



Sindh Floods Emergency Housing Reconstruction Project

GRIEVANCE REDRESS MECHANISM (GRM)

May 2023

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Table of Contents

ABBREVIATIONS AND ACRONYMS	III
1 PROJECT OVERVIEW	1
1.1 PROJECT STAKEHOLDERS	1
2 GRIEVANCE REDRESS MECHANISM (GRM)	3
2.1 POTENTIAL GRIEVANCES (TYPE).....	4
2.2 RESPONSIBLE PARTIES	5
2.3 COMPLAINTS HANDLING PROCESS OVERVIEW	6
2.4 MONITORING AND FOLLOW-UP	10
2.5 ACCESSIBILITY	11
2.6 IMPORTANT CONSIDERATIONS UNDER THE GRM	13
3 GRM MANAGEMENT INFORMATION SYSTEM (GMIS).....	14
3.1 GMIS DATA STRUCTURE.....	15
3.2 MONITORING THROUGH THE GRM DASHBOARD	16
4 GRM IMPLEMENTATION CHALLENGES.....	16
5 TRAINING	18
5.1 TRAINING MODULE: GRM USERS	18
5.2 TRAINING FOR MASTER TRAINERS	18
5.3 TRAINING MODULE: ETHICAL GRIEVANCE HANDLING.....	19
APPENDIX-1: TORS FOR GRIEVANCE REDRESS ENTITIES IN THE GRM	21
APPENDIX-2: GRMS DATABASE DATA STRUCTURE	24
APPENDIX-3: GRIEVANCE REPORTING AND COORDINATION HIERARCHY.....	28
APPENDIX-4: GRM PROCESS FLOW DIAGRAM	30
APPENDIX-5: SELECTION CRITERIA FOR MASTER TRAINERS	32
APPENDIX-6: GLOSSARY OF TERMS	34
APPENDIX-7: GRM USERS TRAINING DETAILS.....	46
APPENDIX-8: ETHICAL GRIEVANCE HANDLING TRAINING DETAILS	49

Abbreviations and Acronyms

ADB	Asian Development Bank
App	Application (Software)
COO	Chief Operating Officer
DFIs	Development Finance Institutions
DGRD	District Grievance Redress Department
FA	Flood Affected / Flood Affectees
FAQs	Frequently Asked Questions
FGRO	Field Grievance Redress Officer
GBV	Gender-Based Violence
GCREP	Grievance Closure REPort
GMIS	GRM Management Information System
GoP	Government of Pakistan
GoS	Government of Sindh
GRC	Grievance Redress Committee
GRD	Grievance Redress Department
GRDB	Grievance Reporting Database
GRF	Grievance Redress Firm
GRM	Grievance Redress Mechanism
GTN	Grievance Token Number
HH	Household
HoHH	Head of Household
HQ	Head Quarters
IFIs	International Financial Institutions
INGOs	International Non-Governmental Organisation
IO	Investigating Officer
IP	Implementing Partner
IS-IT	Information System-Information Technology
KPI	Key Performance Indicators
MEL	Monitoring, Evaluation and Learning
MFIs	Micro-Finance Institutions
NGOs	Non-Governmental Organisation
PDNA	Post-Disaster Needs Assessment
RO	Reviewing Officer
SFEHRP	Sindh Floods Emergency Housing Reconstruction Project
SMS	Short Message Service
SPHF	Sindh People's Housing for Flood Affectees
ToR	Terms of Reference
UN	United Nations
VRC	Village Reconstruction Committee
WB	World Bank

1 Project Overview

The 2022 floods in Sindh caused significant damage to housing across Sindh, leaving millions homeless. The Government of Sindh (GoS) has undertaken to address the housing issue for flood victims. Amongst its integrated response to the people's housing needs, the GoS, through the **Sindh People's Housing for Flood Affectees Organisation (SPHF)**, has decided to outsource the **Grievance Redress System (GRS)** to an independent firm.

In response to the devastating impact of the 2022 floods in Sindh, Pakistan, the Government of Sindh has established the Sindh Peoples Housing for Flood Affectees (SPHF). The primary objective of this critical developmental intervention is to promptly support the recovery efforts of approximately two million households affected by the floods, by providing much-needed rehabilitation and reconstruction support.

The SPHF will lead the implementation of the Sindh Flood Emergency Housing Reconstruction Project, which has been designed in consultation with the World Bank, the Government of Pakistan, and the Government of Sindh. The Project aims to achieve three main objectives: firstly, to provide cash grants for housing subsidies to enable beneficiaries to rebuild multi-hazard resilient core housing units; secondly, to develop construction skills within communities to create structures that can withstand multiple hazards; and thirdly, to offer technical assistance to the Government of Sindh in the design and delivery of the housing reconstruction program.

The Project is expected to result in the construction of approximately two million homes that will be strategically located based on information gathered from the Post-Disaster Needs Assessment. This initiative represents a unique opportunity to make a meaningful developmental impact on the lives of those affected by the 2022 flood disaster in Sindh, Pakistan

1.1 Project Stakeholders

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:

1. Beneficiaries for housing reconstruction support and affected/non-affected communities of 2022 floods;
2. Respective line departments, agencies, and ministries of the Government of Sindh and at the federal levels;
3. Donor Agencies and International Financial Institutions (IFIs);
4. Development agencies/partners, including UN, INGOs, NGOs etc.
5. Individual donors, philanthropists, charities etc.
6. SPHF core apex, management and professional staff/Specialist;
7. Project staff/experts of Implementing partner's (IP);
8. Contractors, suppliers and other respective market actors;
9. Islamic banks, commercial banks, Micro-Finance Institutions (MFIs), Development Finance Institutions (DFIs) and insurance companies;
10. Right-based organisations;
11. Political and social leaders/activists;
12. Mainstream and social media;
13. Grievance redressal formations including committees, designated personnel and services providers;
14. Any other stakeholder within the purview of the project.

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. Table-01 below outlines possible stakeholders under the broad categories listed above 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.

Table-01: Types of Project Stakeholders by Category

SH-CD	Stakeholder Types
S0100	Beneficiaries for housing reconstruction support and affected/non-affected communities of 2022 floods
S0101	Approved Flood Affected Persons/Affecteds (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
S0200	Respective line departments, agencies, ministries of the Government of Sindh (GoS) and at federal levels
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
S0210	Ministry of Finance, Economic Affairs Divisions, Ministry of Planning, Development and Special Initiatives and other relevant Ministries and Departments at the federal level.
S0300	Donor Agencies and International Financial Institutions (IFIs)
S0301	Multi and bi-lateral Donors such as World Bank (WB)
S0302	International Financial Institutions (IFIs)
S0400	Development agencies/partners, including the UN, INGOs, and NGOs
S0401	External Non-Governmental Organisations
S0402	International NGOs
S0403	Pakistani NGOs and Local Service Organisations
S0500	Individual donors, philanthropists and charities
S0501	Charitable organisations and trusts
S0502	Individual donors and philanthropists
S0600	SPHF core apex, management and professional staff/Specialist;
S0601	Project Consultants, Key Experts, Non-Key Experts

Table-01: Types of Project Stakeholders by Category

SH-CD	Stakeholder Types
S0602	Project Staff - Administrative, Logistics, Support
S0603	Sister or Allied Projects / Programmes
S0700	Project staff/experts of Implementing partner's (IP)
S0701	Implementing Agency Management
S0702	Implementing Agency Monitoring & Evaluation Team
S0703	Implementing Partners - INGOs and NGOs
S0704	Implementing Payment Partners
S0800	Contractors, suppliers and other respective market actors
S0801	Building Contractors
S0802	Building Material Suppliers
S0803	Construction labour
S0900	Islamic banks, commercial banks, Micro-Finance Institutions (MFIs), Development Finance Institutions (DFIs) and insurance companies.
S0901	Development Finance Institutions (DFIs)
S0902	Insurance companies
S0903	Islamic and commercial banks
S0904	Micro-Finance Institutions (MFIs)
S1000	Rights-based organisations;
S1001	Human rights organisations
S1002	Legal aid organisations
S1100	Political and social activists, including local/political leadership
S1101	Human rights Activists
S1102	Political Activists
S1103	Social Activists
S1104	Women's rights Activists
S1200	Mainstream and social media
S1201	Bloggers and other social media influencers
S1202	Mass media, including TV and radio
S1203	Print media, including newspapers and magazines
S1300	Grievance redress formations, including committees, designated personnel and services providers
S1301	Grievance Committee (District, Provincial)
S1302	Grievance Officials (of the IP)
S1303	Outsourced Grievance Redress Firm
S1400	Any other stakeholder within the purview of Project

2 Grievance Redress Mechanism (GRM)

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.

2.1 Potential Grievances (Type)

Keeping in view the dynamic nature of the Project and based on the experiences with particular reference to projects of similar nature, a potential list of grievances may arise throughout this Project. SPHF will finalise this list as more information becomes available during implementation. Table-02 below outlines these grievance types and provides examples that lay the foundation for categorising grievances during implementation.

Table-02: Types of Grievances within each Category

GT-CD	Grievance Types
G0100	Project Beneficiary and Eligibility (policy, selection, technical)
G0101	Affectees are not included in the selection process due to ethnic bias or external influence.
G0102	Loss of identity and property and other relevant documents
G0103	Selection is gender-biased or exhibits a preference for a specific gender.
G0104	Unable to attain identity/property/other relevant documents
G0105	Unfair or biased eligibility criteria
G0106	FA was unfairly dismissed due to disability, gender or poverty.
G0107	Not assessed under initial Joint Survey and Verification (JS&V)
G0108	Not assessed under detailed Damage Assessment & Validation (DA&V)
G0109	The occupant disagrees with the technical assessment of the DA&V team (fully/partially/intact)
G0110	Owner-tenant disputes that interfere with the Project's service delivery
G0200	Project Implementation & Inspection Regime
G0201	Non-availability of construction material
G0204	Poor communication between beneficiaries and Project staff
G0205	Poorly designed or inappropriate reconstruction efforts
G0206	Poor-quality reconstruction material
G0207	Problems accessing essential services, such as water and electricity, during the reconstruction process
G0208	Unqualified/inexperienced reconstruction workers
G0300	Gender equality and equity
G0301	Gender-based discrimination in housing allocation
G0302	Lack of gender-sensitive housing designs and facilities
G0303	Limited access to information for women regarding the housing project
G0400	Vulnerable persons and ethnic groups
G0401	Discrimination against ethnic minorities in housing allocation and service delivery
G0402	Inadequate access to information and services for widows, orphans, and other vulnerable groups

Table-02: Types of Grievances within each Category

GT-CD	Grievance Types
G0403	Inadequate provisions for persons with disabilities and elderly individuals in the housing design
G0500	Land ownership and property rights
G0501	Dispute of HH/Property ownership
G0600	Environmental and Social Concerns
G0601	Reconstruction causes environmental damage / may cause ecological harm.
G0700	Health and safety concerns
G0701	A contractor using toxic building materials
G0702	Failure to meet construction quality standards
G0800	Disbursement and financial transaction issues
G0801	Delayed funds disbursement to IP
G0802	Delayed funds disbursement to Payment Partners
G0803	Funds delayed or not available with Ips
G0804	Payment for construction materials not received.
G0805	Promised payment not received or delayed
G0806	Labour charges not paid or received.
G0807	The process for obtaining compensation is overly complicated.
G0808	Compensation is inadequate
G0900	Communication and media issues
G0901	Inadequate public awareness campaigns about the housing project, including its goals, objectives, and expected outcomes
G0902	Limited availability of information about the housing project through local media and communication channels
G0903	Poor communication with affected communities regarding the housing project, including a lack of community consultations and participation
G1000	Local/contextual/political issues
G1001	Insufficient participation of local communities in project planning and decision-making, leading to a lack of community ownership
G1002	Lack of transparency in housing allocation and selection processes
G1003	Political interference in housing project decisions and resource allocation
G1004	Required labour unavailable or is too expensive
G1100	Any other grievance/complaints not listed above.

