expect from the project or organization, including timing of response?
- What other rights and protection are guaranteed (compensation, protection from victimization)?

Messages of Communicating GRM

- Grievances can help improve project policies, systems and services delivery
- Grievances will be treated confidentially, and complainants will not be victimized for
- Grievant has the legal right to lodge complaints upon experiencing any discomfort and dissatisfaction by project activities
- Grievances management improve the system and build trusts among the stakeholders
- Grievances lodging and resolution is a sense of pride to all

Operationalization and Capacity Building

The required training and orientation will be provided by the IAs GRM responsible persons to all newly recruited staff including the IAs GRM staff, FP (GRM and SO), call operators and GRCs soon after the REACH project is launched.

The arrangement for the capacity building of GRM staff training will be led by the IAs GRM head. IAs monthly meetings will be convened, whereas ad-hoc meetings will also be held based on the seriousness of

complaints and issues. Working plans will always be developed for the GRM at all levels in collaboration with REACH stakeholders and relevant departments and governance.

Implementation schedules and reporting

The implementation will be rolled out as required for each IAs in line with the project legal frameworks established for handling, managing, and monitoring of GRM functionality. The IAs GRM team will have responsibility for overall GRM and will have close supervision on the PMU/FP GRM staff and GRC subcommittees to timely address the local community complaints, get their satisfaction and enhance the project acceptance to all eligible and eligible communities.

The GRM is leading by IAs senior management who are responsible for the overall supervision and monitoring of GRM, endorsements and reporting, they will be supporting by IAs technical teams. The IAs will make sure that all responsible people who are involved in project implementation receive and address both initial and ongoing GRM and safeguard awareness and training sufficient to ensure they are familiar with their GRM mechanism and their responsibilities under the REACH project. The project will encourage the FPs to introduce the qualified GRM officer and social organizers who have required experience in the safeguard documents implementation. He will also receive the specific job training by the IAs GRM team to ensure the proper implementation of the GRM mechanism.

Annex-1: REACH-GRM-Poster:



برنامه ملی میثاق شهروندی



جمهوری اسلامی افغانستان



وزارت احیا و انکشاف دهات

پروژه دسترخوان ملی

هر شهروند میتواند در مورد کار و فعالیت پروژه دسترخوان ملی، آزادانه شکایت و یا اعتراض خود را به نزدیک ترین دفاتر برنامه ملی میثاق شهروندی و یا کارمندان برنامه مربوط ارایه نماید.



ثبت شکایات از طریق تلیفون



ثبت شکایات از طریق فورم شکایات



ثبت شکایات از طریق ایمیل



و خانه پزی فورم شکایات



عریضه

طریقه های ارسال شکایات:



۳۳۳۰

از طریق تماس تلیفونی:

در صورت دسترسی به ایمیل، لطفا شکایات خویش را به ایمیل آدرس های ذیل:

REACH-MRRDgrievance@ccnpp.org

shekayat.ccap@ccnpp.org

complaints.KMDP@outlook.com

ارسال دارید.

کرونا (کووید ۱۹) را جدی بگیرید



Annex-2: GRM Registration Form (GRF)

Grievance ID:
High

Date:

Priority : Low Medium

How to use this Form; This form should be completed for each grievance that is related to the Distarkhan Mili. Please consider which category/ sub-category/ issues fit best for your grievance. Be sure to explain the problem as clearly as possible.

| | | | | | | | |
|--|--|-----------|--|-------------------|-------------------------------|---------------------------------|--|
| General Information: | | | | | | | |
| Name | | F-Name | | Gender: | <input type="checkbox"/> Male | <input type="checkbox"/> Female | |
| Phone #: | | Email: | | Province: | | City: | |
| District/Nahia: | | Gozar/CDC | | Grievance Against | | Filled By: | |
| Position of complainant: | <input type="checkbox"/> CDC member <input type="checkbox"/> community member <input type="checkbox"/> CDC chairperson <input type="checkbox"/> FP <input type="checkbox"/> Others | | | | | | |
| Uptake Channel: | <input type="checkbox"/> Physical Submission <input type="checkbox"/> Web Portal <input type="checkbox"/> Email <input type="checkbox"/> Hotline <input type="checkbox"/> Text Message <input type="checkbox"/> verbal | | | | | | |
| Grievances Description: | | | | | | | |
| | | | | | | | |
| Grievances Categories | | | | | | | |
| 1. Corruption | | | | | | | |
| <input type="checkbox"/> Misused of FUND <input type="checkbox"/> Theft Request for Bribe <input type="checkbox"/> Others (Explain): | | | | | | | |
| 2. REACH Package | | | | | | | |
| <input type="checkbox"/> Late Distribution <input type="checkbox"/> Package Quality <input type="checkbox"/> REACH Coverage <input type="checkbox"/> NOT benefited from the Package <input type="checkbox"/> Households Registration <input type="checkbox"/> Package distribution delay <input type="checkbox"/> Wakil-Gozar Abuse <input type="checkbox"/> Distribution committee behavior <input type="checkbox"/> Other(Explain): | | | | | | | |
| 3. Misbehavior of Development Actors | | | | | | | |
| <input type="checkbox"/> Awareness <input type="checkbox"/> Unpunctual <input type="checkbox"/> Staff Behaviors/Attitude <input type="checkbox"/> Other(Explain): | | | | | | | |
| 4. Safeguard related Issues | | | | | | | |
| <input type="checkbox"/> PPE <input type="checkbox"/> GBV <input type="checkbox"/> Social Distance <input type="checkbox"/> Other (Explain) | | | | | | | |

Signature / finger print of Complainant _____ Date: _____

Handled by: Name: _____ Position: _____ Signature: _____ Date: _____

Annex-3: GRC Establishment Form (For KM)

REACH-
Logo

Islamic Republic of Afghanistan
COVID-19 Relief Effort for Afghan Communities and Households (REACH)
DASTIR-KHAN-MILI



Part A: GRC Member Selection

In this meeting, the local community, community elders, GC and the public have select their grievance redress committees (GRC) members, to help them during their grievance handling procedure that will be raised during the REACH project implementation.

| Name | Position | Gender | Phone Number | Email Address |
|------|----------|--------|--------------|---------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Part B: GRC Selected Member Commitment

We have been selected by the local community as GRC members, commitment to serve our community, and handle their grievances and will refer their grievances to a responsible committee during the REACH project implementation.

