



Government of Sindh  
Sindh Peoples Housing for Flood Affectees  
(SPHF)



**REQUEST FOR EXPRESSIONS OF INTEREST**

**SELECTION OF CONSULTANTS**

**Name of country:** Islamic Republic of Pakistan  
**Project:** Sindh Flood Emergency Housing Reconstruction Project (SFEHRP)  
**Assignment of Title:** Grievance Redress Management Consultant  
**Activity No:** PK-SPHFC-367761-CS-CQS  
**Date:** 07 July 2023

1. The Government of Sindh (GoS) has received credit through EAD, Govt. of Pakistan from the International Development Association and intends to apply part of the proceeds of this credit or use GoS own financial resources to the payments under the contract for **Sindh Flood Emergency Housing Reconstruction Project** (the Project) to perform the consulting services.
2. The company - Sindh Peoples Housing for Flood Affectees (SPHF), Government of Sindh being the implementing agency of the project is now seeking to procure the services of Grievance Redress Management Consultant (the services) for engaging the services of a reputable firm to establish, operate and maintain a **Grievance Redress System (GRS)** to receive, record, and manage the grievances received from project beneficiaries and other stakeholders under the Project.
3. The services will cover but not limited to the following scope:
  - a. Manage the grievances of stakeholders under the Sindh Flood Emergency Housing Reconstruction Project. The Consultant is required to develop an automated system where project stakeholders can lodge their grievances directly and indirectly through multiple sources.
  - b. The Grievance Redress Mechanism (GRM), modelled on the World Bank's Grievance Redress Service (2021), processes complaints in five stages. These stages cover **registration, evaluation (investigation), solution-seeking, implementation monitoring, and complaints closure**. The Grievances MIS staff/consultant will review the complaints immediately for admissibility at registration, and inadmissible complaints are tagged and not processed further. The evaluation stage includes re-verifying admissibility, requesting further information, and verifying the GRM grievance classification (categories and types) used to tag the complaint through the **Grievance Redress Management Information System (GMIS)**. The resolution-seeking stage will be handled by the Grievance Committee, either at the IP or SPHF levels.
  - c. The apex GRC at SPHF levels monitors the implementation of the solution proposal, and the process concludes when the agreed-upon actions are satisfactorily completed. High-risk complaints are escalated directly to the SPHF GRC.
  - d. The GRS to be established by the Consultant shall be capable enough to develop a log of grievances received via different channels, i.e., WhatsApp, telephonic calls, IVR, SMS, email, written hard copy, in-person (face-to-face), print and electronic media etc. The various channels expected to receive the grievances are given in the below pathway chart. However, any new



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input sources emerging during the course of project implementation would also be integrated in the GRS.

- e. SPHF is to create a dedicated Grievance Redress (GR) cell/desk/officer **at each level** of the operational hierarchy, as given below, to manage and coordinate efforts for the GRM effectively. Each node will be assigned responsibilities for investigating and resolving complaints received based on the broad categories. However, the specialized service provider/consultant will centrally process each complaint, the relevant data, and the GRM's overall automation.
4. The services are to be started in August 2023 and are expected to continue for a period of three (3) years. Detailed Terms of Reference (TORs) are available at the SPHF website [www.sphf.gos.pk](http://www.sphf.gos.pk)
5. The company now invites consulting firms to indicate their interest in providing the required services. The interested firm are requested to provide information demonstrating that the firm has got the *required qualifications* and *relevant experience* to perform the Services.
6. Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications.
7. A Consultant will be selected consistent with the Consultant's Qualification based Selection (CQS) method set out in the WB Procurement Regulations for IPF Borrowers (Procurement in Investment Project Financing, Goods, Works, Non-Consulting and Consulting Services - Fourth Edition, November 2020).
8. Further information can be obtained at the address mentioned below during office hours.
9. Expression of interest must be delivered in written form to the address below (in person, by courier, or through e-mail addressed to the Procurement Specialist [procurementspecialist@sphf.gos.pk](mailto:procurementspecialist@sphf.gos.pk) by **28 July 2023**).

----s/d----

**(KHALID MEHMOOD SHAIKH)**  
Chief Executive Officer



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## Terms of Reference (ToRs)

### Grievance Redress Management Consultant (GRM Consultant)

(Activity Ref. PK-SPHFC-367761-CS-CQS)

#### 1. Project Overview

The Government of Sindh has established a not-for-profit company “*Sindh Peoples Housing for Flood Affectees (SPHF)*” to implement the Sindh Flood Emergency Housing Reconstruction Project (the Project), with the technical and financial support of the World Bank. The Project design evolves from comprehensive discussions of the World Bank with the Government of Pakistan and the Provincial Government of Sindh. The reconstruction project aims to support (i) Housing subsidy cash grants for the beneficiary-driven reconstruction of multi-hazard resilient core housing units; (ii) Skill development of communities on multi-hazard resilient construction practices; and (iii) Technical assistance to the Government of Sindh for design and delivery of the housing reconstruction program. It will involve the construction of approximately two (2) million housing units. These houses will be spread over all the flood affected districts of Sindh province.

#### 2. Project Development Objective

The project development objective is to support the Government of Sindh in delivering beneficiary-driven, multi-hazard resilient reconstruction of core<sup>1</sup> housing units damaged by the 2022 floods.

#### 3. Project Components

##### Component 1: Housing Reconstruction Grants

This component will support the provision of Housing Reconstruction Grants to Beneficiaries for reconstruction and/or restoration of a core housing unit, which comprises: (a) a core unit of fixed covered area built or restored to prescribed multi-hazard resilient standards; and (b) a basic rainwater harvesting system and twin pit latrine to improve water, sanitation and hygiene access.

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<sup>1</sup> Consisting of a core unit of 240 sq. ft. built to multi-hazard resilient standards and equipped with water collection system, twin pit latrine and where possible solar home solutions.