2.2 Responsible Parties

SPHF will create a dedicated Grievance Redress (GR) cell/desk/officer **at each level** of the operational hierarchy (see Appendix-3) to effectively manage and coordinate efforts for the GRM. Each node will be assigned responsibilities for investigating and resolving complaints received based on the broad categories described in Table-02 above. However, a specialised service provider known as the **Grievance Redress Firm (GRF)** is responsible for centrally (Karachi) processing each Complaint, the relevant data and the GRM's overall automation. See section A1-1 of Appendix-1 for further details about the GRF's Terms of Reference (ToR).

Overall responsibility for oversight lies with the **SPHF Management**, who will delegate primary responsibility for overseeing the GRM for the SFEHRP to the **Grievance Redress Committee**

(GRC) at SPHF. As per the notification dated 16th March 2023 (SPHF – HHRA/02-2023), this Committee comprises

the Chief Operating Officer (COO),

- Gender Specialist,
- Social Development Specialist,
- Environmental Specialist and
- Manager HR & Admin at SPHF,

with a total sanctioned strength of five (05). The GRC's duties involve

- establishing and refining the GRM,
- guiding stakeholders,
- managing grievance reception and registration, - developing response and
- record-keeping protocols and ensuring compliance of each entity within the GRM structure (see Appendix-3). See GRC Notification for further details on the GRC's ToRs.

Modelled on the SPHF GRC, each IP must maintain a GRC at the Headquarters (HQ) level that carries the mandated responsibility of handling the GRM from the SPHF GRC.

This **IP HQ GRC** composition shall reflect that of the SPHF GRC. The only exception will be if an individual holds multiple responsibilities under the abovementioned designations.

District Grievance Redress Department (DGRD)

Furthermore, each IP will establish a **District Grievance Redress Department (DGRD)** for addressing and resolving complaints in coordination and collaboration with the IP HQ GRC. Depending on the district's size and the number of beneficiaries, the IP may assign a DGRD to one or more districts.

Field Grievance Redress Officer (FGRO)

Moreover, each IP must appoint a **Field Grievance Redress Officer (FGRO)** at the field office/taluka level responsible for logging, addressing and investigating complaints in coordination with the IP DGRO and in collaboration with the **Village Reconstruction Committee (VRC)** at the community level. This VRC may comprise village elders and members of existing Local Service Organisations (LSOs) operating within the jurisdiction of the VRC, including at least two (02) women representatives. The IP may assign an FGRO one or more field office(s)/taluka(s) depending on the scope of that office (area and the number of beneficiaries).

2.3 Complaints Handling Process Overview

The process flow diagram (See Appendix-4 for a full-page view) is explained in the following sections. The relevant inputs and outputs are discussed and described in the text boxes:

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

Furthermore, this section also discusses how to close a registered grievance and the preparation of a **Grievance Closure Report (GCREP)**.

2.3.1 Receiving and acknowledging the complaint/grievance

As part of the GRM, stakeholders or their representatives (grievance reporters) may communicate their grievances verbally or in writing using the appropriate communication channels (see section 1.5.1). However, given this Project's scale and potential impact on the affected communities, grievances may come from several official and unofficial channels.

Whatever the case, all persons responsible for implementing the GRM (see Appendix-3) must record grievances expressed through appropriate channels, either officially or unofficially, into the GMIS grievance redress web portal upon receiving them. The system will disallow the entry of complaints that do not carry adequate contact information (i.e., complete phone number, e-mail address, mailing address) unless the reporter wishes to remain anonymous. However, in such cases, the grievance reporter must provide locational information to enable authentication and follow-up (see Table-04) for further details on required data fields).

The VRC may maintain a physical register, called a **Grievance Log** until they can either make the entry themselves or contact the relevant FGRO. Once entered, the system will auto-generate a unique **Grievance Token Number (GTN)** for each grievance record received. The system will automatically transmit this GTN and an acknowledgement to the grievance reporter on the communication medium stated at entry. Here is an example of an acknowledgement message generated by the system¹.

Box-01: Acknowledgement Message communicated through SMS and E-mail (if applicable)

Dear [Name],

We acknowledge the receipt of your grievance regarding [issue]. We take all grievances seriously and are committed to addressing them promptly and fairly.

Your grievance has been assigned a Grievance Token Number: [Token Number] at this [Date and Time]. This number will be used to track the progress of your grievance. Our team is reviewing your grievance and will contact you as soon as possible for any clarity and update you on its status.

If you have any questions or concerns, please do not hesitate to contact us.

Sincerely,

SPHF Grievance Redress Committee (GRC)

The data collected at this stage will inform analysis concerning grievance and conflict trends, community issues, and project operations to identify and anticipate problem areas. The data will help to ensure that the grievance mechanism is set up effectively and propose organisational or operational changes if otherwise. Sometimes, enacting policies or other

¹ The contents of this message will be finalised during the web portal and GMIS development stage. It will also contain translated versions of this message in Urdu and Sindhi, to be used depending on the language option selected when registering the grievance.

types of structural change can resolve grievances around a common issue rather than continuing to settle individual complaints on a case-by-case basis.

2.3.2 Initial review, examination, and investigation of the complaint/grievance

Once the grievance is received and recorded, the GMIS will automatically identify the relevant responsible entity based on a responsibility matrix finalised during the design phase of the GMIS. The structure will be based on Table A3.1 of Appendix 3 and an approved list of responsible persons (by district and taluka) within the GMIS. The system will then generate a message informing the relevant entities of the grievance, their role in concluding, and the urgency of the complaint. The two categories of staff involved are the **Investigation Officer (IO)** and the **Reviewing Officer (RO)**, applicable based on the structure in Table-03. The GMIS will create the following text for this purpose.

Box-02: Assignment of responsibility for investigation or review communicated through e-mail (if applicable)

Dear [Name],

We are writing to inform you that a grievance has been filed regarding [issue], and you have been identified as the person responsible for [investigating/reviewing] this complaint.

Please note that this grievance was filed by [known person/anonymously]. Please remember the Code of Ethics for grievance handling.

The grievance was filed on [Date] and assigned a Grievance Token Number: [Token Number]. As the person responsible for this matter, we request that you begin the investigation process as soon as possible and provide SPHF with an update on the status.

Please review the grievance thoroughly and take any necessary steps to address it promptly and fairly. If you have any questions or concerns, please do not hesitate to contact your immediate GRM supervisor or SPHF GRC.

We appreciate your assistance and are confident we will resolve this grievance effectively and efficiently with your expertise.

Sincerely,

SPHF Grievance Redress Committee (GRC)

Upon receipt of this communication, the IO will conduct an initial review of the grievance and determine its veracity. The IO will do this by contacting the grievance reporter (if known) and the FGRO, VRC and IP staff in whose jurisdiction the complaint falls. Then, depending on the complaint's nature and scale, the IO may conduct a more in-depth investigation and gather the necessary physical and pictorial evidence to support or negate the claims by conducting a field visit. The exact nature of this evidence is left to the IO's discretion. If the IO determines that the complaint holds merit, they will log this and their conclusion into the GMIS. This action will generate a confirmation text (see above) favouring the responsible RO (depending on the jurisdiction). The IO must also attach all evidence gathered into the GMIS against the GTN.

On the other hand, if determined to be false or inaccurate, the IO will log this into the GMIS, generating a rejection message and closing the GTN. Here is a sample rejection note that any GRO may produce to inform a grievance reporter that their grievance has been refused:

Box-03: Rejection Message communicated through SMS and E-mail (if applicable)
<p>Dear [Name],</p> <p>We acknowledge receipt of your grievance regarding [issue]. After careful consideration, we regret to inform you that we cannot accept your complaint.</p> <p>Our review of the issue revealed that [explain the reason for rejecting the grievance]. We understand this decision may disappoint you, and we apologise for any inconvenience caused.</p> <p>Please note that our decision is final, However, if you have further concerns or questions, please do not hesitate to contact us.</p> <p>Thank you for bringing this matter to our attention, and we appreciate your interest in ensuring a fair and just workplace for all employees.</p> <p>Sincerely,</p> <p>SPHF Grievance Redress Committee (GRC)</p>

2.3.3 Resolve or escalate complaints/grievances

Upon receipt of the confirmation message generated by the IO, the RO must review the IO's conclusion and analyse all materials concerning the case. The RO may also follow up with the IO and other relevant personnel to better understand the reality and judge the investigation's fairness. Based on the responsible RO's experience and authority, they will formulate a resolution and input it into the GMIS, informing the relevant IP of the work necessary to resolve the complaint. The IP and the appropriate IP GRO will notify the complainant of the solution. If the complainant agrees to the resolution, the IP will execute the answer within a stipulated time frame, and input the necessary details and pictorial evidence into the GMIS to close the case and the GTN.

However, if the complainant is unsatisfied, the IP GRO will log this with a note explaining the reason for rejection by the affected party. The GMIS will then escalate the complaint to the next node in the hierarchy (see Appendix-3). This cycle will repeat until the GRM can formulate a satisfactory resolution to the complaint to close the case and the GTN.

Further, the complainant has the right to record the grievance in case of he/she is not satisfied with the project decisions to appropriate fora/forum/authority as per law of the country

Note: automatic escalation protocols for unresolved complaints will be determined at the time of implementation.