Signatures:

Part C: GRC Member Approval

The above-listed people have been selected as GRC members to solved the local community grievances in their working areas during the REACH project implementation.

GC Signature

FP-GRM Officer

KM-District Director/Representative

Note: The GRC establishment form will use for the Kabul-REACH project areas and will be established during the Gozar Consul establishment.



Annex-4:

REACH-
LOGO

ISLAMIC REPUBLIC OF AFGHANISTAN
MINISTRY OF RURAL REHABILITATION & DEVELOPMENT
Harassment Complaint Form – Confidential

Guidance and principles for completing this form (Instructions to the GRM operator):

1. Remember, only seek the minimum details required for the form. Receiving a complaint is not the same as investigating it. It is not your role to investigate the case.
2. Seek informed consent from the person making the complaint and address issues of confidentiality. This includes telling the person that their information will be safely stored, who at minimum will know about the case and any limits there may be to confidentiality. Particularly if the person is a child.
3. React calmly and listen carefully to what is being said.
4. Reassure the complainant that he or she has a right to raise the concern.
5. Reassure the complainant that information will be kept confidential and only be shared on a “need to know” basis and only with a very small number of trusted and trained people responsible for handling complaints.
6. Ask only relevant questions required to gain a clear understanding of the complaint so that it can be passed through the relevant reporting procedures.
7. Ensure that the survivor/complainant’s safety is not at risk.
8. Prioritise the survivor’s need for services including medical attention and use the available GBV referral pathway if available or seek advice from a GBV specialist
9. Allow the complainant to read what you have written. If the complainant is illiterate, read out the text to ensure that what you have written is what he or she meant. Ask the person if he or she is satisfied with what you have written. If they are not, correct the text with them.
10. Inform the complainant of the next steps in the procedures.

Date:

1. Complaint Information

Full Name of the complainant (optional): _____ Phone:

Title/Job: _____ Department/CDC:

Gender (F/M) _____

Age: _____

-
- ❖ How does complainant prefer to be contacted (give details)?
 - ❖ Has the complainant given informed consent to the completion of this form and referral?

Yes? No? don't know?

- ❖ Is the complainant receiving any type of survivor/victim assistance or support service?
(Name the organization/agency helping)
- ❖ Has the complainant sought any type of medical care? ♦ YES ♦ NO

-
- ❖ Date of incident(s):
 - ❖ Time of incident(s):
 - ❖ Location of incident(s)
 - ❖ Brief description of incident(s) in the words of the complainant: (use an extra page if necessary)

- ❖ Name of accused person(s):
- ❖ Position / Job title of person(s): accused person(s)
- ❖ : Address or location where accused person(s) works:

-
- ❖ Has the complainant been informed about available humanitarian/protection assistance? ♦ YES ♦ NO
 - ❖ Is the complainant in need of immediate security and/or health assistance?

- ❖ Would the complainant like to access available humanitarian assistance (counseling, GBV case management service, etc)?

2. Details of the person writing the complaint

Full name _____ Position/Job title _____

Gender _____ Date and time of the complaint _____

Please tick below:

- The person making the complaint has been explained that they will not be judged and will not be subjected to any adverse treatment even if the complaint or the description of the events have discrepancy in them.
- The complaint was taken in a private and confidential settings

How would you like the issue to be resolved? What actions would you like to take?

*When asking this question make sure you don't discourage anyone from making complaints and do t **NOT** suggest a course of action on their behalf nor suggesting any informal mediation.*

3. Adherence

I certify the information provided in this complaint to be accurate, true and complete to the best of my knowledge.

(Name)

(Signature)/thumb impression

Annex-3: Grievances Registration Database

The grievance Registration Database is prepared separately and shared with the REACH-GRM-Manual.

| Grievances Registration Database | | | | | | | | | | Part - A | Feedback | |
|--|--------------|--|------------------------------|--------------------|--|----------------------|---|---|---|--|-----------------------|--------------------------|
| Part A: Call Operator Responsibilities | | | | | | | Part B: Ias GRM Staffs | | | | | |
| S/N | Grievance ID | Personal Information | Location | Related-Ias | Grievance-Uptake Channel | Details of Grievance | Grievance From | Grievance Against | Classification | Type of Grievances | Intense of Grievances | Grievance Resuolation |
| | | Name of complainant Gender (Male/Female) Mobile No Email ID | City District Division | MDD IDLC VIM | Phone Mobile number Hotline Official letter Email CMC | | Community CDC Member CC/CA Contractor/EP Others | Community CDC Member CC/CA Contractor/EP Others | Actual Grievance Suspension Injustice Corruption | Misbehavior of Development Contractor/CDI/CPAU Contractor/EP Others | | |
| | | | | | | | | | | | | Feedback to Complainants |