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## **Component 2: Institutional Strengthening and Technical Assistance**

**Subcomponent 2.1: Detailed Damage Assessment & Eligibility Verification Survey:** The assessment and survey will be conducted to: (i) categorize the level of damage to each housing unit; (ii) establish the status of land ownership; and (iii) establish lists of eligible beneficiaries and vulnerable individuals/households that are unable to prove their identity/property ownership, including those with disabled persons and those headed by women.

**Subcomponent 2.2: Technical Assistance for Reconstruction Program:** This subcomponent will provide technical assistance for the GoS's housing reconstruction program. This will include support for the (a) formulation of the housing reconstruction strategy – to provide the policy framework for the GoS's overall housing reconstruction program, including eligibility criteria, compensation policies, and technical standards; (b) development of multi-hazard resilient housing solutions. Minimum standards for multi-hazard resilience will be identified based on technical feasibility and in consultation with key stakeholders, including academia, civil society, and community organizations with relevant expertise; (c) skills training program for communities and artisans. This includes resilient construction practices for artisans and beneficiaries' orientation on program participation eligibility criteria. Specialized training programs will also be introduced to train masons in responding to the needs of persons with disabilities, as well as to benefit persons with disabilities beyond the life of the Project.

**Subcomponent 2.3: Implementation Support through Partner Organizations:** In view of the extensive outreach needed for the credible administration and monitoring of housing reconstruction and restoration, existing public sector institutional capacity will require considerable reinforcement. Whereas building capacity requires a longer timeline, the housing reconstruction and restoration activity cannot be delayed. This subcomponent will assist in enhancing the public sector's delivery capacity through IPs comprised of non-governmental organizations (NGOs) with strong, existing outreach at the community level and a proven track record of delivering disaster reconstruction programs.

## **Component 3: Project Management and Implantation Support**

This component entails the provision of support for the management and implementation of the Project, including establishing and operationalizing an empowered Implementation Agency and a grievance redress mechanism. It will also support setting up a robust digital monitoring and evaluation (M&E) system to oversee implementation progress, ensure periodic reporting, and assist in course corrections based on implementation experience. Moreover, it will support incremental operating costs, including recruitment of incremental operating staff and individual consultants as required; consultancy



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Consultant costs; and expenditures on fiduciary systems, environmental and social (E&S) management requirements, communications, and setting up of a grievance redressal mechanism (GRM).

#### 4. Project Beneficiaries

The Project will support rehabilitation and increased resilience of the flood-affected communities in Sindh. While the housing grants would be targeted to a subset of the affected population, the Project's technical assistance component will benefit the entire province by supporting the design of the overall housing reconstruction program of the GoS. Any additional funding channels for housing reconstruction in Sindh will be aligned with the housing reconstruction policy, standards, and principles established under this Project.

The Project will have specific benefits for people living in the geographical locations served through the housing subsidy grants to reconstruct damaged houses. A beneficiary-driven approach will support approximately 350,000 multi-hazard resilient core housing units with an estimated 1.4 million beneficiaries. Roughly half of these beneficiaries are estimated to be female, based on demographic information available for these areas. Moreover, an estimated 400,000 beneficiaries will be trained in multi-hazard resilient construction techniques through capacity building activities supported by the Project. This will improve the long-term resilience of communities in Sindh by improving the housing sector's structural designs and construction practices in view of the challenges posed by climate change.

| <b>Total Districts</b> | <b>Total Talukas</b> | <b>Total Councils</b> | <b>Union</b> | <b>Total Dehs</b> | <b>No. of Damaged Houses</b> |
|------------------------|----------------------|-----------------------|--------------|-------------------|------------------------------|
| 24                     | 111                  | 1099                  |              | 5014              | 2.62 Million                 |

#### 5. Implementation Methodology

In view of the extensive outreach needed for the credible administration and monitoring of housing reconstruction and restoration, the Government of Sindh has decided to enhance the public sector's delivery capacity through the engagement of Implementation Partners (IPs). The IPs include non-governmental organizations (NGOs) with close outreach at the community level and a proven track record of delivering disaster reconstruction programs.



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These IPs have been operating across Sindh and have successfully executed multiple physical infrastructure projects and services. The Project has utilized a screening criterion for IPs to ensure the requisite capacity and experience to support the project implementation. Selected IPs will increase their technical capacity by hiring additional technical and social mobilization staff to help the housing reconstruction program effectively. Only one IP will be designated for housing reconstruction and restoration in an affected district. The IPs will be charged with (i) conducting household-level re-verification surveys to confirm eligible beneficiaries for housing subsidy grants; (ii) providing technical assistance to beneficiaries, engineers, and artisans on multi-hazard resilient construction techniques, including program orientation; (iii) overseeing reconstruction and restoration activities to ensure quality, including site inspections to conduct engineering assessments and verifying milestones for release of payment tranches to beneficiaries; and (iv) Conduct E&S screening and ensuring compliance with on-site social and environmental risk mitigation measures.

IPs will also: (i) support women and other vulnerable groups in demonstrating property ownership and eligibility for grants, managing construction activities, and dealing with any instances of coercion, violence, or abuse; (ii) coordinate participatory land adjudication and verification processes, as well as community-driven reconstruction services for women and other vulnerable groups; and (iii) undertake outreach to women, vulnerable groups and the wider community. Women-headed and other vulnerable households will be informed about different forms of assistance available under the Project through awareness and information sessions that will be held at appropriate times and locations and will include support for women traveling from far-off areas. Broader engagement activities may also be required to obtain support for women's inclusion in the Project among men and other 'gatekeepers' within the community.

## **6. Objectives and Scope**

The SPHF is seeking to engage the services of a reputable consultant to establish, operate and maintain a **Grievance Redress System (GRS)** to receive, record, and manage the grievances received from project beneficiaries and other stakeholders under Sindh Flood Emergency Housing Reconstruction Project (SFEHRP). The GRM Consultant is expected to receive, register and manage grievances promptly and effectively while maintaining complete confidentiality, impartiality, and transparency.