2.3.4 Close and prepare outcome reports

Upon closure of the grievance, the relevant RO and IO must complete a Grievance Closure REPort (GCREP), which will be kept physically for one (01) year and digitally for the Project's

entire duration. Here is a template of the GCREP. These GCREPs will serve as references for any future grievances of similar nature:

Box-04: Grievance Resolved Closure Report
<p>Grievance Closure Report</p> <p>Grievance Token Number: [Token Number] Date Filed: [Date Filed] Date of Closure: [Date of Closure]</p> <p>Summary of Grievance: [A summary of the grievance, including the issue, person(s) involved, and the outcome.]</p> <p>Investigation Details: [A detailed investigation account, including any evidence or witness statements gathered, interviews conducted, and other relevant information.]</p> <p>Findings: [A summary of the investigation's findings, including whether or not the grievance was substantiated and any conclusions reached.]</p> <p>Resolution: [The steps taken to resolve the grievance, including any corrective actions, changes made to policies or procedures, or other measures taken to address the issue.]</p> <p>Recommendations: [Recommendations for future actions or improvements that could prevent similar grievances from occurring.]</p> <p>Closure: [Confirmation that the grievance has been resolved and closed]</p> <p>Investigating Officer: [IO Name] Designation:</p> <p>Reviewing Officer: [RO Name] Designation:</p> <p>[Oversight Name] [Designation] SPHF</p>

2.4 Monitoring and follow-up

As mentioned, the GRF will coordinate and follow up on grievances, managing the flow of information and maintaining the complainant's privacy. Additionally, the IP FGRO will keep the

status of all complaints/grievances current and brief the IP DGRO weekly. The IP DGRO will produce a summary report through the GMIS that includes a trend analysis (as mentioned earlier) and forward this to the SPHF GRC for review. Subsequently, the SPHF GRC will produce a quarterly status report to be shared with and reviewed by the SPHF Chief Executive Officer and COO. Monitoring the grievance mechanism and its outcomes, particularly trends and patterns, will be critical to identifying systemic problems and adapting practices accordingly.

2.5 Accessibility

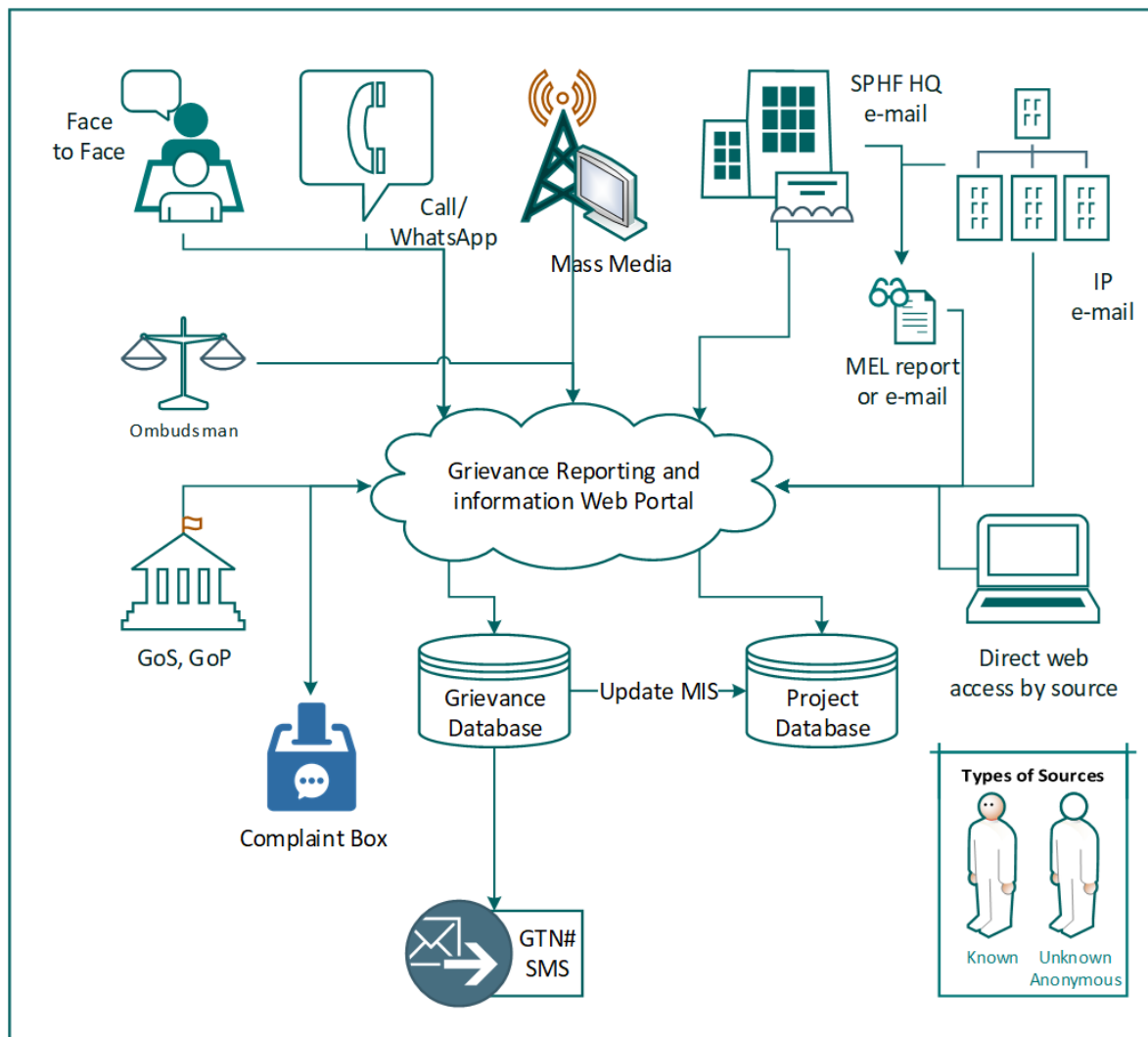
Ensuring accessibility is a critical step in designing the GRM for the Project. The following are vital considerations that SPHF will ensure:

2.5.1 Multiple pathways for submitting complaints

In coordination with the GRF, each IP will set up five (05) phone /WhatsApp numbers covering five (05) districts each. Additional requirements will be determined by the GRF and executed accordingly. Furthermore, physical complaint boxes must be set up at all IP offices. Similarly, such boxes should be placed at the SPHF HQ and district administrative office.

Figure-1 outlines the various channels, both formal and informal, through which complaints may reach SPHF. Moreover, the GRF will prepare a single e-mail (e.g., shikayat@sphf.gos.pk) address for receiving grievances. The GRF will then log and process these grievances according to the earlier handling process.

Figure 1: Grievance Input Pathways



SPHF acknowledges that grievances can be received in different ways, both directly and indirectly. Direct complaints are submitted through the portal by the Complainant, and they can choose to remain anonymous or disclose their identity. All relevant information will be processed through the system to ensure complete confidentiality for these complaints. In contrast, indirect complaints may be referred by someone known to the organisation, and it is the responsibility of the referrer to verify the Complaint and protect the Complainant's anonymity. SPHF recognises the importance of addressing both direct and indirect grievances and has established procedures to ensure that all complaints are appropriately handled and resolved.

Such an approach ensures that stakeholders can submit complaints through a channel that is most accessible to them. Furthermore, to enable those stakeholders that may have trouble submitting a complaint in writing, the FGRO may facilitate by recording and transcribing verbally received grievances and subsequently entering those into the Grievance Log.

2.5.2 Providing information in local languages

SPHF will ensure that the GROs are equipped with Sindhi and Urdu language skills to encourage a sense of familiarity and trust, enhancing understanding. All communications with stakeholders will be in multiple languages. Furthermore, members of the Complaint Cell will be required to maintain a working knowledge of English, given that higher-level grievances will most likely come directly to the Cell.

2.5.3 Assisting vulnerable groups

The GROs and other field personnel will ensure that they address the needs of vulnerable groups on a case-by-case basis. In most cases, the IP field staff and other on-ground personnel will be the first point of contact, where the teams shall identify a solution in collaboration with the FGRO. Addressing the needs of persons with disabilities, the elderly, orphans and single women, who may face additional barriers in accessing the system, will require all delivery agents to remain alert and observant.

2.5.4 Raising awareness

At the provincial, district or field level, the Project staff will ensure that the stakeholders they contact are informed of their right to express grievances. This right will be communicated verbally and through a standard **Grievance Policy Document**. This one-pager document will outline the stakeholder's rights and the channels they may use to voice complaints, including how to use them. Additionally, the website will include a list of Frequently Asked Questions (FAQs) accessible as text, audio, video demonstrations and graphic storyboards for addressing the needs communication needs of the illiterate. These presentations will be in English, Sindhi, Urdu and sign language.

Posters, banners, and other communication materials will be available to the district administration for presentation within their offices. The same fabric will be displayed at the field offices, IP offices and mother & child centres. Furthermore, an effort will be made to explore the development of an Android GRM-App, available through the Google Play Store.

2.6 Important considerations under the GRM

The GRM for the housing reconstruction programme for flood-affected people focuses on several key areas:

- **Accessibility:** The GRM remains easy for everyone, particularly vulnerable groups like women. Communication channels accessible to all, including those with mobility and communication barriers, are used. Women may require more information about eligibility criteria, payment amounts, and collection point locations due to a lack of education and exposure;
- **Safety:** The complainant's safety is prioritised in all instances and circumstances;
- **Intersectionality:**² Women have diverse experiences and needs that intersect with other factors, such as age, ethnicity, disability, and sexual orientation. The GRM

² In simple terms, intersectionality is the interaction between two or more social factors that define a person. Identity traits such as gender, ethnicity, race, geographic location, or age do not affect a person separately. The reality is quite the opposite: these are combined in different ways, generating diverse inequalities (or advantages) for the person.

accommodates these intersecting identities and experiences and ensures that responses to grievances meet the needs of diverse groups of women;

- **Timeliness:** Complaints are addressed promptly and efficiently, with clear timelines for their resolution. Complainants receive acknowledgement of their complaints within a reasonable time, and they are kept informed of their complaints' progress;
- **Transparency:** The GRM is transparent, with clear procedures for filing and resolving complaints. Complaint procedures are available in multiple languages and easily accessible to all;
- **Accountability:** The GRM is accountable to the affected community, with clear responsibilities and mandates. Complaints are reviewed and investigated by a neutral and impartial third-party Grievance Redress Firm or Grievance Committee, as appropriate. The findings are shared with the complainant and the community;
- **Participation:** The GRM encourages the active involvement of affected persons, including women and other marginalised groups, in the complaint process. Stakeholders receive training/orientation to participate effectively in the GRM;
- **Feedback and follow-up:** The GRM provides appropriate feedback to the relevant stakeholders, including the complainant, on the grievance's process, status, and outcome. Appropriate follow-up measures are taken to address any issues raised;
- **Continuity:** The GRM is designed to be sustainable, with clear protocols for the handover of the GRM to relevant stakeholders after the program is completed.

3 GRM Management Information System (GMIS)

A grievance redress automation system is a software-based system that helps organisations manage and resolve customer or employee complaints and grievances. It is important to note that the GMIS is a parallel system to the manual grievance registers. 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 of the organisation, but some common elements are:

- **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 helps the organisation identify improvement areas and track its progress over time.
- **Integration:** The system may need to integrate with other methods, 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 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:

- **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 the user's complaint and categorise it appropriately.

3.1 GMIS Data Structure

Appendix-2 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.

Other fields include the detailed description of the grievance, complainant name, contact information, e-mail, and current status of the grievance process. Additionally, there are fields for the resolution and follow-up action required, priority level, property owner name and contact, construction contractor, reconstruction phase, supporting documents, investigating and reviewing officer, and notes on investigation and review.

Furthermore, the data structures described in Appendix-2 are essential for effectively managing and resolving grievances and ensuring that the GRM operates efficiently and transparently. It provides a standardised format for collecting, organising, 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.

