



Ministry of Rural Rehabilitation and Development
Citizen Charter National Priority Program

GRIEVANCES REDRESS MECHANISM (GRM) MANUAL

For

Drought Early Warning, Finance, And Action Project (ENETAWF)

January 2021

ACRONYMS

CCDC	Cluster Community Development Council
CCNPP	Citizens Charter National Priority Program
CDC	Community Development Council
CPM	Community Participatory Monitoring
DCCMC	District Citizens Charter Management Committee
DMU	District Management Unit
FP	Facilitating Partner
GHD	Grievance Handling Division
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
HR	Human Resources
MRRD	Ministry of Rural Rehabilitation and Development
OM	Operation Manual
PCCMC	Provincial Citizens Charter Management Committee
PMU	Provincial Management Unit
TOR	Term of Reference

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1. INTRODUCTION

This Grievances Redress Mechanism (GRM) Manual lays out the principals and processes of Drought Early Warning, Finance, and Action project (also referred as ENETAWF) Grievances Handling system, the various actors and their roles in grievances uptake, channeling, resolution and feedback. The Manual also lays out the key elements: awareness raising, uptake, registration, analysis, and the categorization of grievances that provides the basis for the Grievances monitoring, and the resolution of the grievance and feedback to the complainant. Finally, the manual describes the governance of the Grievance Handling Process, how grievances are tracked and a reporting format.

This manual gives guidance to the Ministry of Rural Rehabilitation and Development (MRRD), particularly GRM Unit to address grievances relating to the project activities. The ENETAWF's GRM Manual is intended to serve PIU, PMU, Facilitating Partners, CDCs, Grievance Redress Committees and the Grievance Handling Division (GHD) of MRRD in handling grievances utilizing the national and international good practices.

The GRM provides a formal avenue for the affected individuals or groups of people to engage in a meaning consultation with the project implementers or sponsors on issues of concern. It aims to manage and satisfactorily respond to the complaints of individuals or groups regarding their concerns about environmental and social, Procurement, Finance, Human Resources, Gender issues and any other aspect of the project design or implementation process. Complaints and concerns may take the form of specific complaints for damages/injury, concerns about routine project activities, or perceived incidents or impacts in result of ENETAWF project.

Complaints and concerns should be addressed promptly using an understandable and transparent process that is culturally appropriate and readily acceptable to all segments of the affected communities, at no cost and without retribution. Mechanisms should be appropriate to the scale of impacts posed by a project.

The ENETAWF's GRM Manual is a mechanism through which individuals, groups and communities can raise concerns/complaints about the project design and implementation process that negatively or unfairly impact them. This mechanism will also enable the project staff and non-staff personnel to raise issues in project management such as beneficiaries' selection, transfer of cash, subprojects selection process etc. GRM aims not only to limit and address project related disputes and prevent the future ones, but it encourages government to be held accountable for project related activities. Establishment of an effective GRM system by this project not only ensure adaptive responsiveness to grievances to avoid their future occurrence but also increase public trust and confidence in government institutions.

1.1. The ENETAWF'S GRM

The ENETAWF project will target 78 districts in total across the country, where it will use the existing GRM system of the Citizens Charter Afghanistan Project (CCAP) in 20 districts and will further expand this to the 51 non-CCAP districts through REACH (COVID-19 Relief Effort for Afghan Communities and Households) project which will be setting up the groundwork for ENETAWF by initiating the mobilization of CDCs and

setting up structures for household registration and distribution of assistance. The existing GRM covers village/CDC level, Cluster level, district/Nahia level, provincial/municipal level, and central/HQ level. Different uptake channels are open for project beneficiaries and other stakeholders to lodge their grievances entertaining different platforms of grievance resolution. The Stakeholder Engagement Plan (SEP) for this project provide detailed GRM system which will be used for this project. Since only 20 of the planned 78 ENETAWF districts currently are covered by the CCAP, critical efforts need to be made to expand the existing GRM system into the new provinces and districts. In the 7 hard to reach districts the Facilitating Partners (FPs) will establish their own GRM system, specially reactivating CDCs to establish village/CDC level, cluster and district level GRM. The PMU at regional level will receive the record of all grievances from provincial offices and FPs and will record those on the central database.

To ensure transparency and accountability in the design and implementation process of the ENETAWF, a GRM has been established as part of the Stakeholder Engagement Plan (SEP) to address project related grievances. This GRM is both centrally and locally based formalized system for receiving, evaluating, and addressing project related grievances from affected persons, groups or families at community, project, regional or central level. This Manual describes the GRM system that ENETAWF project has put in place addressing grievances, complaints or concerns about project development and governance process that are inequitable, exclusive, non-transparent, non-accountable, non-participatory or not following the project implementation guidelines. The GRM system is also a channel for project staff and non-staff to report project management grievances including but not limited to reservations in areas of recruitment, financial management, procurement and operational mechanism of the project activities.

The GRM will entertain all types of complaints, comments, enquiry and suggestions, that relate to the ENETAWF project effectiveness and efficiency. In order to ensure transparency in handling and processing of grievances, all stakeholders, especially complainants will be kept informed of the handling process and the outcome of the redressal process in a timely manner. Confidentiality is an integral part of fairness, and the identity and personal details of complainants will only be disclosed to those involved in the resolution of the grievance (this may be GRM, or other project staff).