### **6.1 Objectives**

The precise objectives of the GRM Consultant are as follows:

1. Establish a user-friendly, web-based GRS for flood affectees and other stakeholders to lodge grievances related to SFEHRP project interventions;



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2. Maintain and manage accurate records of all grievances and resolutions.

## 6.2 Scope

SPHF is looking for a consultant to manage the grievances of stakeholders under the Sindh Flood Emergency Housing Reconstruction Project. The Consultant is required to develop an automated system where project stakeholders can lodge their grievances directly and indirectly through multiple sources.

The Grievance Redress Mechanism (GRM), modelled on the WB's Grievance Redress Service (2021), processes complaints in five stages. These stages cover *registration, evaluation (investigation), solution-seeking, implementation monitoring, and complaints closure*. The Grievances MIS staff/consultant will review the complaints immediately for admissibility at registration, and inadmissible complaints are tagged and not processed further. The evaluation stage includes re-verifying admissibility, requesting further information, and verifying the GRM grievance classification (categories and types) used to tag the complaint through the **Grievance Redress Management Information System (GMIS)**. The resolution-seeking stage will be handled by the Grievance Committee, either at the IP or SPHF levels.

The apex GRC at SPHF levels monitors the implementation of the solution proposal, and the process concludes when the agreed-upon actions are satisfactorily completed. High-risk complaints are escalated directly to the SPHF GRC.

The GR system to be established by the Consultant shall be capable enough to develop a log of grievances received via different channels, i.e., WhatsApp, telephonic calls, IVR, SMS, email, written hard copy, in-person (face-to-face), print and electronic media etc. The various channels expected to receive the grievances are given in the below pathway chart. However, any new input sources emerging during the course of project implementation would also be integrated in the GRS system.

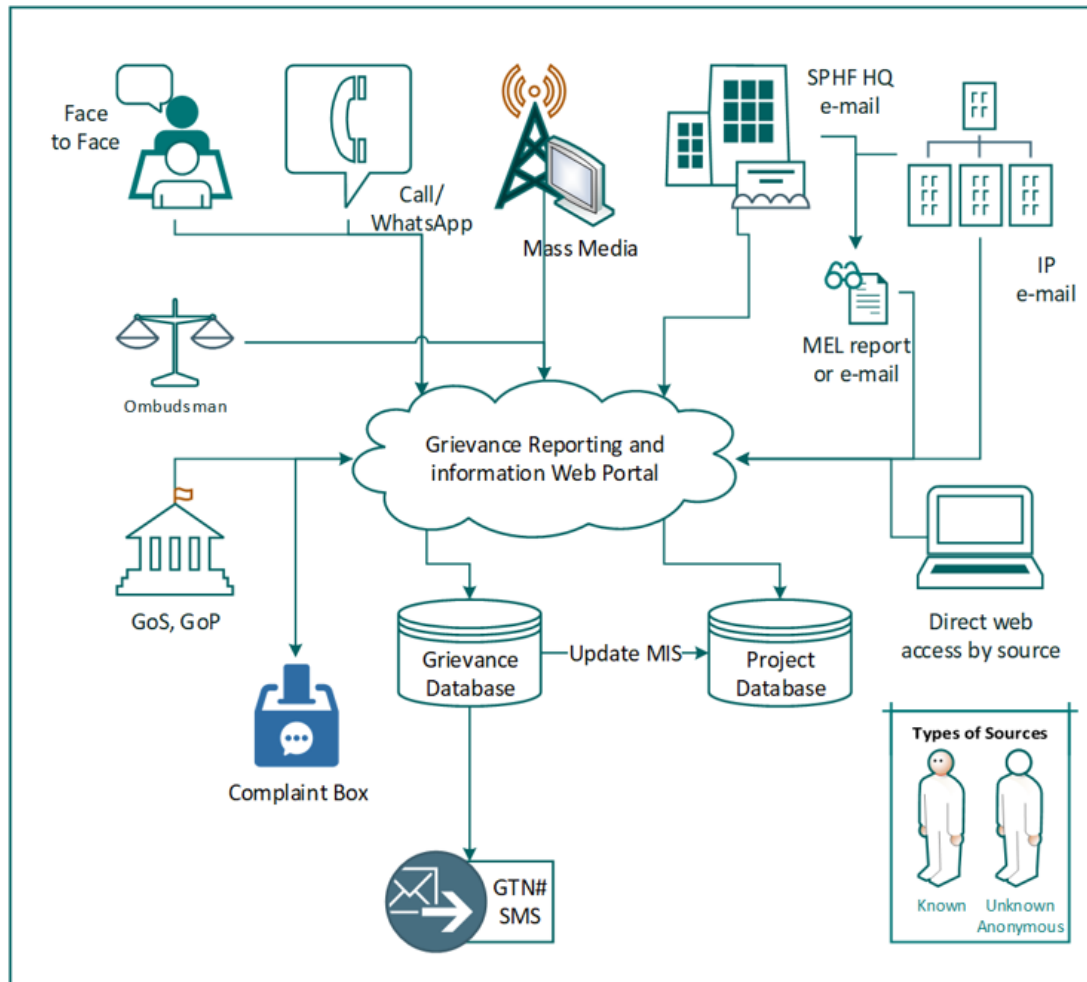
SPHF is to create a dedicated Grievance Redress (GR) cell/desk/officer **at each level** of the operational hierarchy, as given below, to manage and coordinate efforts for the GRM effectively. Each node will be assigned responsibilities for investigating and resolving complaints received based on the broad categories. However, the specialized service provider/consultant will centrally process each complaint, the relevant data, and the GRM's overall automation.