3.2 Monitoring through the 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, visualises data, can be customised, and promotes collaboration. The dashboard helps the Project management and Donors to assess the performance of the GRM and make timely informed decisions to improve the effectiveness and efficiency of the GRM system. The salient features of the dashboard are:

- **Real-time monitoring:** A dashboard provides real-time monitoring of the performance of the grievance redress system. This allows the management to detect any issues or bottlenecks in the design and take corrective actions as needed;
- **Key Performance Indicators (KPIs):** The dashboard can display key performance indicators (KPIs) such as the number of complaints received, the average time to resolve a complaint, the number of complaints escalated, and the percentage of complaints resolved. These KPIs help the Project management assess the performance of the system and identify areas for improvement;
- **Visualisation:** The dashboard provides visual representations of data, such as charts, graphs, and tables, making it easier to understand data and identify trends and patterns;
- **Customisation:** The dashboard can display the most relevant data to the management. This allows the Project management to focus on the most important metrics and make data-driven, informed decisions;
- **Collaboration:** The dashboard can be shared with multiple stakeholders, such as the Project management, IPs, contractors and all other stakeholders mentioned in Table 1. This approach promotes collaboration and ensures that everyone works towards the same goals.

4 GRM Implementation Challenges

Implementing an effective GRM will pose challenges. The matrix below outlines the foreseeable difficulties when implementing the SFEHR Project GRM. The matrix briefly describes each challenge and defines a management strategy and potential mitigation measures if the risks arise. The MEL Team Lead must monitor and periodically evaluate the GRM service efficiency and effectiveness and may accordingly advise on further additions or amendments for the listed challenges.

Table-3.3.1: Challenges Faced in Effective GRM Implementation

S#	Challenge	Brief Description	Management	Mitigation Measures
1	Lack of awareness	Stakeholders unaware of the GRM's existence or purpose	Communicate the GRM to affected communities	Develop and distribute explicit, informational materials in local languages; organise community meetings to raise awareness; engage with stakeholders regularly.

Table-3.3.1: Challenges Faced in Effective GRM Implementation

S#	Challenge	Brief Description	Management	Mitigation Measures
2	Accessibility	GRM must be accessible to all stakeholders, considering language, location, and disabilities	Ensure the GRM is available in multiple formats.	Establish toll-free hotlines, drop boxes, and online platforms; provide GRM information in various languages and formats.
3	Trust and confidence	Reluctance to use the GRM due to confidentiality, retaliation, or effectiveness concerns	Establish clear confidentiality protocols and ensure no retaliation	Assure stakeholders of privacy, establish clear anti-retaliation policies, and share success stories of resolved grievances
4	Timeliness	Delays in grievance resolution can discourage stakeholders	Set clear timelines for grievance resolution	Monitor the grievance resolution process, and establish a dedicated team to handle cases promptly.
5	Coordination and communication	Poor communication and coordination among departments and stakeholders	Establish stakeholder communication channels; ensure all dissemination material is produced in Sindhi, Urdu and English. A pictorial/storyboard-type message delivery may be helpful since most people expected to interface with the Project may not be literate enough.	Develop a communication plan, hold regular meetings, and appoint a GRM coordinator to facilitate communication.
6	Monitoring and evaluation	Challenges in evaluating the GRM's effectiveness and identifying areas for improvement	Regularly assess the GRM's effectiveness.	Set up a monitoring and evaluation system, collect stakeholder feedback, and adjust the GRM as needed.
7	Legal and regulatory compliance	Ensuring compliance with relevant laws, regulations, and industry standards	Ensure GRM aligns with relevant laws and regulations set out by the GoS	Consult legal experts, align the GRM with local regulations, and monitor changes in legal requirements
8	Cultural sensitivity	Ensuring GRM is culturally appropriate and respectful for affected communities	Incorporate the Sindhi, Urdu and English dialects to cater to cultural norms and values.	Engage local community leaders, conduct cultural sensitivity training, and tailor the GRM to the local context.

Table-3.3.1: Challenges Faced in Effective GRM Implementation

S#	Challenge	Brief Description	Management	Mitigation Measures
9	Capacity building	Staff and stakeholders may need training on the GRM and their roles and responsibilities.	Train staff and stakeholders on the GRM	Develop training materials, conduct workshops, and provide ongoing support for stakeholders involved in the GRM service.

5 Training

All GRM-relevant personnel, be they members of SPHF, an IP, or the GRF, will receive mandatory training on ethical practices, in addition to the following topics:

- Management of the grievance redress process (including developing flow charts, assigning roles, monitoring the performance of staff dealing with complaints, and providing incentives);
- Effective communication, negotiation, and facilitation skills;
- Creating awareness of the usefulness of a GRM as an essential source of feedback;
- Problem-solving; dispute resolution; and decision-making; and their respective parameters, standards, and techniques; and
- Documentation and reporting, including “customer feedback”, as part of an ongoing organisational learning process for the SPHF.

This section also describes training modules for ethical grievance, data handling, and preparing Master Trainers.

5.1 Training Module: GRM Users

This training is designed to help data suppliers and dashboard system users understand how to effectively and efficiently use the web portal and the MIS for improved operations and decision-making processes.

Familiarity with the system ensures that data providers and information users understand how it works, how to navigate it, and how to use its various functions and features. This understanding reduces the risk of errors, security breaches, and other problems arising from the incorrect use of the system.

Furthermore, training helps ensure effective communication between data suppliers and information users. Data suppliers can provide the necessary data in the correct format by understanding how the system works and its intended use. In contrast, dashboard users can understand how to access and interpret the data.

5.2 Training for Master Trainers

This module aims to provide a comprehensive understanding of the GRM, its key components, and the principles of effective GRMs to each Master Trainer. Master Trainers facilitate the learning process for program staff and other stakeholders involved in implementing the GRM. This module will, therefore, equip them with the necessary knowledge and skills to effectively

train others on the standards and guidelines for handling complaints and grievances, the role of the Grievance Redress Focal Person, and the best practices in monitoring and evaluation of GRM. We will also discuss the challenges and opportunities for scaling up the GRM as the workflow increases and rises from an initial 350,000 HH to 2 million+ HHs. By the end of this training, they will have the necessary tools to ensure the effective implementation of the GRM and contribute to improving the quality of services provided to the beneficiaries.

Introduction

- Overview of the Project and the importance of the GRM
- Objectives of the training module
- Key concepts and terminology related to GRM

Understanding the GRM

- Definition of GRM and its components
- Principles of effective GRMs
- Types of complaints and grievances addressed through the GRM
- The role of the Grievance Redress Focal Person and other stakeholders in the GRM
- Standards and guidelines for handling complaints and grievances
 - List of stakeholders by category;
 - List of possible grievances by category and stakeholders;
 - Ethical Guidelines and Code of Conduct;
- Common challenges and best practices in implementing GRMs
- Accessing and navigating the web portal and the advantages and disadvantages of using it
- User roles and responsibilities
- Data privacy and confidentiality considerations
- Standard Operating Procedures
- Best practices in monitoring and evaluation of GRM

Training Evaluation and Follow-Up

- Evaluation of the training module and feedback from participants
- Action planning for follow-up activities and capacity-building needs
- Identifying challenges and opportunities for scaling up the GRM as workflow increases and rises from an initial 350,000 HH to 2 million+ HHs.

Furthermore, the selection criteria for Master Trainers are attached as Appendix-2.

5.3 Training Module: Ethical Grievance Handling

This training module aims to provide staff involved in the Grievance Redress Mechanism (GRM) in the SFEHRP, a housing reconstruction programme for flood affectees in rural parts of Sindh, Pakistan. This module should inculcate in participants an understanding of the importance of ethics and behaviour in the grievance resolution process. This module emphasises confidentiality, impartiality, responsiveness, transparency, respect, fairness, and accountability as fundamental principles.

SPHF will hire the services of an external consultant as a Subject Specialist and Master Trainer to execute this training module and update the modifications if necessary.

The World Bank's guidance on GRMs in development projects:

- GRMs should be accessible, predictable, and transparent;
- GRMs should be integrated into the project design and implementation and involve the participation of all stakeholders;
- Confidentiality, impartiality, and responsiveness are essential principles in GRMs;
- GRMs should be culturally appropriate and accessible to all stakeholders, including women, children, and marginalised groups;
- Projects that have significant environmental or social risks should establish a GRM that is accessible to all stakeholders;
- The GRM should ensure stakeholders can access an independent, impartial, transparent process to resolve grievances.

Appendix-1: ToRs for Grievance Redress Entities in the GRM

A1-1: Terms of Reference (ToR) for an Outsourced Grievance Redress Firm (GRF)

Glossary of Key Terms

- 1) **Aggrieved Party:** In the context of the Sindh Floods Emergency Housing Reconstruction Project (SFERP), an aggrieved party has suffered harm or injury or has been adversely affected by the Project. They may feel their rights violated or not receive fair treatment. Examples of aggrieved parties in the SFERP context could include flood-affected communities who have not received housing reconstruction assistance promptly or have received substandard housing materials resulting in unsafe living conditions. Furthermore, the Aggrieved Party is willing to provide all required personal details;
- 2) **Anonymous Party:** On the other hand, an Anonymous Party files a complaint or grievance but chooses not to reveal its identity because they fear retribution or retaliation or do not want to be publicly associated with the Complaint. Anonymous parties may file complaints about any aspect of the SFERP, such as the quality of housing reconstruction materials or the conduct of Project staff;
- 3) **Grievance Redress Mechanism (GRM):** The GRM is a well-thought-out strategy designed and implemented by SPHF to handle all types of grievances (also intermittently termed as complaints) generated in the execution and implementation of the Project;
- 4) **SFEHRP Grievance Redress Committee (GRC):** This provincial redressal committee will provide an effective solution for addressing and resolving registered, known and anonymous grievances related to implementing the SFERP project;
- 5) **Grievance Redress Committee of the Implementing Partner(s) (GRC-IP):** With similar functions to the apex GRC but with the jurisdiction limited to the scope of the IP;
- 6) **A Grievance Redress Mechanism Dashboard (GRMD)** is a digital tool designed to provide a centralised, user-friendly interface for monitoring, tracking, and managing grievances and complaints submitted by stakeholders within a Grievance Redress Mechanism (GRM). The GRMD typically displays key performance indicators, aggregated data, and other relevant information to facilitate informed decision-making, prompt resolution of grievances, and efficient management of the grievance redress process.
- 7) **Sindh Floods Emergency Housing Reconstruction Project (SFEHRP).**

Introduction

The 2022 floods in Sindh caused significant damage to housing across Sindh, leaving millions homeless. The Government of Sindh (GoS) has undertaken to address the housing issue for flood victims. Amongst its integrated response to the people's housing needs, the GoS, through the **Sindh People's Housing for Flood Affecteds Organisation (SPHF)**, has decided to outsource the **Grievance Redress System (GRS)** to an independent firm.

