

*The views expressed in this presentation are the views of the author/s and do not necessarily reflect the views or policies of the Asian Development Bank, or its Board of Governors, or the governments they represent. ADB does not guarantee the accuracy of the data included in this presentation and accepts no responsibility for any consequence of their use. The countries listed in this presentation do not imply any view on ADB's part as to sovereignty or independent status or necessarily conform to ADB's terminology.*

# Good Practice in Implementation of Grievance Redress Mechanism (GRM)

**Ketevan Chomakhidze**

**Environmental Specialist**

**United Water Supply Company of Georgia  
(UWSCG)**



Asian Development Bank



საქართველოს გაერთიანებული  
წყარბმარჩარბევის კომპანია

UNITED WATER SUPPLY COMPANY OF GEORGIA

# SUMMARY

- ❑ **Legislation and institutional framework for establishing GRM under USIIP**
- ❑ **GRM Mechanism Operation:**
  - ▶ Three stages of GRM mechanism;
  - ▶ Online task management system;
  - ▶ Grievance Redress Committee (GRC)
  - ▶ Specific Features of GRM for UWSCG
- ❑ **Good Practice Examples for 1<sup>st</sup> and 2<sup>nd</sup> stages**
- ❑ **Lessons Learned and Recommendations**

# PROJECT DESCRIPTION

## Urban Services Improvement Investment Program (USIIP)

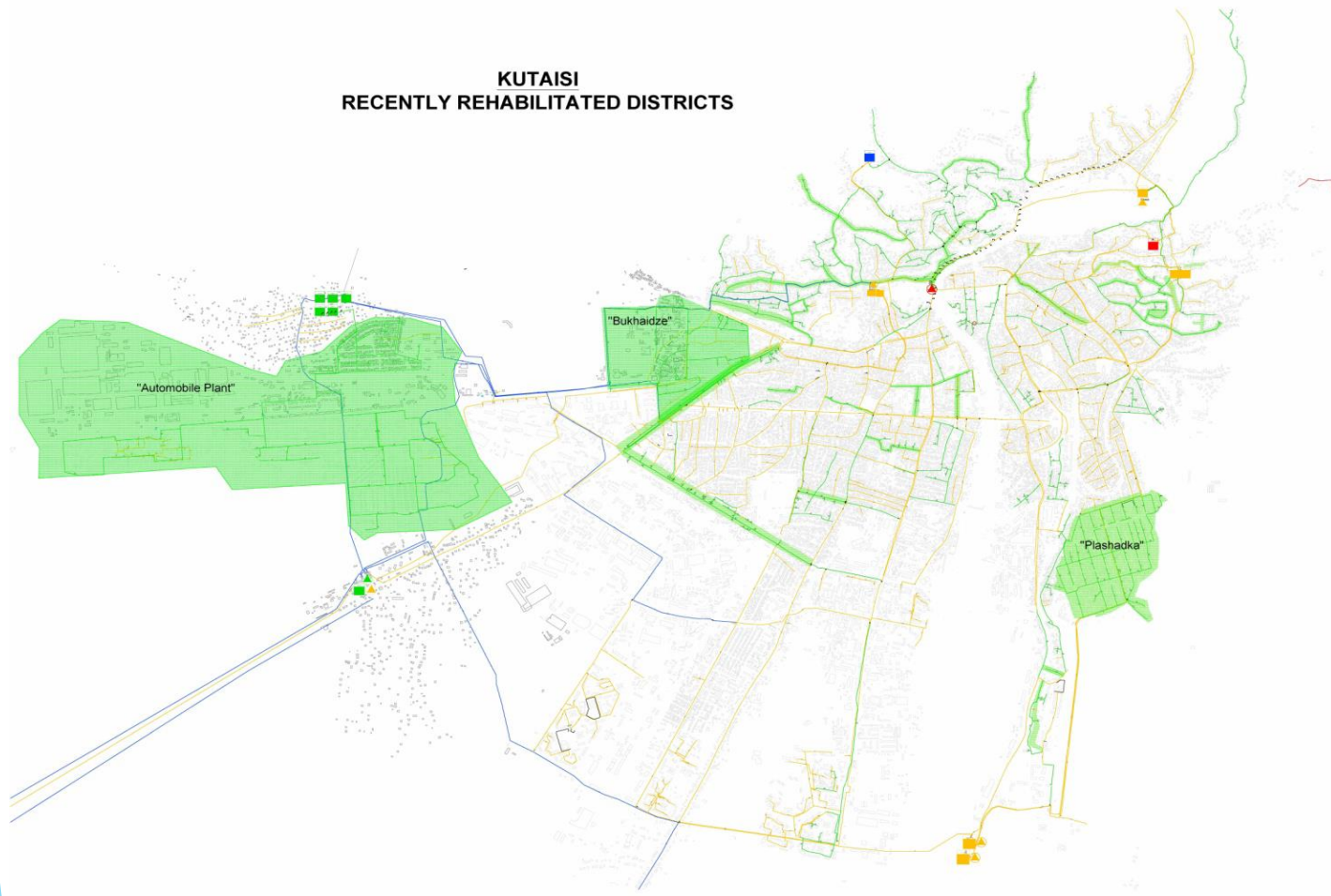
- ❑ USIIP was developed as the Georgian Government's response to the lack of adequate and safe water supply, sewerage and sanitation in urban areas of Georgia.
- ❑ The 9-year Investment Program is intended to optimize social and economic development in selected provincial capitals and secondary towns through improved urban water and sanitation (WSS) services.
- ❑ USIIP is Financed by the ADB through a Multi-tranche Financing Facility (MFF)
- ❑ Beginning in 2011, USIIP has been implemented in seven selected towns in six tranches of funding.