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Figure 1: Grievance Input Pathways



**Establishing a Grievance Redress System (GRS):** The GRM consultant will develop a comprehensive GR System that includes clear and transparent procedures for receiving, recording, and sorting grievances related to housing reconstruction and other project activities. SPHF has classified the Project's stakeholders into the following categories. These groupings are indicative and may change during implementation as more data becomes available. Moreover, understanding each stakeholder group's needs, expectations, and perspectives is essential to ensure maximum efficacy and a vital contribution to the Project's success. Therefore, SPHF will provide effective communication and robust mechanisms for stakeholder engagement throughout the Project's life. Below outlines the possible stakeholders that may affect SPHF's execution of the Project. However, this dynamic list of stakeholder types may change during implementation as more information becomes available. The right to modification remains with SPHF or any other relevant entity to which SPHF may delegate this right.



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The envisaged GR System shall also incorporate the provision of a module for Gender-based violence (GBV), Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH), which can be integrated into the overall GR system.

**Types of Project Stakeholders by Category**

| SH-CD        | Stakeholder Types   |
|--------------|---|
| <b>S0100</b> | <b>Beneficiaries for housing reconstruction support and affected/non-affected communities of 2022 floods</b>                  |
| S0101        | Approved Flood Affected Persons/Affectees (FAP) Beneficiary, female Head of Household (HoHH)                                  |
| S0102        | Approved FA Beneficiary, male HoHH  |
| S0103        | Community/HHs not assessed under Joint Survey and Verification (JS&V) or under detailed Damage Assessment & Validation (DA&V) |
| S0104        | Vulnerable FA(s) including but not limited to Physically challenged, Single Women, Orphans/minors, etc.                       |
| S0105        | Communities/Individuals residing in the area of housing reconstruction activity   |
| S0106        | Rejected individuals as per policy or on technical grounds  |
| <b>S0200</b> | <b>Respective line departments, agencies, ministries of the Government of Sindh (GoS) and at federal levels</b>               |
| S0201        | Planning & Development Board, GoS   |
| S0202        | Services and General Administration Department (SG&AD), GoS   |
| S0203        | Implementation and Coordination Department, GoS   |
| S0204        | Finance Department, GoS   |
| S0205        | Law Department, GoS   |
| S0206        | Revenue Department, GoS   |
| S0207        | Provincial and District Disaster Management Authorities   |
| S0208        | Divisional, District and Tehsil Administration, GoS   |
| S0209        | Irrigation, Public Health Engineering, Works & Services Department, etc., GoSe  |



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**Types of Project Stakeholders by Category**

| <b>SH-CD</b> | <b>Stakeholder Types</b>  |
|--------------|---|
| S0210        | Ministry of Finance, Economic Affairs Divisions, Ministry of Planning, Development and Special Initiatives, and other relevant Ministries and Departments at the federal level. |
| <b>S0300</b> | <b>Donor Agencies and International Financial Institutions (IFIs)</b>   |
| S0301        | Multi and bi-lateral Donors such as World Bank (WB)   |
| S0302        | International Financial Institutions (IFIs)   |
| <b>S0400</b> | <b>Development agencies/partners, including the UN, INGOs, and NGOs</b>   |
| S0401        | External Non-Governmental Organisations   |
| S0402        | International NGOs  |
| S0403        | Pakistani NGOs and Local Service Organisations  |
| <b>S0500</b> | <b>Individual donors, philanthropists, and charities</b>  |
| S0501        | Charitable organizations and trusts   |
| S0502        | Individual donors and philanthropists   |
| <b>S0600</b> | <b>SPHF core apex, management, and professional staff/Specialist;</b>   |
| S0601        | Project Consultants, Key Experts, Non-Key Experts   |
| S0602        | Project Staff - Administrative, Logistics, Support  |
| S0603        | Sister or Allied Projects / Programmes  |
| <b>S0700</b> | <b>Project staff/experts of Implementing partner's (IP)</b>   |
| S0701        | Implementing Agency Management  |
| S0702        | Implementing Agency Monitoring & Evaluation Team  |
| S0703        | Implementing Partners - INGOs and NGOs  |
| S0704        | Implementing Payment Partners   |
| <b>S0800</b> | <b>Contractors, suppliers, and other respective market actors</b>   |
| S0801        | Building Contractors  |



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Types of Project Stakeholders by Category

| SH-CD        | Stakeholder Types  |
|--------------|--|
| S0802        | Building Material Suppliers  |
| S0803        | Construction labour  |
| <b>S0900</b> | <b>Islamic banks, commercial banks, Micro-Finance Institutions (MFIs), Development Finance Institutions (DFIs), and insurance companies.</b> |
| S0901        | Development Finance Institutions (DFIs)  |
| S0902        | Insurance companies  |
| S0903        | Islamic and commercial banks   |
| S0904        | Micro-Finance Institutions (MFIs)  |
| <b>S1000</b> | <b>Rights-based organizations;</b>   |
| S1001        | Human rights organizations   |
| S1002        | Legal aid organisations  |
| <b>S1100</b> | <b>Political and social activists, including local/political leadership</b>  |
| S1101        | Human rights Activists   |
| S1102        | Political Activists  |
| S1103        | Social Activists   |
| S1104        | Women's rights Activists   |
| <b>S1200</b> | <b>Mainstream and social media</b>   |
| S1201        | Bloggers and other social media influencers  |
| S1202        | Mass media, including TV and radio   |
| S1203        | Print media, including newspapers and magazines  |
| <b>S1300</b> | <b>Grievance redress formations, including committees, designated personnel, and services providers</b>                                      |
| S1301        | Grievance Committee (District, Provincial)   |
| S1302        | Grievance Officials (of the IP)  |



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**Types of Project Stakeholders by Category**

| SH-CD        | Stakeholder Types  |
|--------------|--|
| S1303        | Outsourced Grievance Redress Firm                          |
| <b>S1400</b> | <b>Any other stakeholder within the purview of Project</b> |

The Grievance Redress Mechanism (GRM), modelled on the WB's Grievance Redress Service (2021), processes complaints in five stages. These stages cover registration, evaluation (investigation), solution-seeking, implementation monitoring, and complaints closure. The GMIS staff reviews complaints immediately for admissibility at registration, and inadmissible complaints are tagged and not processed further. The evaluation stage includes re-verifying admissibility, requesting further information, and verifying the GRM grievance classification (categories and types) used to tag the complaint through the **Grievance Redress Management Information System (GMIS)**. The resolution-seeking stage handled by the Grievance Committee, either at the IP level or at the SPHF level, involves:

- Developing a solution proposal;
- Sharing it with the Complainant;
- Agreeing or denying the proposal.