This ToR outlines the requirements for an outsourced **Grievance Redress Firm (GRF)** to capture grievances and complaints received while implementing its SFEHRP targeting flood

affectees in Sindh. The outsourced GRF is expected to receive, register and investigate grievances promptly and effectively while maintaining complete confidentiality, impartiality, and transparency.

Objectives

The precise objectives of the GRF are as follows:

1. Provide a user-friendly, web-enabled platform for flood victims and other stakeholders to lodge grievances related to housing support;
2. Maintain accurate records of all complaints and resolutions. A log of all grievances must be accessible to authorised users through info-graphic summaries and inferential tabulations.

Scope of Work

The outsourced GRF shall be responsible for the following tasks:

1. **Establishing a Grievance Redress System (GRS):** The GRF will develop a comprehensive GRS that includes clear and transparent procedures for receiving, recording and sorting the grievances related to the housing reconstruction project. The system shall be accessible to concerned project staff.
2. **Receiving and Registering Complaints:**
 1. The GRF will receive complaints through multiple channels, including phone calls, e-mails, in-person, or through letters. Upon receiving a complaint, the GRF shall register it in the GRS and assign a unique tracking number (or **Token number**)
 2. 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
 3. The complaint registration module shall include details of the Complainant, the nature of the grievance, and an option for the Aggrieved Party User to upload a document (PDF or MS Word) as supporting files to their Complaint.
3. **Reporting:** The GRF shall prepare periodic reports on grievances received, investigated, and resolved. The information shall contain statistics on the number and types of complaints received, the time taken to resolve complaints, and the outcomes of investigations. The reports must be submitted to the Project implementing agency monthly, quarterly, and/or as and when required.
4. **Training:** The GRF will train project staff on using the GRS, including procedures for receiving, investigating, and resolving complaints about the housing reconstruction project.
5. **Communication:** The GRF shall communicate effectively with stakeholders, including grievors, the Project implementing agency, and relevant regulatory authorities. The communication shall be timely, accurate, and transparent.

Required Deliverables

The GRF 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;
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 complaints;
5. Effective communication with stakeholders, including grievers, SPHF, and relevant authorities, as advised by SPHF from time to time.

Required Skills and Qualifications

The outsourced GRF is required to have the following qualifications:

1. Experienced and well-reputed IS-IT firm with a good track record of developing and commissioning software systems;
2. Experience in development and execution of grievance redressal system for community based emergency/development projects
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 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;
7. Excellent communication skills in Sindhi, Urdu and English.

Appendix-2: 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 DD/MM/YYYY ; 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 HHMM ; 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 A =Anonymous or Unknow OR K =Known Person; The column Source application is 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 X0#0# ; 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 X0#0# ; 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 X0#0# ; Must be from the listed GR Types under the selected category; if not, a new one can be added within an existing

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

F#	Source appli- cation	Field Name	Field Type	Size (in charac- ters)	Description	Validation Checks
						Category by the approved/ designated Update Manager;
8	Both	Channel	Text	2	The pathway of the grievance report - how was the Complaint received?	Must not be blank; Must be text; Can only have the values FF =Face-to-Face, PC =Phone Call, MM =Mass Media (Radio, TV, Newspaper, Magazine, YouTube, Ticktock, etc.), HQ =Project HQ, IP =Implementing Partner HQ, ME =MEL Team, GO =Federal or Provincial Government, OM =Ombudsman/Court, DI =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 in the words of the Complainant	Must not be blank
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 0xxx-xxxxxxx
16	Known	Complainant e-mail	Text	50	E-mail 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 0xxx-xxxxxxx

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

F#	Source appli- cation	Field Name	Field Type	Size (in charac- ters)	Description	Validation Checks
19	Both	Referral e-mail	Text	50	E-mail 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 RG =registered-open, UI =under investigation, CL =closed-resolved, CF =closed-found bogus, 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 affected property	Must not exceed 100 characters
27	Known	Property Owner Contact	Text	20	Contact details of the property owner (e.g. phone number, e-mail)	Must be a valid phone number or e-mail 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 IA =Initial assessment, PD =Planning and design, DP =Demolition and site preparation, RC =Reconstruction, FW =Finishing work, IH =Inspection and handover

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

F#	Source appli- cation	Field Name	Field Type	Size (in charac- ters)	Description	Validation Checks
30	Known	Docu-Tag	Text	1	Indicates whether any supporting documents were submitted with the grievance	Must be a valid Boolean value Y =Yes, N =No
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 of the grievance	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
35	Both	Review Notes	Text	1000	Notes on the review of the investigation and resolution of the grievance	Must not exceed 1000 characters

Appendix-3: Grievance Reporting and Coordination Hierarchy

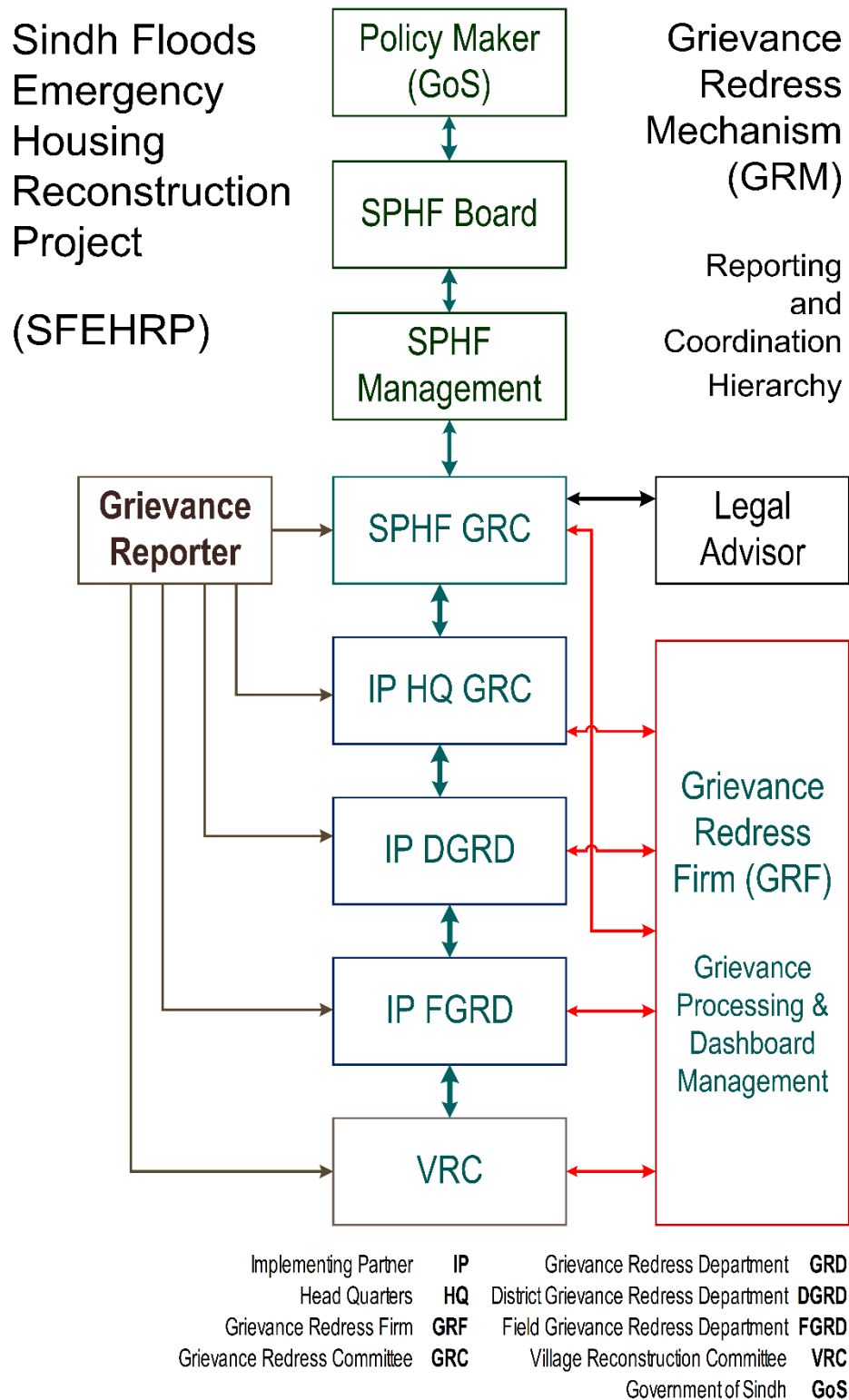
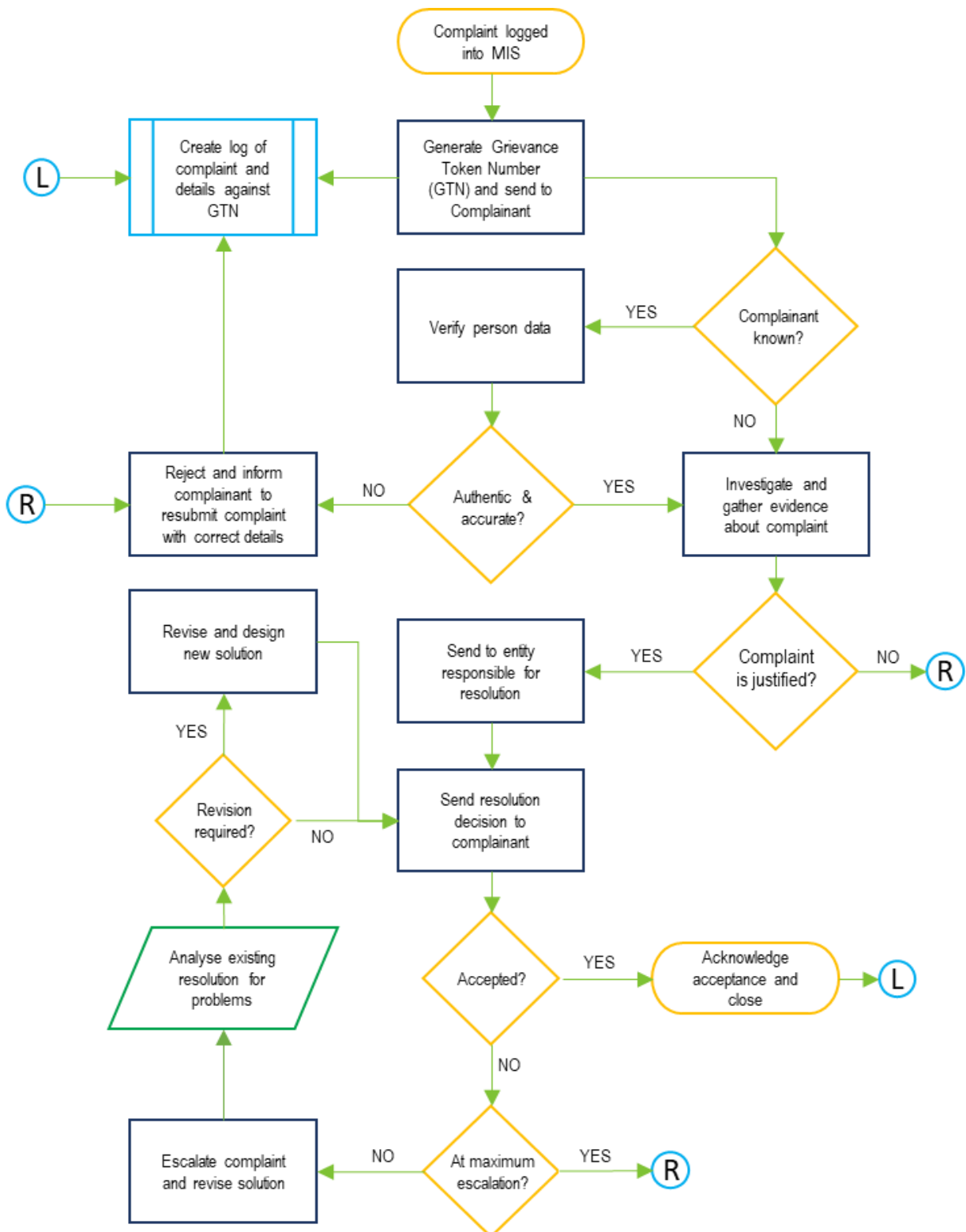