1.2. Project Background

The ENETAWF project is an Investment Project Financing (IPF), funded by an International Development Association (IDA) grant in the amount of US\$97.50 million equivalent and a considered US\$125 million contribution from the Afghanistan Reconstruction Trust Fund (ARTF), Global Financing Facility, and Program for Asia Resilience to Climate Change MDTF, over a five-years period. The project is part of the broader strategy to address food and nutrition insecurity in Afghanistan and is aligned with the principles of the Afghanistan National Peace and Development Framework (ANPDF 2017- 2021) and several National Priority Programs (NPPs).

The project development objectives is to increase the food and nutrition security of the most vulnerable households living in drought prone rural areas and put in place building blocks for an early warning based shock responsive resilience support system with mechanisms for financing.

The Project consists of the following four key components:

1. Component 1: Early Warning – Strengthened drought early warning decision support, improved hydromet services and community resilience- This component invests in decision support for drought monitoring and in capacities for improving delivery of hydromet, agromet, and early warning services and disaster risk management (DRM) at national and community levels.
2. Component 2: Early Action – Establishing a shock-responsive delivery mechanism to build resilience. This component establishes the infrastructure to distribute recurrent cash transfers to the most chronically food insecure, with the built-in capacity to scale up when needed.
3. Component 3: Early Finance – Established procedures for early financing to support pre-agreed early actions and rapid responses - Component 3 will establish financing mechanisms to expand the availability of assistance when necessary, reflecting the magnitude of the event, for example, moderate or severe. This would allow the project to access a preapproved contingent financing window and leverage it to direct emergency assistance to vulnerable households.
4. Component 4: Project Implementation Monitoring and Evaluation and Institutional Strengthening. Component 4 provides implementation support for project delivery, including a robust monitoring and evaluation (M&E) framework.

The proposed project is designed to primarily focus on about 78 districts in 15 provinces in all seven regions of the country. All these districts have been affected by some type of drought in the near past resulting into loss of economic and livelihood opportunities and food insecurity, especially when it comes to vulnerable populations. The project will provide unconditional cash support to 100,000 households and cash-for-work benefits to 180,000 households—a total of 280,000 households or about 2.2 million individuals. Food-insecure households with no members with physical ability to carry out the labor-intensive work (LIPW) will receive unconditional US\$20 per month for the six lean months, while food-insecure households who have members with physical ability to carry out the labor-intensive work will receive US\$20 per month for the six lean months in return for their participation in LIPW. Similarly, the project will augment sustenance with nutrition-sensitive cash support for food-insecure households with pregnant women or infants under the age of 2. This supplemental support will benefit an estimated 40,000 food-insecure households within the existing pool of beneficiaries.

1.3. Who Can Use GRM?

Communities and other stakeholders and or non-stakeholders can suggest/complain about management and governance processes of ENETAWF that are inequitable, exclusive, non-transparent, non-accountable, non-participatory, and non-representative and/ or do not follow fair and transparent selection process of beneficiaries, sub-projects and labor selection for labor intensive public work, project implementation, procurement, and or financial management. A complaint can be filed against the

Government, Community Development Councils (CDCs), Facilitating Partners (FPs), Provincial Management Unit (PMU) or Project Implementation Unit (PIU), private individuals or any other party that interfere in development or governance, and subvert the process. In sum, the GRM 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) do not follow accountable, transparent, participatory, inclusive, pro-poor and pro-women, development practices. Social conflict not related to the ENETAWF project do **not** qualify as a grievance. This is because the GRM is limited to the development and governance work of the Government and its Partners, not issues that arise amongst local resident irrespective of the ENETAWF.

The GRM is also a channel for staff and non-staff (communities, staff from FPs, CSOs etc.) to report project management grievances. These include, but are not limited to, digressions in the areas of recruitment, financial management, and procurement at district, provincial or HQ levels. Project Management Grievances will be registered then channeled to the Grievance Handling Division (GHD) of MRRD or if at HQ to the Program Leadership.

1.4. The Purpose of GRM Manual

The purpose of the GRM Manual is:

- To give guidance to PIU/PMU and MRRD about establishment and management of the GRM system in an effective and efficient manner.
- To help stakeholders and the affected communities understand what they should expect from ministry, facilitating partner, CDCs, PMU and PIU.
- To educate project affected people (PAPs) and other stakeholders on how to lodge their complaint related to project activities.
- To promote a mutually constructive relationship between local communities, ministry, Facilitating Partners, CDCs, PIU and PMU.
- To provide clarity and predictability on how complaints are received, sorted/segregated assessed, resolved, and monitored.
- To help project staff to assess the most recurrent complaints and inform the project design and implementation process.

1.5. Core Principles Of GRM

- a. The affected communities and workers have the right to raise their concerns and complaints about the project activities.
- b. The affected communities, workers and other stakeholder who raises a grievance will be offered the opportunity to discuss their complaint and their views will be sought on how they would like the matter to be taken forward. They will be kept informed of the progress of the grievance.
- c. Decision makers will ensure that decisions are taken objectively, are non-discriminatory and pay due regard to the evidence available and the circumstances of the case.
- d. Matters will be dealt with promptly, but with sufficient thoroughness.

- e. The complainants will be given explanations of and have the right to appeal against the decision made on their grievance.
- f. The outcomes of grievances will be actively managed to assist all concerned to move forward positively.
- g. Protect information about Gender Based Violence (GBV) allegation, and the identity of the survivor and allow safe and confidential reporting system.

2. STRUCTURE OF GRIEVANCE REDRESS COMMITTEES (GRCs) FOR ENETAWF

Grievances that originate in communities and are complaints or concerns about the ENETAWF'S project development process and sub-projects or about CDCs and Cluster CDCs and their governance work are channeled through the below committees. Grievances that are about the administration of the ENETAWF (e.g. issues relating to recruitment, beneficiaries' selection, social inclusion, procurement, financial management or etc.) will be recorded in the grievance registration database by the GHD. The ENETAWF GRM will consist of the following five layers of Grievance Redress Committees.