The apex GRC (SPHF) monitors the implementation of the solution proposal, and the process concludes when the agreed-upon actions are satisfactorily completed. High-risk complaints are escalated directly to the SPHF GRC.

**Registering Grievances:**

- a) The GRM Consultant will receive grievances through multiple channels, including phone calls, emails, in-person, or through letters. Upon receiving a complaint, the GRM Consultant shall register it in the GRS and assign a unique tracking number (or **Token number**). This tracking number will serve as a reference for tracking and monitoring the progress of the complaint.
- b) Besides the standard User-Identification option for an Aggrieved Party, the GRS must have an **Anonymous Reporter** option to allow users to report grievances without disclosing their details.
- c) The grievance registration module shall include details of the Grievors (complainants), the nature of the grievance, and an option for the Aggrieved Party User to upload a document (PDF/MS Word/JPG) as supporting files to their grievances. It should help capturing information about the Grievors (complainants), such as their name, contact details (phone number, email address, or



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physical address), and any other necessary identifying information. By incorporating these features into the grievance registration process, the GRS ensures that grievances are properly documented, categorized, and associated with the necessary details and supporting documents, enabling efficient management and resolution of each complaint.



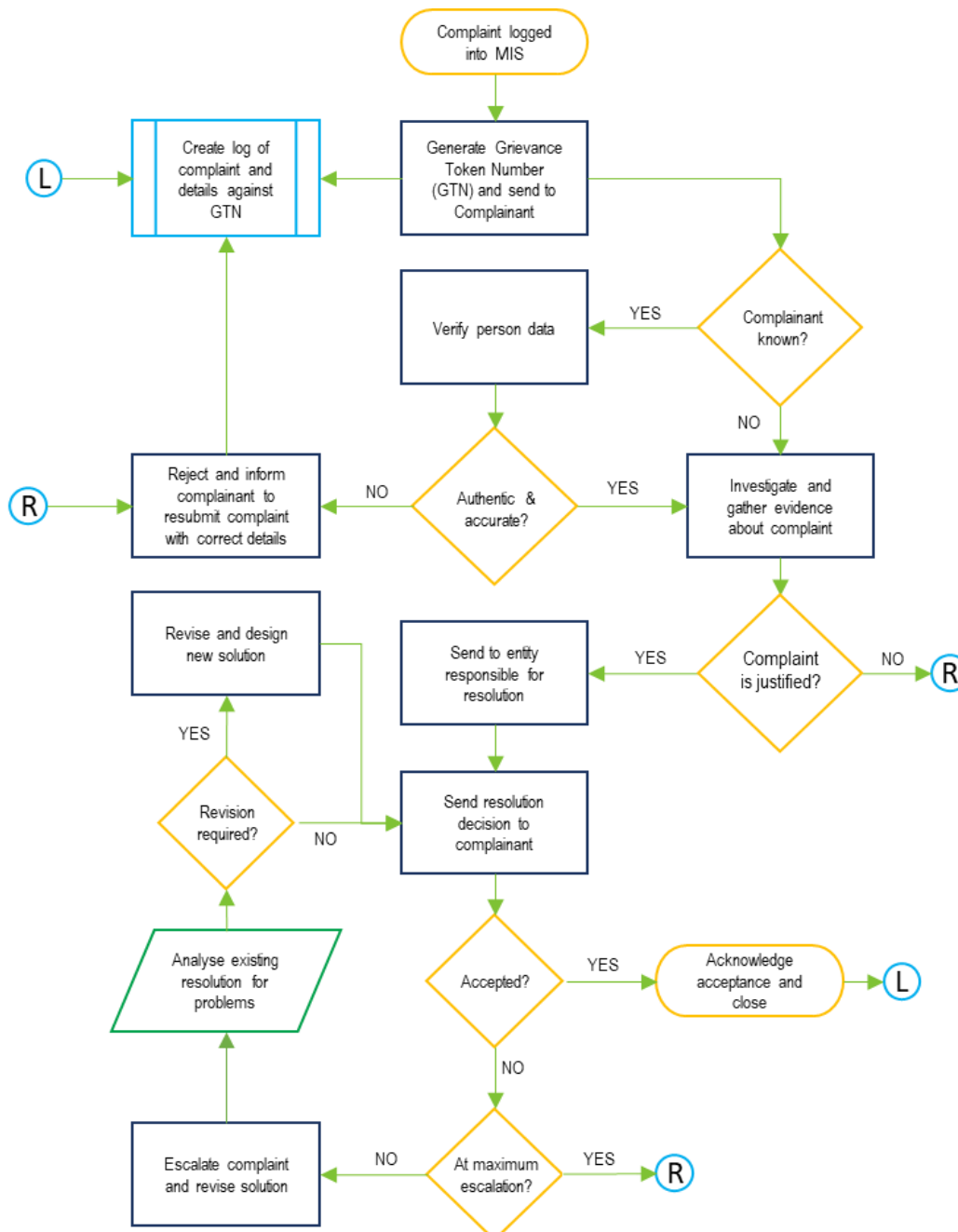
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## Complaints Handling Process Overview

The process flow diagram, as given below, is explained in this section.