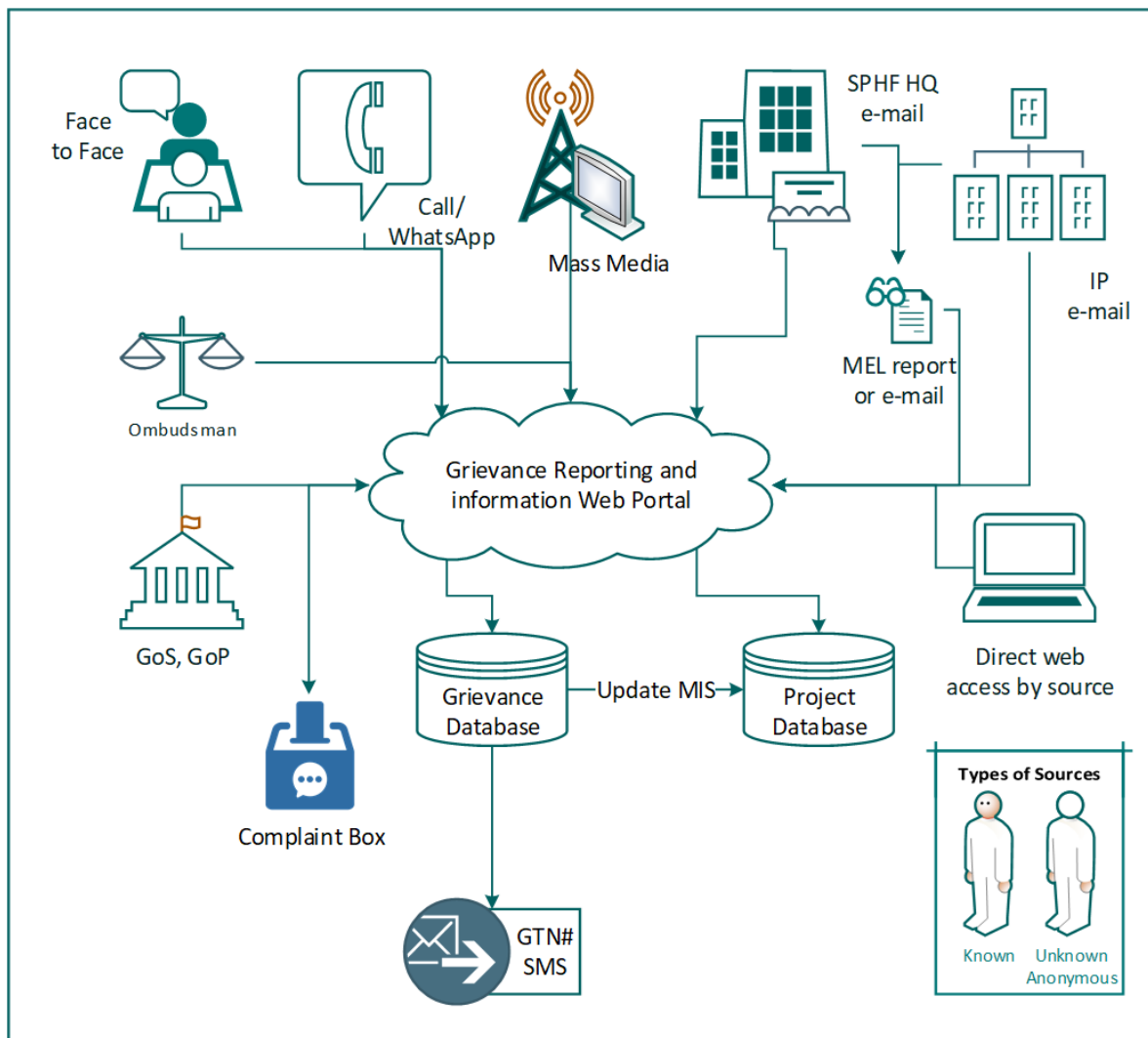
Table-A3.1: Responsibility matrix for grievance investigation and review by grievance categories

GT- CD	Grievance Categories	Responsibility					Grievance IS-IT
		Reviewing Officer (RO)		Investigating Officer (IO)		Oversight (SPHF HQ)	
		Primary	Secondary	Primary	Secondary		
G0100	Project Beneficiary and Eligibility (policy, selection, technical)	IP HQ GRC	SPHF GRC	IP FGRO	VRC	SPHF Management	GRF
G0200	Project Implementation & Inspection Regime	IP DGRD	IP HQ GRC	IP FGRO	VRC	MEL Lead	GRF
G0300	Gender equality and equity;	IP DGRD	IP HQ GRC	IP FGRO	IP DGRD	GAP Specialist	GRF
G0400	Vulnerable persons and ethnic Groups;	IP DGRD	IP HQ GRC	IP FGRO	IP DGRD	GRC	GRF
G0500	Land ownership and property rights;	IP DGRD	IP HQ GRC	IP FGRO	VRC	GRC	GRF
G0600	Environmental and Social concerns;	IP HQ GRC	SPHF GRC	IP DGRD	IP FGRO	Env Specialist	GRF
G0700	Health and safety concerns;	IP DGRD	IP HQ GRC	IP FGRO	VRC	GRC	GRF
G0800	Disbursement and financial transaction issues;	IP HQ GRC	SPHF GRC	IP DGRD	IP DGRD	SPHF Management	GRF
G0900	Communication and media issues;	IP HQ GRC	SPHF GRC	IP FGRO	IP DGRD	Comm Specialist	GRF
G1000	Local, contextual, and political issues;	IP DGRD	IP HQ GRC	IP FGRO	VRC	GRC	GRF
G1100	Any other grievance/complaints not listed above	IP DGRD	IP DGRD	IP FGRO	VRC	GRC	GRF

*A grievance may be reported through a multitude of channels; however, the responsibility for redress lies with the designated entities outlined above

Appendix-4: GRM Process Flow Diagram





Appendix-5: Selection Criteria for Master Trainers

Selection Criteria for Potential Male and Female Master Trainers

1. **Education and Experience:** The potential Master Trainers should have a minimum of a Bachelor's degree in a relevant field, such as social sciences, law, or development studies. They should have at least five years of experience conducting training on GRM, focusing on participatory approaches, gender sensitivity, and conflict resolution. They should have experience working with individuals and communities, particularly the physically challenged and deprived people and the severely flood-damaged areas and a good understanding of the cultural context of the project area (24 districts of Sindh that are severely affected by the 2022 floods).
2. **Training Skills:** The potential Master Trainers should have excellent training and facilitation skills, with the ability to design and deliver effective training programs. If such capacity is unavailable, the selection criteria should be adjusted to look for people willing to become trainers and have a natural aptitude. This can be managed through creative testing. They should be able to use various training methods, such as presentations, case studies, group discussions, and role-plays, to cater to different learning styles. They should have experience in developing training materials and be able to deliver training in Sindhi, Urdu, Balochi and English.
3. **Knowledge of GRMs:** Ideally, potential Master Trainers should understand GRMs, particularly in the rehabilitation and reconstruction of housing in Sindh. Ideally, they should know international best practices and standards on GRMs. At the very least, they should be fully conversant with handling an aggrieved flood affected with fairness, accessibility, responsiveness, and confidentiality. At the least, they should have experience in implementing GRMs and be able to provide practical examples of their work.
4. **Communication and Interpersonal Skills:** The potential Master Trainers should have excellent communication and interpersonal skills, with the ability to work effectively with people from diverse backgrounds. They must build rapport with participants, listen actively, and provide constructive feedback; people skills are necessary. They should be able to handle conflicts and disagreements professionally and respectfully.
5. **Technical Skills:** The potential Master Trainers should have specialised skills in using a Grievance Registration and Tracking System (GRTS) from a dedicated web portal. They should be able to demonstrate the features of the GRTS and troubleshoot common technical issues that may arise. In cases where the technicalities are complex, they can rely on the help of the IS-IT unit of the Grievance Redress Firm (GRF).
6. **Availability:** The potential Master Trainers should be available to conduct the training program for at least four weeks, with the possibility of an extension based on the

Project's needs. They should be willing to travel to the project locations and work under tight timelines.

7. Teamwork: The potential Master Trainers should be able to work effectively in a team and collaborate with other stakeholders involved in the Project. They should be willing to support other team members, share their expertise, and contribute to the Project's overall success to the best of their ability;
8. They should have above-average computer skills, particularly in browser-based applications.

Note: The selection criteria are customisable based on the specific needs of the Project and the available resources. The requirements can be used to short-list potential Master Trainers and assess their suitability for the training program.

Appendix-6: Glossary of Terms

Table A6 below describes the various terms relevant to the Project and its executors that require contextual explanations.