2.1. Village/CDC Level GRC

The Community Participatory Monitoring Committee (CPM) also serves as GRC at the community/village level:

- The CPM/GR Committee is a permanent body. The same members serve on it during the lifespan of the CDC since there will be training investment.
- The CPM/GR Committee should be selected from sub-committee members and comprise of 10-12 people.
- Ideally, there should be an equal number of men and women.
- At least two of the team members should be literate and they should serve as CPM/GR Committee Chairperson and CPM/GR Committee Secretary. The Chairperson manage the team, and the Secretary is responsible for documentation and filing
- The team cannot include any CDC members as this is meant to serve as an independent monitoring and grievances redressal mechanism
- Any grievance related to the ENETAWF or its sub-projects and the CDC/Cluster CDCs Governance work, PMUs or field staff will be registered and documented. Social issues unrelated to the ENETAWF's development or governance work is not a grievance to be raised here but should be solved internally by the community.

Each community will have a suggestion box and the CPM/GR Committee should check the box at least once a week or if they know a grievance has been put. The person(s) can put a suggestion/complaint anonymously. If they wish, individuals or groups can also hand a complaint/suggestion to the CPM/GR Committee.

Grievances that are raised at the community level (through the box or to the Grievances Committee) will be first and foremost attempted to be resolved at the community level within a period of 10 days. If a Grievance is raised to the CDC members, they should share this grievance with the CPM/GR committee

who is responsible to solve the issue at the community level. All Grievances must be put on the Grievances Form and registered in the Grievances Registration Book and channeled to the District Office via the Social Organizers and Facilitating Partners (FPs). If the Grievances is against a FP Social Organizer, it should be channeled through the Government MRRD District Office via the Government Social Organizers or Engineers. All Grievances, even if they are solved at the community level, must be sent to the District Management Unit (DMU) and entered into the database.

The CPM/GR Committee will review the Grievance and decide if the Grievance is legitimate. If the Grievance is legitimate, the CPM/GR Committee should speak to the complainant and ask them if they wish to raise this grievance in person or if they wish to have the CPM/GR Committee raise the Grievances on behalf of the complainant. Depending on the Grievances (against the CDC, a sub-committee, or a villager), the CPM/GR Committee should organize a meeting with the complainant and the person(s) or body against whom the grievance is raised and discuss how it can be solved. If the complainants wish to remain anonymous and or have not put their names on the Grievances form, then the CPM/GR Committee should, after determining that the Grievance is legitimate, act on behalf of the complainant and try to resolve the issue. If the Grievance is solved, this is noted and the MRRD District Office is informed by the social organizer or FP, and the Grievance is entered in the database as solved.

If the Grievance cannot be solved at the community level, then it should be referred to the CPM/GR Committee at the Cluster level for further action and resolution. If the Cluster CDC and its sub-committees, as well as the CPM/GR committee have not been established, the Grievances is taken directly to the MRRD District Office by the Social Organizer or FP. The District Office will then channel the Grievance to the PMU where the database officer will then enter the form and inform the MRRD Grievances Handling Division (GHD), who will attempt to solve the issue.

Also note that MRRD's Social Organizers and or FPs should meet with the CPM/GR Committee in each follow up visit to note all grievances in the registration book, submit all grievances that have not yet been submitted to the District Office, and offer support to the CPM/GR Committee in case it is needed.

2.2. Cluster Level Grievance Redress Committee

- The Cluster CPM/GR Committee is a permanent body. The same members will serve on it during the lifespan of the CDC since there will be training investment.
- The Cluster CPM/GR Committee will consist of 8-16 people and each CPM/GR Committee from each community in the cluster will select 2 persons (1 man and 1 woman) to serve in the Cluster CPM/GR Committee. Ideally, there should be an equal number of men and women
- At least two of the team members should be literate and they should serve as Cluster CPM/GR Committee's Chairperson and Cluster CPM/GR Committee's Secretary. The Chairperson will be managing the team, and the Secretary will be responsible for documentation and filing.
- Cluster CPM/GR Committee members cannot be CDC members or the professional from the Clinics/Schools who are included in the Committees.
- Any grievance related to the ENETAWF's development process or its sub-projects and the CDC/Cluster CDC's Governance work will be registered and documented. Social issues unrelated to

the ENETAWF's development or governance work is not a grievance to be raised here but should be solved internally by the community.

The Cluster CPM/GR Committees resolve grievances received directly or grievances referred to from the communities under the Cluster. Grievances at this level should be addressed within 10 days. Here too, as in the community, the complainant and the person(s) or body (e.g. CDC) against whom the complaint is made, will have an opportunity to explain their position. The Cluster CPM/GR Committee should then attempt to solve or address the Grievance and make sure that the ENETAWF's Operations and GRM Manuals are followed. If the complainants wish to remain anonymous and or have not put their names on the Grievances form, then the Cluster CPM/GR Committee should, after determining that the Grievance is legitimate, act on behalf of the complainant and try to resolve the issue. If the Grievance is solved, the MRRD DMU is notified and the Grievance is noted as solved in the database. If the Grievance is not resolved at the Cluster level, it should be referred to the District level GRC for further action and resolution.