- Receiving and acknowledging the complaint/grievance along with assistance for understanding the same (if required)
- Initial review, examination, and investigation of the complaint/grievance
- Resolve or escalate complaint/grievance





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### **GRM Management Information System (GMIS)**

A grievance redress automation system to be established by the Consultant is a software-based system that will help manage and resolve customer complaints and grievances. It is important to note that the GMIS is a parallel system to the manual grievance registers – maintained by the consultant. This duality is necessary in case of a breakdown in digital communications. Nonetheless, the components of such a system may vary depending on the specific needs, but some common elements shall be:

- **User Interface:** This is the system's front end that users interact with. It provides a platform for users to register their complaints, track their complaints, and interact with the system;
- **Complaint Management System:** This system's core component manages user complaints. It includes complaint registration, tracking, assignment, and resolution features.
- **Workflow Automation:** This component automates the complaint-handling process by defining workflows and assigning complaints to the right person or team. This ensures that complaints are handled efficiently and promptly.
- **Escalation Management:** This component manages the escalation of complaints that are not resolved within a specified time frame or are of high priority. It ensures that the right people are notified when a complaint is escalated and handled promptly.
- **Analytics and Reporting:** This component provides insights into the system's performance by generating reports on various aspects of complaint management. It shall help identify improvement areas and track its progress over time.
- **Integration:** The system may need to integrate with other tools, such as Customer relationship management or Enterprise resource planning to fetch relevant information about the users or employees, their interactions, or the appropriate policies and procedures.
- **Security:** This component ensures the system is secure and compliant with applicable data protection regulations. It includes user authentication, access control, data encryption, and user activity logging.

Overall, a grievance redress automation system is required to be designed to streamline the complaint-handling process and resolve complaints efficiently and effectively. Furthermore, to cater to the needs of the illiterate population, a significant part of the flood affectees, special attention will be given by the Project. Towards this end, the design of the complaint registration interface will focus on simplicity and ease of use. The following considerations apply:



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- **Voice-based User Interface:** Instead of a visual interface, the system could use voice prompts and commands to guide the user through the complaint registration process. The system could also use text-to-speech technology to provide feedback and updates to the user;
- **Simplified Complaint Registration:** The complaint registration process must be simplified and streamlined. The user would only need to provide essential information such as their name, contact information, and the nature of their complaint. The system could use natural language processing to understand and categorize the user's complaint appropriately.

### **Envisaged GMIS Data Structure**

Annexure-1 outlines the complete data structure of the GRDB, containing 32 unique fields with their respective data types, sizes (in characters), descriptions, and validation checks. The fields in the table cover everything from the GTN, date and time of filing, source of the grievance reporter, type of stakeholder and category of grievance reported, the pathway of the grievance report, and details of the affected property. The data structures described in Annexure-1 are essential for effectively managing and resolving grievances and ensuring that the GRM operates efficiently and transparently. It provides a standardized format for collecting, organizing, and analysing grievance data. This facilitates better decision-making, helps identify trends and patterns, and promotes accountability and responsiveness in addressing the concerns of stakeholders.

### **GRM Dashboard**

A dashboard is necessary for the high-level vigilance of a GRM system because it provides real-time monitoring, displays key performance indicators, visualizes data, can be customized, and promotes collaboration. The dashboard will help the project management assess the GRM's performance and make timely informed decisions to improve the effectiveness and efficiency of the GRM system. The salient features of the dashboard, at minimum, shall include the following:

- **Real-time monitoring:** A dashboard shall provide real-time monitoring of the performance of the grievance redress system. This allows the management to track and to detect any issues or bottlenecks in the design and take corrective actions as needed;
- **Key Performance Indicators (KPIs):** The dashboard shall display key performance indicators (KPIs) such as the number of complaints received, the average time to resolve a complaint, the number of complaints escalated to higher levels, and the percentage of complaints resolved. These KPIs will help the project management assess the performance of the system and identify areas for improvement;



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- **Visualization:** The dashboard shall provide visual representations of data, such as charts, graphs, and tables, making it easier to understand data and identify trends and patterns;
- **Customization:** The dashboard shall display the most relevant data to the management. This will allow the project management to focus on the most important metrics and make data-driven, informed decisions;
- **Collaboration:** The dashboard may be shared with multiple stakeholders, such as the project management, IPs, and other stakeholders, to promote collaboration.

### 6.3 Duration of the Assignment

Total duration of the assignment is three (3) years

## 7. Expected Key Performance Indicators to be achieved and maintained

The performance of the GRM Consultant will be evaluated based on the following criteria:

- 1) Efficiency and Timeliness of the GRS.
- 2) Accuracy of the GRS Dashboard and associated documents, including investigation reports, decisions, and resolutions provided by the respective GRCs; the information presented should be reliable, consistent, and free from errors.
- 3) Compliance with all relevant laws and regulations of Pakistan regarding ethical data storage, secure handling of personal details, internet protocols, and any other applicable laws and regulations governing cybercrime prevention;
- 4) Accessibility and reliability of the GRS databases and records maintained and;
- 5) User satisfaction with the GRS Interface and the grievance redress experience.
- 6) Excellent communication skills in Sindhi, Urdu, and English. Effective communication is crucial for understanding and addressing grievances, interacting with stakeholders, and providing clear and concise information to users.

## 8. Required Skills and Qualifications

The GRM Consultant is required to have the following skills and qualifications:

1. Experienced and well-reputed IS-IT Consultant with a good track record of developing and commissioning software systems for at least 10 years;



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2. Experience in the development and successful execution of grievance redressal systems for atleast 02 community-based emergency/development projects of similar size or during last 08 years.
3. Knowledge of relevant laws, regulations, and procedures related to grievance redressal in the socio-economic and disaster response scenarios in Sindh or elsewhere in Pakistan;
4. Availability of sufficient qualified staff with the necessary skills and experience to perform the required tasks;
5. A demonstrated ability to implement a quality assurance process and provide training programs for staff in the use of the GRS;
6. Have a good understanding of the Sindh 2022 flooding context and the challenges faced by flood victims;

#### 9. Team Experience

The team required from the Consultant for the Project must have sufficient experience in the related activities, preferably in establishing and managing the grievance redress system. The consultants are free to propose a staffing plan and skill set to achieve the objective and scope of work.