S#	Subject	Term	Definition	Source
1	General	Best Practice	Best practices can be defined as initiatives that improve the quality of life in cities and communities worldwide.	UN-Habitat
2	General	Best Practice	Knowledge about what works in specific situations and contexts, without using excessive resources to achieve the desired results, and which can be used to develop and implement solutions adapted to similar health problems in other situations and contexts.	WHO
3	General	Case Study	The examination of the characteristics of a single case (such as an individual, an event, a programme or some other discrete entity). A sample of multiple instances can also be examined to look for commonalities and to identify patterns. Case studies are often used to gather qualitative information in support of findings obtained through quantitative methods.	UN
4	General	Collaboration	When two or more individuals or groups work together to achieve an objective by exchanging ideas and thoughts.	TeamBuilding.com
5	General	Continuity	See sustainability	OECD 2022
6	General	Flood-affecteds	Person or persons affected by the heavy monsoon rains and floods of 2022 in Sindh	SPHF
7	General	Gender-sensitive	Policies and programmes that take into account the particularities of the lives of both women and men while aiming to eliminate inequalities and promote gender equality, including an equal distribution of resources, therefore addressing and taking into account the gender dimension	EIGE
8	General	Implementation Partner	See Implementing Partner	SPHF adapted from OCHA

S#	Subject	Term	Definition	Source
9	General	Implementing Partner	Implementing Partners or Experts (non-Lead) can be either Consortium Partners or External Experts. They contribute to the implementation of activities and reporting tasks. The Implementing Partner or Expert can access the Intervention and update the Logframe but cannot submit the Logframe for revision. Only the Lead Implementing Partner or Contractor can submit the Logframe for approval to the Operational Manager.	European Union
10	General	Integration	The action or process of combining two or more things in an effective way	Cambridge Dictionary
11	General	Participatory	A broad term for the involvement of various stakeholders in evaluation. It involves the collective examination and assessment of a project or sub-programme by the stakeholders (programme managers and staff included) and solicits views of end-users and beneficiaries. Participatory evaluations involve reflective, action-oriented performance and accomplishment assessments, yield lessons learned and instructive practices.	UN
12	General	Practical training	Practical training means learning in working life and familiarizing yourself with tasks of your professional field in a natural working environment. A successful choice of training job may greatly influence your future. Often the first real job after graduation opens through practical training.	LAB University of applied sciences
14	General	Social Protection	Social protection measures the extent to which countries assume responsibility for supporting the standard of living of disadvantaged or vulnerable groups. Benefits may target low-income households, the elderly, the disabled, sick, unemployed, or young persons.	OECD 2022

S#	Subject	Term	Definition	Source
15	General	Stakeholder engagement	The process for ensuring “active involvement by stakeholders in the project's design, management and monitoring. Full participation means all representatives of key stakeholder groups at the project site become involved in mutually agreed, appropriate ways.	IFAD
16	GRM	Accept Complaint	The process of formally acknowledging and receiving a complaint, usually from an individual or group, regarding an issue or problem they have experienced or observed. This is the first step in the grievance resolution process, which allows for evaluating and investigating the complaint.	-
17	GRM	Accessibility to GRM	Refers to the ease people can access and benefit from essential services, resources, and opportunities. This includes access to basic needs such as healthcare, education, employment, housing, transportation, and information.	-
18	GRM	Accountability	Accountability is the obligation to (i) demonstrate that work has been conducted following agreed rules and standards and (ii) report fairly and accurately on performance results vis-à-vis mandated roles or plans.	UNDP
19	GRM	Aggrieved Party	A person or group of people that have suffered harm such as injury, financial loss, or damage to property	Macmillan Dictionary
20	GRM	Anonymous person	Refers to concealing the identity of individuals, organizations, or other entities involved in development projects, programs, or funding. This can be done to protect the privacy and security of those involved, maintain impartiality and neutrality, or encourage more direct participation in sensitive discussions or evaluations.	-
21	GRM	Authentic complaint	A genuine, credible complaint based on verifiable facts or evidence. An authentic complaint	-

S#	Subject	Term	Definition	Source
			has merit, is not frivolous or malicious, and warrants further investigation or action by the relevant authority.	
22	GRM	Committee	A group of people who represent a larger group or organization and are chosen to do a particular job, for example, to study something and suggest what action to take: can be followed by a singular or plural verb.	Macmillan Dictionary
23	GRM	Complaint	See Grievance	-
24	GRM	Complaint Box	A physical receptacle is designated for submitting grievances or concerns by anyone who sends a written complaint. These boxes are intended to provide a confidential and accessible means for individuals to voice their issues, promoting transparency and facilitating resolution.	-
25	GRM	Complaint Management System	A system allowing Aggrieved Party or users to register their dissatisfaction with the reconstruction project, its services, and associated redress mechanism.	Adapted from WIN
30	GRM	Escalation Management	The system or process by which SPHF and its GRC handle escalated grievances or complaints, ensuring they are addressed promptly and effectively by the appropriate level of authority or expertise. This may involve re-evaluating the issue, additional investigations, consultations with higher-ranking officials or external experts, and formulating a resolution consistent with relevant laws, policies, and best practices. Grievance escalation management ensures a fair, transparent, and satisfactory outcome for all parties involved.	-
31	GRM	Fairness	The quality of treating people equally or in a way that is right or reasonable	The Cambridge Dictionary
32	GRM	Feedback	Helpful information or criticism is given to someone to say what can	Britannica

S#	Subject	Term	Definition	Source
			be done to improve a performance, product, etc.	
33	GRM	Griever	See Aggrieved Party	-
34	GRM	Grievance	A grievance is a concern or complaint voiced by anyone who feels they have been or will be negatively impacted by someone else's activities. It often marks the beginning of a dispute between them.	World Bank
35	GRM	Grievance Committee (SPHF)	A group of individuals notified by the GoS are responsible for reviewing, investigating, and resolving grievances or complaints submitted by employees, members, or other stakeholders. The committee aims to ensure fairness, transparency, and compliance with relevant laws, policies, and regulations.	-
29	GRM	Grievance Escalation	The process of raising a complaint or grievance to a higher level of authority or management within the Project executed by SPHF due to an unsatisfactory response or resolution at the initial stage. Escalation may occur when a complainant believes their concerns have not been adequately addressed, when the initial decision-makers lack the necessary authority or expertise to resolve the issue, or when the complexity or severity of the problem requires a higher level of intervention.	-
36	GRM	Grievance pathway	A systematic and structured process or series of steps designed to register complaints or grievances from a known and unknown person. The pathway includes all possible fronts to register a complaint into the GMIS (database).	-
37	GRM	Grievance Redress	The receipt and processing of complaints from citizens and consumers, a more comprehensive definition includes actions taken on any issue they raise to avail services more effectively.	Byju's

S#	Subject	Term	Definition	Source
38	GRM	Grievance Token Number	A unique identifier is assigned to each complaint or grievance submitted within an organization or institution. The token number serves as a reference for tracking the progress and status of the protest throughout the resolution process, ensuring that each case is handled efficiently and transparently.	-
39	GRM	GTN	See Grievance Token Number	-
40	GRM	Impartiality	Someone who is impartial and indirectly involved in a particular situation can give an unbiased opinion or decision.	Collins English Dictionary
41	GRM	Investigate complaint	Examining and analysing a submitted grievance or complaint to determine its validity, authenticity, and underlying causes. This may involve gathering evidence, interviewing involved parties, and reviewing relevant documentation to thoroughly understand the issue and recommend appropriate actions or resolutions.	-
42	GRM	Justified	Warranted or well-grounded	Dictionary.com
44	GRM	Mass Media	Modes (or, less commonly, a single mode) of mass communication whereby information, opinion, advocacy, propaganda, advertising, artwork, entertainment, and other forms of expression are conveyed to a vast audience.	Britannica
45	GRM	Ombudsman	An independent official has been appointed to investigate complaints people make against the government or public organizations.	Collins English Dictionary
47	GRM	Resolved complaint	See Complaint resolved	-
49	GRM	Respect	Respect, thinking, and acting positively about others and ourselves (self-respect) means caring about how our actions impact others, being inclusive, and accepting others for who they are, even when they are different. Respect starts with confidence and is linked with empathy, compassion, integrity, and honesty.	UNODC

S#	Subject	Term	Definition	Source
52	GRM	Social Safeguard Policies	Essential tools to prevent and mitigate undue harm to people during development.	FAO
53	GRM	Socially Sensitivity	Understanding the states and feelings of others. Unlike empathy, however, social sensitivity is more directly concerned with the appraisal of the social horizon in which different subjects are positioned and from which they may be conditioned or affected.	Wiley Online Library
55	GRM	Token Number	See Grievance Token Number	-
56	GRM	Transparency	A complaint mechanism is transparent when members of the affected community know what entity in the organisation is in charge of the mechanism and possess sufficient information on how to access it. Communication between the parties should be open and timely unless information must be limited for confidentiality, privacy or other reasons.	Transparency International
57	GRM	Unknown person	See Anonymous person	-
60	GRM	Voice-based User Interface	Allow the user to interact with a system through voice or speech commands.	Interaction Design Foundation
62	IS-IT	Customisation	The action of making or changing something according to the buyer's or user's needs	Cambridge Dictionary
63	IS-IT	Dashboard	A user interface or web page that gives a current summary, usually in a graphic, easy-to-read form, of critical information relating to progress and performance, especially of a business or website	Dictionary.com
64	IS-IT	Database	Is any collection of data or information that is specially organized for rapid search and retrieval by a computer	Britannica
65	IS-IT	MIS	Management Information System	-
66	IS-IT	Visualisation	Data visualization is data representation using standard graphics, such as charts, plots, infographics, and even animations. These visual displays of information communicate complex data relationships and data-driven	IBM

S#	Subject	Term	Definition	Source
			insights in a way that is easy to understand.	
67	IS-IT	Workflow Automation	Workflow automation optimizes processes by replacing manual tasks with software that executes all or part of a process. This is usually done through workflow automation software consisting of low-code, drag-and-drop features and adoption-friendly UIs.	IBM
68	MEL	Coherence	Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonisation and coordination with others and the extent to which the intervention adds value while avoiding duplication of effort.	OECD 2022
69	MEL	Effectiveness	Is the intervention achieving its objectives? The extent to which the intervention achieved, or is expected to achieve, its objectives and results, including any differential consequences across groups. Note: Analysis of effectiveness involves taking into account the relative importance of the objectives or results	OECD 2022
70	MEL	Efficacy	The ability to produce a desired or intended result (OL); here, read the word ability as efficiency as a function of methods, tools, human resources, funds and time; read intended as effectiveness	HTC adapted from OECD 2022
71	MEL	Efficiency	Timely" delivery is within the intended timeframe or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing	OECD 2022

S#	Subject	Term	Definition	Source
			operational efficiency (how well the intervention was managed)	
72	MEL	Evaluation	An evaluation comprehensively reviews a given intervention's structure, process, and outcome. It heavily depends on (a) the stated focus of the appraisal and (b) the applicable standards. The evaluation should yield an informed opinion on the intervention's value, worth, character, and effectiveness; it should also result in an accurate measurement of progress. The evaluation approach must be context-specific and should take into account the purposes of the study.	OECD 2022
73	MEL	Impact	The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Note: Impact addresses the intervention's ultimate significance and potentially transformative effects. It seeks to identify the intervention's social, environmental and economic impacts that are longer-term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the intervention's indirect, secondary and potential consequences. It examines the holistic and enduring changes in systems or norms and possible effects on people's well-being, human rights, gender equality, and the environment.	OECD 2022
74	MEL	Monitoring	Monitoring is the systematic collection of performance data to assess the progress and achievement of policy objectives against set targets and to identify and lift implementation bottlenecks. well, a program is operating against expected outputs	OECD 2022

S#	Subject	Term	Definition	Source
75	MEL	Relevance	The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities and continue to do so if circumstances change. Note: "Respond to" means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. "Partner/institution" includes government (national, regional, local), civil society organisations, private entities and international bodies involved in funding, implementing and overseeing the intervention. Relevance assessment consists in looking at differences and trade-offs between priorities or needs. It requires analysing any changes in the context to assess the extent to which the intervention can be (or has been) adapted to remain relevant.	OECD 2022
76	MEL	Sustainability	The extent to which the net benefits of the intervention continue or are likely to continue. Note: Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may include analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long term.	OECD 2022
81	Reconstruction	Resilience	The ability of individuals, households, communities, cities, institutions, systems and societies to prevent, resist, absorb, adapt, respond and recover positively, efficiently and effectively when	UN