Note: The Government Social Organizers and FPs are responsible to meet the CPM/GR Committee in every follow up visit to collect new grievances that have been entered into the Grievances Registration Book and submit them to the District Office and offer and support the Cluster CPM/GR Committee might need.

2.3. District Citizens Charter Management Committee (DCCMC)

The District Citizens' Charter Management Committee (DCCMC) consists of the District Governor (who oversees the Committee), and the highest district staff member of MRRD, Ministry of Public Health (MoPH), Ministry of Education (MoE), and Ministry of Agriculture, Irrigation and Livestock (MAIL). The MRRD District Manager will register all cases, their outcomes or recommendations and ensure these are entered into the database. The DCCMC, just as in the communities and Cluster communities, will provide an opportunity, where the two parties can explain their position and the DCCMC, led by the District Governor, will attempt to solve the Grievance. If the complainants wish to remain anonymous and or have not put their names on the Grievances form, then the Cluster CPM/GR Committee should, after determining that the grievance is legitimate, act on behalf of the complainant and try to represent the issue. If solved, District Management Unit (DMU) will enter the Grievance as solved; if not the PMU will be informed and will attempt to solve the Grievance. If the PMU cannot solve the Grievance, it will write a report and submit the report to the Provincial Citizens' Charter Management Committee (PCCMC), headed by the Provincial Governor, who will then attempt to solve the Grievance.

The CCNPP's district manager is responsible to refer and follow up with the DCCMC to ensure that the Grievances are heard by this body. If a grievance cannot be solved within 26 days at this level, it should be forwarded to the CCNPP's (Citizens Charter National Priority Programs) PMU for action and solution.

2.4. Provincial Citizens Charter Management Committee (PCCMC)

The Provincial Citizens' Charter Management Committee (PCCMC) members are heads of Provincial Directors of MRRD, MAIL, MoPH, and MoE. The Committee is chaired by the Provincial Governor and

CCNPP's Provincial Manager will record and document decisions and follow up to ensure that Grievances not resolved at the District level are heard at the PCCMC level.

Finally, if not solved the Grievance will be sent to the Central Citizens' Charter Management Committee (CCCMC) for resolution/ decision.

The CCNPP's Provincial Manager is responsible to refer and follow up the grievances received directly or referred grievances. Unsolved grievances should be presented to the Provincial Governor for his/her consideration that may need PCCMC meeting. Ultimately, if a grievance cannot be solved within 26 days at this level, it should send to the HQ's GHD for further process, where it will be forwarded to the CCCMC or the relevant Division/ Senior Management (depending on the Grievance).

2.5. Central Citizens Charter Management Committee (CCCMC)

Grievance Redress Division (GRD) is responsible to receive, analyze, categorize the incoming grievances and then refer them to the related entities for further action and solution. Grievances related to the ENETAWF's development or governance activities at the community or cluster community level that have gone through the various levels (including Cluster, District, and Province) and that have not been solved, will be channeled to the Central Citizens' Charter Management Committee (CCCMC). The CCCMC consists of the Deputy Ministers of all CCNPP Ministries and is chaired by the Deputy Minister of Finance.

Grievances that relate to the administration of the ENETAWF's (project management, such as Recruitment, HR issues, Harassment, Procurement, and Financial Management) at the district or provincial levels should be registered and channeled through GHD to the relevant HQ Division (with a copy provided to the Director General). If the Grievance is against an HQ Division's practices or activities, then the complaint should be taken to the Director General of the CCAP.

In addition, GHD handles the grievances channeled from lower levels or the performances of lower levels are not according to OM. If the grievance cannot be resolved at the GHD level, then the issue will be referred to the CCCMC to be resolved. The CCCMC only handles grievances that cannot be resolved by the GHD.

2.6. Grievance Redress Committees Terms of Reference:

The formed Committee will have the following tasks to perform:

- To receive and register all incoming grievances into the Grievance Registration Book (16b) and Form (16 a) at CDC and CCDC/GA levels
- To analyze the grievances in order to understand the nature of grievances and an appropriate way to deal with them
- To categorize all incoming grievances
- To refer the analyzed grievances to the related committees/entities for resolution, and complainants, if they wish to come forward should be able to explain

- To follow up on the grievances with the responsible committees/entities to speed up the process and reach the result (timeline based)
- To hold periodic Grievance Redressal Committee's meeting, as required
- To feed the result back to the complainant
- To check the complaints box and address the incoming complaints.
- To promote awareness raising of the targeted population about functionality and access to GRM.
- Provide feedback and suggestions for addressing the existing shortfalls in the ENETAWF project to avoid recurrent grievances.

2.7. GRM focal points responsibilities at the District, Provincial and Central Levels

- To submit physical summary of key and unresolved grievances to District Governor, Provincial Governor, MRRD General Director, District Manager, PMU Managers and GHD's Head.
- Announce the meeting, preparing and sharing agenda to the members of the committees (DCCMC, PCCMC, and CCCMC).
- Providing the minutes of the meeting to the committees' members.
- Ongoing capacity building of the various level GRCs and monitoring their functionality and effectiveness.
- Ensuring and reminding the various level GRCs to provide timely feedback to the complainants.