#### Core Team – Indicative Staffing

| S. # | Position                          | Nos. | Minimum Qualification  |
|------|-----------------------------------|------|--|
| 1    | Project Manager/ Business Analyst | 1    | Masters in Computer Science/Information Technology with relevant experience of at least 10 years.            |
| 2    | Solution/System Architect         | 1    | Masters in Computer Science/Information Technology with relevant experience of at least 10 years.            |
| 3    | Software Developers               | 1    | A software engineer shall lead the team of Software Developers with relevant experience of at least 5 years. |
| 4    | Software Quality Assurance        | 1    | The team of Software Quality Assurance shall be led by a software QA Engineer with a                         |



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|   |                                    |   |  |
|---|------------------------------------|---|--|
|   |                                    |   | degree in Computer Science and relevant experience of at least 5 years.  |
| 5 | Business Intelligence/Data Analyst | 1 | The team of Business Intelligence shall be led by a qualified and experienced data analyst with a degree in Computer Science and at least 5 years of experience. |
| 6 | Call Centre Agents                 | 8 | Fresh Graduates with good communication skills in Sindhi and Urdu.   |

### 10. Required Deliverables

The GRM Consultant is responsible for delivering the following:

1. A comprehensive GRS, complete with a user-friendly, web-enabled user interface, supporting help functions, and the stipulated dashboard, including clear procedures for receiving, processing, and reporting grievances. The consultant shall also calculate the hardware requirement (if any) for the GRS.
2. Periodic reports as described in the Scope of Work;
3. A mechanism/process to accurately execute Quality Assurance measures;
4. Training programs for staff on the GRS, including procedures for receiving, investigating, and resolving grievances;
5. Effective communication with stakeholders, including grievors, SPHF, and other relevant stakeholders, as advised by SPHF from time to time.

### 11. Reporting Obligations

The Consultant shall agree to a structure and process for preparing the Inception Report immediately after signing the contract. The inception report will set out a comprehensive methodology and work plans to entail activity and resource-wise implementation markers, a time-bound milestone matrix, and a structure of reports, tools, and techniques to be employed.

More specifically, the Inception Report will be comprised, among others, the following components:

1. Work plan specifying a schedule consistent with the duration and activities of the Project;
2. Staff plan with numbers and positions; and
3. Logistics plan with methodology and timelines.



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4. Outline of the operation & maintenance of the GR System.

Quarterly Reports shall cover the productivity of the calendar quarter of the fiscal year and outline if it matches the agreed plans. The report shall also state the reasons and remedial measures if the productivity is less than planned. These quarterly reports, with presentations to SPHF, will be required throughout the contract period of the Consultant.

Annual Reports will be prepared by consolidating the QPRs and will present the data analysis throughout the GR system.

The Consultant may propose additional deliverables or a different scheme of deliverables to meet the assignment's objectives and maximize value for money.

**12. Procurement method:**

The Consultant will be selected in accordance with the **Consultant's Qualification based Selection (CQS)** method set out in the WB Procurement Regulations for IPF Borrowers (Procurement in Investment Project Financing, Goods, Works, Non-Consulting and Consulting Services - Fourth Edition, November 2020).



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Annexure-1: GRMS Database Data Structure

Table-A3.1: Complete Data Structure of the GRMIS DB of the GRM

| F# | Source application | Field Name | Field Type    | Size (in characters) | Description  | Validation Checks  |
|----|--------------------|------------|---------------|----------------------|--|--|
| 1  | Both               | GTN        | Alpha-numeric | 10                   | Grievance Token Number, which is the unique identifier for the complaint entered into the GRDB | Must not be blank; Must be alpha-numeric;  |
| 2  | Both               | G-Date     | Date          | 10                   | The date on which the grievance was filed  | Must not be blank; Must be in the form <b>DD/MM/YYYY</b> ; Must be a valid date; Must not be a future date; Check against the system clock;                    |
| 3  | Both               | G-Time     | Date          | 10                   | The date on which the grievance was filed  | Must not be blank; Must be in the form <b>HHMM</b> ; Must be a valid time using the 24-hour format; Must not be a future time; Check against the system clock; |
| 4  | Both               | GR-Source  | Text          | 1                    | The source of the grievance reporter   | Must not be blank; Must be a value of either <b>A</b> =Anonymous or <b>U</b> nknow OR <b>K</b> =Known Person; The column <b>Source application</b> is          |



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| F# | Source application | Field Name | Field Type    | Size (in characters) | Description  | Validation Checks  |
|----|--------------------|------------|---------------|----------------------|--|--|
|    |                    |            |               |                      |  | applicable in terms of the questions to be asked further;  |
| 5  | Both               | SH-Type    | Alpha-numeric | 5                    | The type of stakeholder reporting the grievance                  | Must not be blank; Must be in the format <b>X0#0#</b> ; Must be from the listed SH Types   |
| 6  | Both               | GR-Cat     | Alpha-numeric | 5                    | The category of grievance reported                               | Must not be blank; Must be in the format <b>X0#0#</b> ; Must be from the listed GR Categories; if not, the approved/ designated Update Manager can add a new one;  |
| 7  | Both               | GR-Type    | Alpha-numeric | 5                    | The type of grievance reported under the stated category (above) | Must not be blank; Must be in the format <b>X0#0#</b> ; Must be from the listed GR Types under the selected category; if not, a new one can be added within an existing Category by the approved/ designated Update Manager; |
| 8  | Both               | Channel    | Text          | 2                    | The pathway of the grievance report - how was the                | Must not be blank; Must be text; Can only have the values <b>FF</b> =Face-to-Face, <b>PC</b> =Phone Call, <b>MM</b> =Mass Media  |