S#	Subject	Term	Definition	Source
			faced with a wide range of risks while maintaining an acceptable level of functioning without compromising long-term prospects for sustainable development, peace and security, human rights and well-being for all.	
82	Training	Master Trainers	The selected staff of the Project trained on the GRM and was equipped to impart training to all concerned Implementing Partners staff and the Village Reconstruction Committee members.	EMC
83	Training	Post-Test	The same structured written Pre-Test was re-administered to the Master Trainers after completion of their training; the difference in score evaluates their learning.	EMC
84	Training	Pre-Test	A structured written test was administered to the Master Trainers before their training.	EMC
85	Vulnerability	Intersectionality	In simple terms, intersectionality is the interaction between two or more social factors that define a person. Identity traits such as gender, ethnicity, race, geographic location, or age do not affect a person separately. The reality is quite the opposite: these are combined in different ways, generating diverse inequalities (or advantages) for the person.	IDB
86	Vulnerability	Literacy	Ability to read and understand simple text in any language from a newspaper or magazine, write a simple letter and perform basic mathematical calculations (i.e., counting and addition/subtraction)	GoP
87	Vulnerability	Marginalized	Marginalisation describes both a process and a condition that prevents individuals or groups from full participation in social, economic and political life.	UK AID Direct
88	Vulnerability	Single-mother	A mother who has a dependent child or dependent children and who is widowed, divorced, or unmarried	Collins English Dictionary
89	Vulnerability	Transgender	A person who has a gender identity different to the gender assigned at	EIGE

S#	Subject	Term	Definition	Source
			birth and who wishes to portray gender identity in a different way to the gender assigned at birth.	
90	Vulnerability	Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards.	UNDRR
91	Vulnerability	Women-headed household	Household in which an adult female is the sole or primary income producer and decision-maker	EIGE

Appendix-7: GRM Users Training Details

Learning Objectives

By the end of this training module, participants will be able to:

- Understand the importance of training for both data suppliers and users of the web portal and MIS;
- Learn how to navigate the dashboard system, use its various functions and features, and interpret the data displayed;
- Improve the quality, consistency, and accuracy of data provided to the web portal and MIS;
- Maximise the benefits of the dashboard system to improve operations and decision-making processes.

Training Content

The training will cover the essentials for understanding data entry and its impact on performance, including:

Introduction to MIS

- Overview of the MIS system and its importance.
- Understanding the role of data suppliers and users in the MIS system.
- Introduction to the dashboard system and its various features and functions.

Data Suppliers

- Importance of quality data in the MIS system.
- How to collect, input, and upload data to the system accurately.
- Consistent processes and procedures for data input.
- Maintenance and support of the system.

Dashboard Users

- Introduction to the dashboard system and its functions.
- How to navigate the dashboard system, interpret the data displayed, and use it for decision-making.
- Consistent interpretation of data among users.
- Maximising the benefits of the dashboard system for improved productivity and performance.

Best Practices

- Best practices for both data suppliers and dashboard users.
- Troubleshooting common issues and contacting support when necessary.

- Frequently asked questions and best practices for training and support.

Advantage of Training

Data suppliers:

Efficiency: Training can help data suppliers become more efficient using the MIS. With proper training, users can learn shortcuts and best practices that can help them save time and increase productivity.

Quality of data: Data suppliers need to understand the importance of providing high-quality data to the MIS. Training can help data suppliers understand the required data and how to collect and input it accurately. Failure to do so can lead to errors and inconsistencies in the dashboard;

Consistency: Training can help ensure that users and data suppliers follow consistent processes and procedures when using the MIS. This can help improve the accuracy and reliability of the data.

Maintenance and support: Training can also help users and data suppliers understand how to maintain and support the MIS. This includes troubleshooting common issues and contacting support when necessary.

Dashboard users:

Familiarity with the System: Training allows users to become familiar with the system's features and functionality, enabling them to work more efficiently and effectively. This familiarity also helps reduce the learning curve and the potential for errors and mistakes. Without proper training, users may not be able to effectively use the system or understand the data they are seeing;

Improved Productivity & Performance: Training enables users to learn how to use the system most efficiently and effectively, resulting in improved productivity and reduced downtime. It also leads to better decision-making, problem-solving and collaboration;

Data Interpretation: Dashboard users need to be able to interpret the data displayed in the dashboard correctly. Training can help them to understand how to read the data, how to interpret the data, and how to use the information to make informed decisions;

Consistency: Training helps ensure that all users consistently understand the system and how to use it. This consistency helps to avoid confusion and misunderstandings that can lead to errors and delays. Similarly, dashboard users need to understand how to interpret the data and what the data means;

Maximising the Benefits of the Dashboard: Training can help data suppliers, and users understand how to use the dashboard system to its full potential. By knowing how to use the system effectively, they can maximise the benefits of the dashboard and use it to improve their operations and decision-making processes.

Activities

Activity 0: Administer Pre-Test: The Trainer will first distribute a brief questionnaire to establish a baseline.

Activity 1: Data Entry Simulation (Data Suppliers): This activity aims to enhance data suppliers' understanding of data collection, input, and accuracy in the MIS system. The Trainer will provide participants with a data collection form and a sample dataset with common data entry errors (e.g., missing data, incorrect formats, inconsistencies). The participants will identify and correct the errors in the dataset and then input the correct information into the web portal/MIS following the standard processes and procedures taught in training. The Trainer will then debrief the participants on the activity by discussing the importance of accurate data entry, the consequences of errors, and best practices for ensuring quality data.

Activity 2: Dashboard Navigation & Interpretation (Dashboard Users): This activity aims to improve dashboard users' ability to navigate the system, interpret data, and use it for decision-making. The Trainer will provide participants with a guided tour of the dashboard system, demonstrating the various features and functions. The Trainer will then assign participants a scenario or problem using the dashboard. Each participant will navigate the system, locate relevant data, and interpret the data to make an informed decision. The participants will then present their decision-making process and conclusions, highlighting how they utilised the dashboard system to achieve their goals. The Trainer will then discuss the importance of consistent data interpretation and best practices for maximising the benefits of the dashboard system.

Activity 3: Role-Playing (Data Suppliers and Dashboard Users): The objective of this activity will be to enhance collaboration and communication between data suppliers and dashboard users. To do this, the Trainer will divide participants into pairs or small groups, with one participant representing a data supplier and the other(s) representing dashboard users. Each group will then receive a scenario that involves a data discrepancy or issue requiring resolution. They will then role-play and try to achieve a solution using the best practices and troubleshooting techniques taught during the training. Once the activity is complete, the Trainer will debrief the participants, discussing the importance of communication and collaboration between data suppliers and dashboard users to maintain the integrity of the MIS system.

Activity 4: Knowledge Assessment & Frequently Asked Questions: The participants will be given a post-test to evaluate their comprehension of the training material. The Trainer will also use this opportunity to collect Frequently Asked Questions (FAQs) from participants throughout the training and address them during this activity. Encourage an open discussion to clarify any remaining doubts or concerns and share additional best practices and tips for using the MIS system effectively.

Appendix-8: Ethical Grievance Handling Training Details

Learning Objectives

By the end of this training module, participants will be able to:

- Understand the essential principles of ethics and behaviour in the GRM;
- Apply the principles of confidentiality, impartiality, responsiveness, transparency, respect, fairness, and accountability in the grievance resolution process;
- Demonstrate understanding of the World Bank's guidance on GRMs in development projects.

Training Content

The training will cover the general code of conduct of a **Grievance Redress Officer (GRO)**, at any level, and the core principles concerning ethics and behaviour in the GRM, including:

- **General Conduct:** The significance of behaving professionally and pleasantly, preserving the reputation of SPHF and the World Bank and helping build trust in the community. The salient components include:
 - How to behave with people actively exhibiting aggressiveness or disrespectful behaviour;
 - How to handle people offering food or drinks during a complaint investigation or resolution in the interest of not burdening people experiencing poverty and security (i.e., drugs and poison);
 - How to avoid engaging in a religious argument by remaining impartial and calmly removing yourself from the situation;
 - How to respectfully avoid involvement in underhand dealings, graft, bribery, or other corrupt practices.
- **Confidentiality:** The importance of keeping information related to grievances confidential and sharing it only with relevant parties involved in the resolution process. Every grievance must be treated in a silo to avoid triggering a “*dekha dekhi*” syndrome of grievances;
- **Impartiality:** The importance of remaining unbiased throughout the grievance resolution process and treating all stakeholders equally without personal prejudice;
- **Fairness:** The importance of ensuring that the resolution process is fair and just for all stakeholders, without discrimination based on their gender, ethnicity, religion, or disability;
- **Responsiveness:** The importance of promptly acknowledging the receipt of grievances and providing regular updates to the stakeholders on the progress of the resolution process;
- **Transparency:** The significance of delivering clear and concise information to the stakeholders about the resolution process, including the timeframe, criteria for evaluation, and outcome;

- **Accountability:** The importance of taking responsibility for actions and decisions and remaining accountable to the stakeholders for the results of the grievance resolution process, including:
 - How to avoid passing judgements on any matter, trivial or otherwise;
- **Respect:** The importance of treating all stakeholders with respect and dignity, regardless of their social, economic, religious or cultural background:
- **Socially Sensitivity:**
 - How to prepare for, be mindful of and respect the local norms, traditions, values and history of the village or area;
 - Don't share any information of one respondent with another or of one organisation with members of another entity;
 - How to avoid getting involved with or engaging in local controversies, especially criticising the work of other NGOs and government departments.

Activities

The activities described here are provisional and may change depending on input received from the consultant and mutual agreement with SPHF.

Activity 0 – Pre-Test: the Trainer will distribute a pre-test questionnaire to establish a baseline.

Activity 1 – Role-play: The Trainer divide participants into pairs. The Trainer will assign each pair member the role of either a staff member or a stakeholder. They will conduct a role-play scenario where the stakeholder reports a grievance, and the staff member handles the resolution process while applying the fundamental principles of ethics and behaviour. The Trainer will score each pair based on the number of principles they successfully incorporated.

Activity 2 – Discussion: Based on their experiences in the role play, participants will discuss the importance of applying the fundamental principles of ethics and behaviour in the grievance resolution process and the challenges they may face in implementing them. The Trainer will also highlight how easily staff may ignore these principles without the proper awareness. They will also discuss the role of the World Bank's guidance on GRMs to ensure that the resolution process is fair and just for all stakeholders.

Activity 3 – Case Study: The Master Trainer will present a case study of grievances reported by various stakeholder groups in the housing reconstruction programme. The participants will discuss the case study in groups and identify what the staff members in each case did correctly and incorrectly and suggest how they should have behaved.

Activity 4 – Feedback: The Trainer will distribute a Post-Test to measure the change in knowledge. The Trainer will also gather feedback on the training using either Google Forms or on paper.