3. GRIEVANCES UPTAKE CHANNELS

Citizens can submit their grievances regarding any element of the ENETAWF without any restriction through a variety of means as listed below:

- Suggestion Boxes: Will be in a visible place in each community, District and Provincial Office, and at the Ministries in Kabul.
- Personal Visit: Complainants can personally submit his/her grievance/suggestion to one of the relevant GRC.
- Telephone Hotline: The complainant can report his/her grievance verbally to a dedicated telephone hotline (the number of which displayed on the Brochures and Posters).
- Telephone Message: Complainant can send text message of his/her grievance to a dedicated phone number.
- Petition: Complainant can submit his/her written petition directly to one of the grievance handling committees (CPM/GRC at the village/CDC and cluster levels, DCCMC at district level, PCCMC at the provincial level, and Central level).
- Email: Those complainants who have access to the internet can send their grievances to emails address that provided in the Brochures and Posters.
- Web Portal: An online webpage will be under ENETAWF's main website. Here, a form (16a) needs to be completed.

3.1. Anonymous Complaints

This GRM ensures to consider all complainant's (anonymous, or known) complaints irrespective of their nature, size and complexity. Therefore, all grievances, comments and suggestions received will be registered and processed the same. At the same time, feedback to the anonymous complainant is virtually impossible; however, the complainant will be able to notice the change if the Grievances is properly solved.

3.2. Timelines/Business Standards

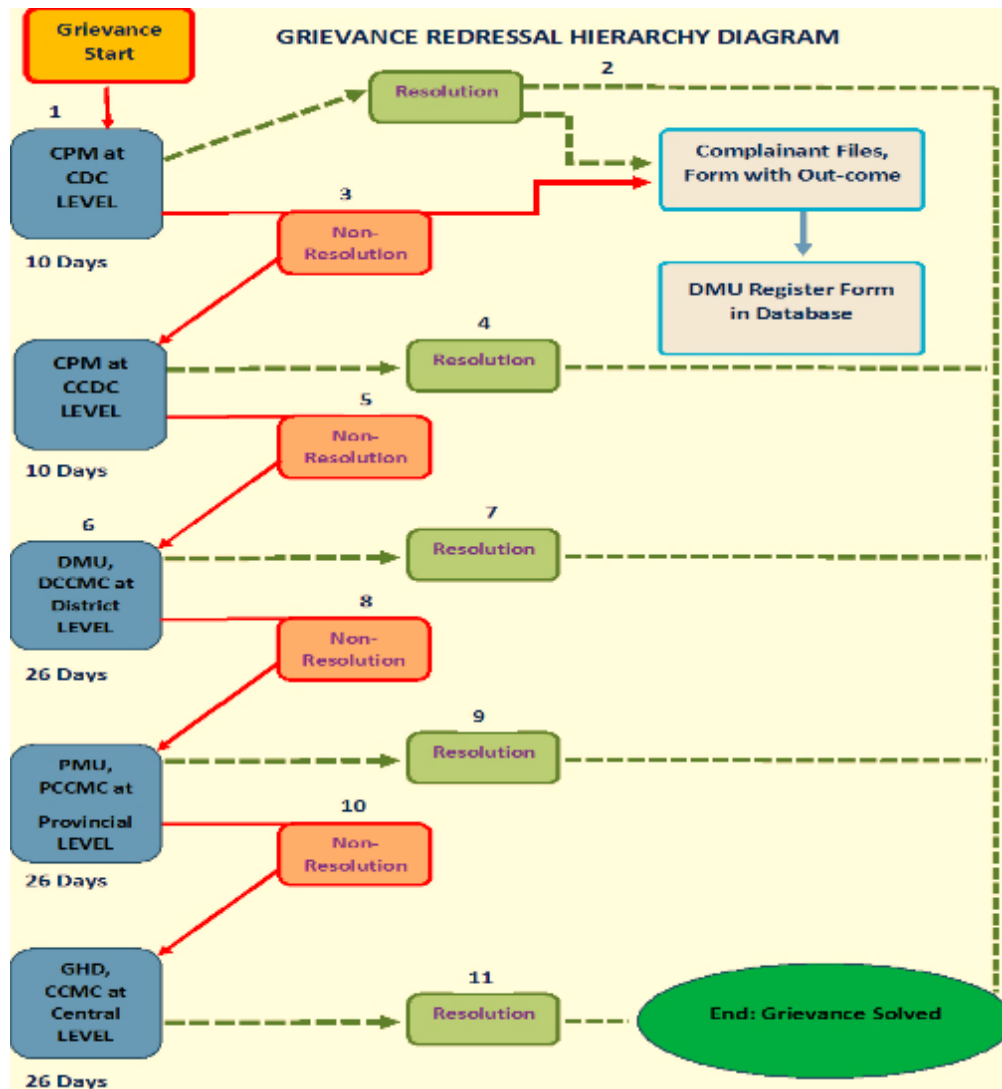
All grievances, irrespective of their nature and size shall be considered and corrective actions must be taken within 10 days at CDC and Cluster Levels, 26 days at District, Provincial and Central levels. All possible efforts will be made to complete the process within the shortest possible time and share the result to the complainant via email, phone and etc.

3.3. Good GRM practices to be adopted by ENETAWF Project

- a) Keep in mind that grievances relating to Gender Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) or discrimination are more serious legal issues and require their own process & procedures. To handle such grievances in its safest possible ways, advise can be sought from World Bank (WB) Gender Specialist.
- b) Having a responsive and relatively flexible grievance mechanism helps to address community and individual concerns and complaints before they escalate beyond control.
- c) Being seen to be ready to respond to concerns and grievances enhances the reputation of the ministry and helps to gain social or community support for the project.
- d) Proper documentation, tracking of cases and proper system to allow filtering, analysis and displaying complaint information in a quick way will contributes to gradually enhanced project performance.

3.4. Grievance Redressal Hierarchy Diagram:

The grievance redressal hierarchy diagram is shown in next page.