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| F# | Source application | Field Name     | Field Type | Size (in characters) | Description                                      | Validation Checks   |
|----|--------------------|----------------|------------|----------------------|--|---|
|    |                    |                |            |                      | complaint received?                              | (Radio, TV, Newspaper, Magazine, YouTube, Ticktock, etc.),<br><b>HQ</b> =Project HQ,<br><b>IP</b> =Implementing Partner HQ, <b>ME</b> =MEL Team, <b>GO</b> =Federal or Provincial Government, <b>OM</b> =Ombudsman/Court, <b>DI</b> =Directly through the Web Portal; |
| 9  | Both               | District       | Text       | 100                  | District of the affected property                | Must be a code or text from the Admin Lookup  |
| 10 | Both               | Taluka         | Text       | 100                  | Taluka of the affected property                  | Must be a code or text from the Admin Lookup  |
| 11 | Both               | Union Council  | Text       | 100                  | Union Council of the affected property           | Must be a code or text from the Admin Lookup  |
| 12 | Both               | Village        | Text       | 50                   | A village where the affected property is located | Must be a code or text from the Admin Lookup  |
| 13 | Both               | GR-Description | Text       | 1000                 | A detailed description of the grievance          | Must not be blank   |



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| F# | Source application | Field Name          | Field Type | Size (in characters) | Description                             | Validation Checks   |
|----|--------------------|---------------------|------------|----------------------|---|---|
|    |                    |                     |            |                      | in the words of the Complainant         |   |
| 14 | Known              | Complainant Name    | Text       | 100                  | Name of the person filing the grievance | Must not be blank   |
| 15 | Known              | Complainant Contact | Text       | 12                   | Cellphone contact number                | Must not be blank; Must be a valid phone number in the format <b>0xxx-xxxxxxx</b>   |
| 16 | Known              | Complainant email   | Text       | 50                   | Email if available                      | Can be blank;   |
| 17 | Both               | Referral Name       | Text       | 100                  | Name of the person filing the grievance | Must not be blank if the complaint is registered through this person  |
| 18 | Both               | Referral Contact    | Text       | 12                   | Cellphone contact number                | Must not be blank; Must be a valid phone number in the format <b>0xxx-xxxxxxx</b>   |
| 19 | Both               | Referral email      | Text       | 50                   | Email if available                      | Can be blank;   |
| 20 | Both               | GR-Status-Code      | Text       | 2                    | Current status of the grievance process | Must not be blank; Must be one of the values <b>RG</b> =registered-open, <b>UI</b> =under investigation, <b>CL</b> =closed-resolved, <b>CF</b> =closed-found bogus, |



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| F# | Source application | Field Name            | Field Type | Size (in characters) | Description   | Validation Checks   |
|----|--------------------|-----------------------|------------|----------------------|---|---|
|    |                    |                       |            |                      |   | CA=Closed-Under appeal  |
| 21 | Both               | GR-Status Description | Text       | 1000                 | A summary of the current status of the grievance process      | Optional; Must not exceed 1000 characters   |
| 22 | Both               | Resolution            | Text       | 1000                 | Description of the solution or outcome of the grievance       | Must not exceed 1000 characters   |
| 23 | Both               | Follow-up Required    | Text       | 1                    | Indicates whether follow-up action is required                | Must be a valid value Y=yes, N=no;  |
| 24 | Both               | Follow-up Description | Text       | 1000                 | Description of the required follow-up action                  | Must not exceed 1000 characters   |
| 25 | Both               | Priority              | Text       | 1                    | The priority level of the grievance (e.g., high, medium, low) | Must not be blank; - Must be one of a predetermined set of values U=Urgent, H=high, M=medium, L=low |
| 26 | Known              | Property Owner Name   | Text       | 100                  | Name of the owner of the                                      | Must not exceed 100 characters  |



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|----|--------------------|-------------------------|------------|----------------------|--|--|
|    |                    |                         |            |                      | affected property  |  |
| 27 | Known              | Property Owner Contact  | Text       | 20                   | Contact details of the property owner (e.g., phone number, email)            | Must be a valid phone number or email address;   |
| 28 | Known              | Construction Contractor | Text       | 100                  | Name of the contractor responsible for the construction                      | Must not be blank; Ideally, these people should either be from a short-list or a list of approved contractors  |
| 29 | Known              | Reconstruction Phase    | Text       | 2                    | The phase of the reconstruction project during which the grievance was filed | Must not be blank; Can only be a value from the list <b>IA</b> =Initial assessment, <b>PD</b> =Planning and design, <b>DP</b> =Demolition and site preparation, <b>RC</b> =Reconstruction, <b>FW</b> =Finishing work, <b>IH</b> =Inspection and handover |
| 30 | Known              | Docu-Tag                | Text       | 1                    | Indicates whether any supporting documents                                   | Must be a valid Boolean value <b>Y</b> =Yes, <b>N</b> =No  |



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| F# | Source application | Field Name            | Field Type | Size (in characters) | Description  | Validation Checks   |
|----|--------------------|-----------------------|------------|----------------------|--|---|
|    |                    |                       |            |                      | were submitted with the grievance  |   |
| 31 | Known              | Supporting Documents  | Text       | 1000                 | Description of any supporting documents submitted with the grievance           | Valid only if Docu-Tag is a Y; Must not exceed 1000 characters  |
| 32 | Both               | Investigating Officer | Text       | 100                  | Name of the officer responsible for investigating the grievance                | Must be from a list of names registered in the Project MIS and in the GRDB authorised investigator  |
| 33 | Both               | Investigation Notes   | Text       | 1000                 | Notes on the investigation of the grievance                                    | Must not exceed 1000 characters   |
| 34 | Both               | Reviewing Officer     | Text       | 100                  | Name of the officer responsible for reviewing the investigation and resolution | Must be from a list of names registered in the Project MIS and in the GRDB authorised reviewer - MEL Leads and Officers from SPHF-HQ or IP-HQ |



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| F# | Source application | Field Name   | Field Type | Size (in characters) | Description  | Validation Checks               |
|----|--------------------|--------------|------------|----------------------|--|---------------------------------|
|    |                    |              |            |                      | of the grievance   |                                 |
| 35 | Both               | Review Notes | Text       | 1000                 | Notes on the review of the investigation and resolution of the grievance | Must not exceed 1000 characters |