# KEY PLAYERS

- ❑ **Executing Agency (EA):** Ministry of Regional Development and Infrastructure (MoRDI)
- ❑ **Implementing Agency (IA):** United Water Supply Company of Georgia (UWSCG)
- ❑ **Supervision Consultant (SC):** “EPTISA” Ltd (Spain)
- ❑ **Design Consultant (DC):** “Kocks” Ltd. (Germany)
- ❑ **Construction Contractor (CC):** “COBRA” Ltd. (Spain)

# PROJECT LAYOUT

**Fig.1: Water Supply Network and recently rehabilitated districts (green colour)**



# Legislation and institutional framework for establishing GRM under USIIP

## ➤ **Georgian Regulations**

- ▶ Administrative Code of Georgia is the legal document defining the rules and procedures for the grievance review and resolution.
- ▶ Administrative Code of Georgia provides very generic framework for grievance redress and there are no other regulations further detailing the requirements of the law.
- ▶ According to the clause 202, the decision issued by the Administrative Body in relation with the reviewed claim has a status of individual administrative legal act.
- ▶ The next step of grievance resolution process is the municipal court.

# Legislation and institutional framework for establishing GRM under USIIP

- ▶ There was no GRM system existing under USIIP before the Reg-01 project. Therefore, there was no structured mechanism and procedure to help the affected population and stakeholders in grievance resolution process;
- ▶ For the effective implementation of a GRM system under the USIIP, UWSCG issued special order (#122) on 30 April 2014 on “Establishment of GRM within the Framework of the Asian Development Bank Funded Projects”.
- ▶ Order #22 gives clear instructions to every involved stakeholder how to act when affected people are impacted by the project.

# GRM MECHANISM OPERATION

- ▶ **Three stages of GRM mechanism:**
  - **FIRST STAGE** - Affected person (AP) can apply at a UWSCG Local Service Centre existing in different cities throughout Georgia
  - **SECOND STAGE**– AP can apply to Grievance Redress Committee (GRC) on the PIU level
  - **THIRD STAGE**- In case there is a failure to resolve the grievance AP can apply to the Rayon (Municipal) Court. They can also apply to ADB Headquarters.