3.5. Narrative of Grievance Redressal Hierarchy Diagram:

1. Complainant takes grievance to CPM/GRC and could explain his/her grievance(s). CPM/GRC invites complainant to make their case to the relevant body/entity, who explains their position, showing records and or explaining process. If needed, the CPM/GRC discusses remedy of the issue and next steps.
2. If the complainant is satisfied, the grievance is resolved; if the complainant is not satisfied or the CPM/GR Committee presented their case and there was no action, the case is not solved. In either case, the complainant with the support of CPM/GRC, completes the Grievances Registration form 16b/16a. The grievances are collected by Social Organizers and entered the database (at the District Office).
3. If the grievance is not resolved within 10 days at this level, the community CPM/GR Committee sends the grievance to the Cluster CPM/GR Committee. The Cluster CPM/GR Committee holds a meeting with Complainant and the entity/body that the complaint is against to solve the issue.

4. If the Cluster CPM/GR Committee has solved the Grievance, the DMU is informed and the Grievance is noted as solved in the database.
5. If the grievance is not solved within 10 days at this level, the grievance is channeled by the Cluster CPM/GR Committee to the DCCMC (where MRRD's District Manager will document the outcome)
6. The Complainant has an opportunity to present the grievance at the DCCMC, where CCNPP's District manager, or FPs' District manager/line ministries and the District Governor are present. If the issue involves the CDC or Cluster CDC, they should be represented in this meeting.
7. The DCCMC, through the District Manager, investigates the case by visiting the community and meeting the various actors (CPM/GRC, complainant, CDC Office Bearers and Members,) and writes a report that is filed at the District Office, PMU, HQ, and if the complainant is satisfied, the grievance is amended in the database as solved.
8. If the grievance is not solved within 26 days at DCCMC level, it should be forwarded by the District Manager to the PMU for further process.
9. The PMU/PCCMC, where CCNPP's PMU manager, FPs' PMU Managers/line ministries departments and the Provincial Governor are responsible to solve the grievance, they study the report and if required investigates the case by visiting the community, meeting the various actors (CPM/GRC, complainant, CDC Office Bearers and Members) and writes a report that is filed at the PMU, HQ, and if the complainant is satisfied, the grievance is amended in the database as solved.
10. If the grievance is not solved within 26 days at PMU/PCCMC level, it should be forwarded through grievance handling database to the HQ's GHD.
11. GHD team will try solving the issue including execution of an official mission to the field if not solved then channel the Grievance to the appropriate body/ person or investigate further is asked to do so. If the complainant does not agree with either of the proposed solution offered by the different level GRCs, he/she may refer his case to the court for further consideration, but this can be the final resort.

3.6. Formulate a Response to complainant

The Social Organizers, District Manager, GRM focal point and the GHD, who is also responsible for assessment will provide written feedback to the complainant. Depending upon the seriousness of the complaint the involvement of high level of ENETAWF's staffing is necessary in the preparation of the feedback.

- a) The CPM, DCCMC, PCCMC, GHD or relevant department may prepare the response. The response should consider the complainants' views about the process for settlement, as well as provide a specific remedy. The response may suggest an approach for how to settle the issues, or it may offer a preliminary settlement.
- b) To present and discuss the response to the complainant, consider holding a meeting with the CPM, Social Organizers, District Manager or PMU Manager and the complainant. If a direct meeting is not possible, consider meeting with a neutral third party serving as facilitator. The group would also discuss appropriate next steps during this meeting. If the proposal is a settlement offer and it is accepted, the complaint is resolved successfully and there is no need to proceed to the next step of selecting a resolution approach. If the complainant is not happy with the response about a

resolution process or substance, the group should try to reach an agreement that would be mutually acceptable.

- c) If the case is complex and a resolution time frame cannot be met, ENETAWF will provide an interim response—an oral or written communication—that informs the person of the delay, explains the reasons, and offers a revised date for next steps.
- d) Complainants will receive the final feedback within five working days after the issue is resolved. The resolution will be communicated through one of the following channels:
 - **Message:** Either an automatic or manual reply will be sent to the complainants confirming the receipt of their complaints and getting back to them after analyzing it.
 - **Grievance Feedback Form:** An offline either printed or soft Grievance Feedback Form will have used to report back to complainant through:
 - **Email:** The complainant, who has sent his /her grievance through email, will receive the final feedback through email.
 - **Call:** The complainant, who has shared his/her grievance through mobile, will also receive feedback through a call by relevant personnel.

4. GRIEVANCES RESOLUTION PROCESS

- **Grievances Registration:**

Any grievance related to the program should be recorded in the Grievance Reporting Form (16 a) and documented. Received/submitted grievances are filed as confidential in the Grievance Registration Book (16 b) at the community and cluster levels and in the grievance handling database at the districts, provincial and central levels.

- **Grievances Analysis:**

All incoming grievances must be analyzed in order to recognize the nature of the grievance and an appropriate way to deal with the grievance.

- **Sorting out Non-Grievances (Classification)**

Form 16A is titled Grievances Registration Form and is meant to capture complaints. Suggestions or inquiries will be documented and entered into the system if noted.

5. GRIEVANCES CATEGORIES

Every grievance received through the uptake channels will be sorted categorized, sub-categorized as below:

- **Corruption related grievances**

Grievances might include misuse of funds, theft, improper process of procurement etc. Therefore, the responsible individuals and entities will address the above grievances.

- **Lack of Women's Awareness, Participation in Exercises and Planning**

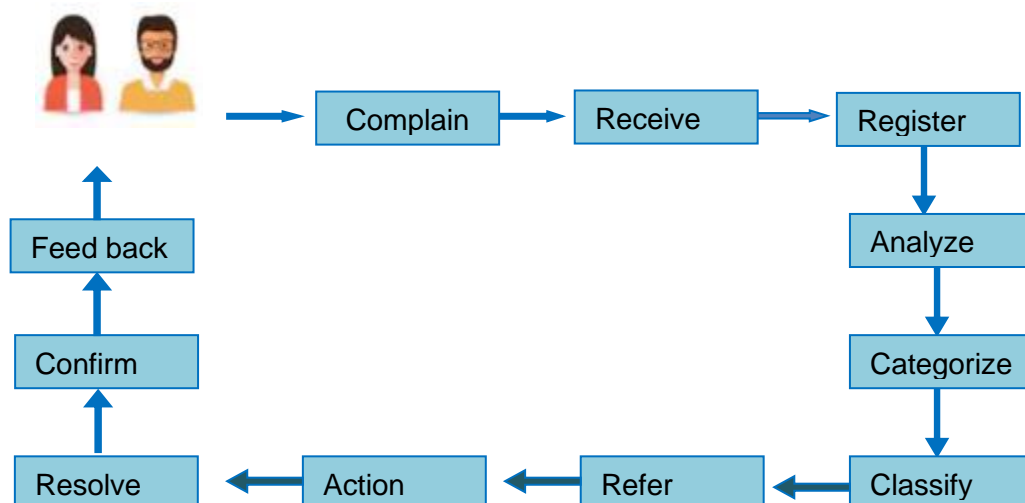
Grievances might include no social map, no resource map, no wellbeing analysis, no women mobility, insufficient participation of women priorities for development.

- **Lack of Awareness, Participation in Exercises and Planning**

Grievance might include community mobilization and the various development activities, including the 'Reduce Seasonal Hunger Campaign' any collective action, the Community Profile and the Gap Analysis, which are presented as below:

- **Community Awareness Raising of ENETAWF:** Orientation on ENETAWF's and development rights. In this regard, grievances may include that not all neighborhoods were invited, the women's orientation session was not held, etc.
- **Community Mobilization and Development Planning Process:** This includes all participatory exercises and the Community Development Planning meeting. Grievances might include not all village were represented, lack of women participation, the failure to consider the views and feedback of women in subproject selection etc. Therefore, the committees and individuals are responsible to address the grievances caused by the above type of problems.
- **Subprojects selection process:** This includes any collective action whether self-initiated or subprojects initiated. Grievances may include citizen's views being ignored by influential and powerful people, powerful actors imposing collective action, or collective action does not favor all neighborhoods, some residents of some neighborhoods were not included, laborers did not volunteer, but were forced and so on. Therefore, the grievances handling committees are responsible to address and solve the grievances that caused by the above type of issues.
- **Environmental Safeguards:** Grievances include Improper Site Selection, Mitigation Measures problematic, cutting trees/degradation of pasture problematic, air/water/noise pollution. The responsible individuals and entities will handle the above problems.
- **Social Safeguards:** Grievances include Land (Donation/Purchase by Community/Public) Problematic and Compensation issue. The responsible individuals and entities will handle the above problems.
- **Subproject selection or implementation:** Includes site of the subprojects selected, wages paid, selection of laborers and project construction quality and cost. Other complaints might include impacts on private land/assets and crops or restriction to use of land or other natural resources and movement restrictions.
- **Social conflicts and other grievances:** this category could involve social conflicts among the community members or CDCs about the distribution of cash support or subproject selection process etc.

Grievance resolution process Diagram:



6. GOVERNANCE OF THE GRM

Governance of GRM refers to the authority, procedures, and personnel involved in handling and resolving complaints. As this GRM procedure outlines, the authority to solve/address complaints are the CDCs and Cluster CDCs and their sub-committees, facilitated by the CPM/GR Committees; the DCCMC, the PCCMC and the CCCMC, and for program management related issues within the CC, the relevant divisions for senior management. The GHD is responsible to channel complaints, follow up, ensure documentation of the complaint and its resolution, investigate in the field, and try solving grievances when possible.

GHD will coordinate with line departments of the ministries in different layers to facilitate the implementation of the GRM and to ensure each of the sectorial departments/ministries take their active participation in timely resolution of the grievances.

The GHD may organize bi-annual meetings where six-monthly data reports (generated from the MIS system) that show all grievances organized by region, province, and district can be discussed.

To ensure that grievances are properly recorded, addressed and solved, MRRD have monitoring mechanisms at different levels: CPM/GR Committee at the Community and Cluster/GA level, Social Organizers at District levels, Monitoring Officers at the Provincial levels and Monitoring & Evolution Division at the central level.

In addition, management will closely supervise the GRM implementation at their respective level.

6.1. Tracking Grievance

The ENETAWF's GRM ensure that each grievance is assigned a unique ID number by the system so that it can easily be tracked through various stages (Registration, Assigned/Referred to, Action Taken/ Result, Solution/Confirmation) with dates. This ID number will be shared with complainant in case she/he may want to track her/his grievance through the GHD focal points at District/Nahia, Province and Central level who have access to the GRM system.

Grievance ID number format: Example, MRRD: 00-CM0000

7. REPORTING AND ANALYSIS

CDC and CCDC CPM/Grievances Redressal Committees regularly report the number of grievances registered in the Grievances Registration Book through GRM focal points and social organizers to the District Offices. The District Manager is responsible for the data entry persons to enter the received/submitted grievances from CPM/GRC at the community and cluster community levels into the Grievances Handling Database. At the same time, all grievances received directly at any level (district, province or HQ) will be entered into the Grievances Handling Database. Note that the District Manager of MRRD will report all their respective grievances through the system to the relevant entities.

CCPMC is also required to enter all the received/submitted grievances from CCDMC in grievance handling database. Also, all grievances received directly to the CCPMC will be entered into the grievance handling

database and report all their respective grievances through the grievances handling database to the relevant entities.

HQ' GHD is the only entity that reports to the ENETAWF's General Director, who then shares with the line ministries of CCNPP and the WB.

It is necessary to analyze the report throughout the program life cycle in quarterly basis. The goal of this analysis is to find out the challenges/problems to improve the program implementation and make changes.

In order to analyze the report and identify problems and red flag issues, the below variables may provide further insight to understand the prevalence of certain grievances in certain areas.

- How many complaints were received from communities (men and women)?
- Of the community grievances (not suggestions or inquiries or comments), what category of grievance raised most frequently (#1, 2, and 3) with most frequent sub-categories included
- What category of grievance raised the least frequent (# 1, 2, and 3)?
- Of each Grievance category, which sub-categories have the most grievances?
- Report number of Grievances by province, by district, which can help the project to see where the GRM is more functional and or project activities yield in more grievances.

8. CAPACITY BUILDING/AWARENESS:

Capacity Building and Awareness Raising of the GRM process and the documentation is the responsibility of the Capacity Development Division (CDD) who will train, the Government Provincial Trainers, GRM Focal Points and Social Organizers, as well as Provincial and District level staff including the FP Chief and Provincial Trainers, who will participate in the cascade training. The MRRD social organizers and FPs Social Organizers are the ones that disseminate the Grievances Redressal Mechanism in communities and share the details with the Community and Cluster CPM/GR Committees.

Further, the Public Communication Division has the responsibility to produce materials (media, posters, and brochures) that will be used by the program to facilitate the awareness of the GRM. The distribution of the posters and brochures to the community should be made through PMU staff, Social Organizers and or FPs.

9. Annexes

- ✓ **Form 16A, Grievances Registration Form**
- ✓ **Form 16B, Grievances Registration Book**
- ✓ **Form 16C, Program Management Grievance Reporting Form**

Citizens' Charter Afghanistan Project
Ministry of Rural Rehabilitation and Development (MRRD)
Form 16 A, Grievances Registration Form

Date: _____/_____/_____

Grievance Reg. #: _____

Location (District): _____	
GRC Name: _____	
Name of Complainant: _____	Tazkira #: _____
Address: _____	
Telephone #: _____	
Local Resident <input type="checkbox"/> GRC Member <input type="checkbox"/> FP <input type="checkbox"/> Other <input type="checkbox"/>	
Classification of grievance (Check Box)	
<input type="checkbox"/> Process Delays	
<input type="checkbox"/> Procurement	<input type="checkbox"/> Loss of Asset
<input type="checkbox"/> Financial	<input type="checkbox"/> Obstacles
<input type="checkbox"/> Construction Waste	<input type="checkbox"/> Chemical Spills
<input type="checkbox"/> Health/Safety	<input type="checkbox"/> Dust and Air Pollution
<input type="checkbox"/> Application of selection criteria selection process	<input type="checkbox"/> Corruption and Nepotism in the
<input type="checkbox"/> Wastage of project resources	<input type="checkbox"/> Lack of access to information
<input type="checkbox"/> Other (Specify) _____	
Does he/she inform the GRC of his/her neighborhood regarding to this grievance?	
Yes <input type="checkbox"/> No <input type="checkbox"/> If No, ask him/her to inform the GRC for solving this grievance.	
Brief Description of the Grievance:	
What is the Perceived Caused:	
Suggested action (by complainant) to address Grievance:	
Signature of complainant: _____ Date: / /	
Received on behalf of ENETAWF by: _____ Registration no:	
Name: _____	
Designation: _____ Signature: _____ Date: / /	

ENETAWF Project
Ministry of Rural Rehabilitation and Development (MRRD)
Form 16 B, Grievances Registration Book- GRB

Province Name: District Name.....Community/village Name.....

No.	Date of received grievance	Complainant Name	Phone# of Complainant	Summary of Grievance	Action and Solution Summary
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

ENETAWF Project
Ministry of Rural Rehabilitation and Development (MRRD)
CCAP Form 16C– Program Management Grievance Reporting Form

Date: ____/____/____

Grievance Reg. #: _____

How to use this Form: This form should be completed for each grievance that is related to the Citizens' Charter Management Activities. Be sure to explain the problem as clearly as possible.

Complainant Details	Name	Phone#	Email	Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
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Uptake channel Physical submission Email Web-Portal

Detailed Explanation of Grievance:

Grievances Categories

1. HR Related Grievances	<input type="checkbox"/> Recruitment related grievances <input type="checkbox"/> Harassment <input type="checkbox"/> Staff bad behavior <input type="checkbox"/> Others (specify).....
2. Procurement Related Grievances	<input type="checkbox"/> late disbursement of contractor installment <input type="checkbox"/> Extra work without contract <input type="checkbox"/> Improper process of bidding <input type="checkbox"/> No-Payment for extra work <input type="checkbox"/> late process of invoices <input type="checkbox"/> Others (specify).....
3. Financial Management Related Grievances	<input type="checkbox"/> Please (specify).....

Complainant's Signature/Finger Print:.....

Grievance Received by:	Position	Signature	Action Date
Grievance Solved by:	Entity/Division		Feedback Date