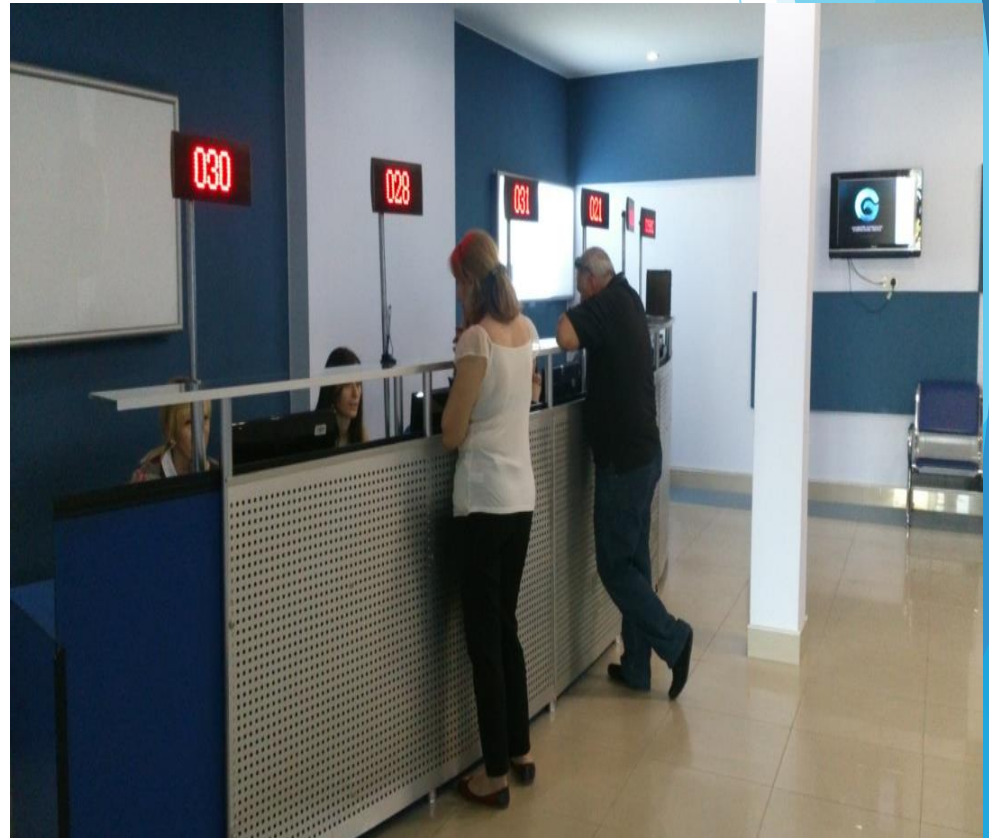
# GRM MECHANISM OPERATION

## FIRST STAGE:

- Any affected person can apply at a UWSCG **Local Service Centre** through:
  - ❑ Going to the service centre
  - ❑ Sending a letter to the service centre
  - ❑ Calling a hotline at service centre
  
- At the local service centre, the affected person is provided with a queue number and then registers the grievance at the service desk.

# GRM MECHANISM OPERATION

**Fig.1: AP gets queue number**      **Fig.2: AP gets registration at the service desk**



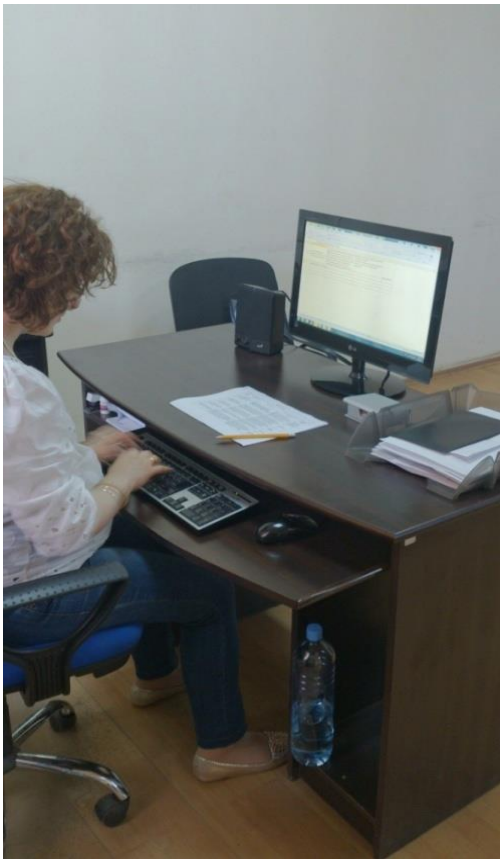
# GRM MECHANISM OPERATION

## FIRST STAGE:

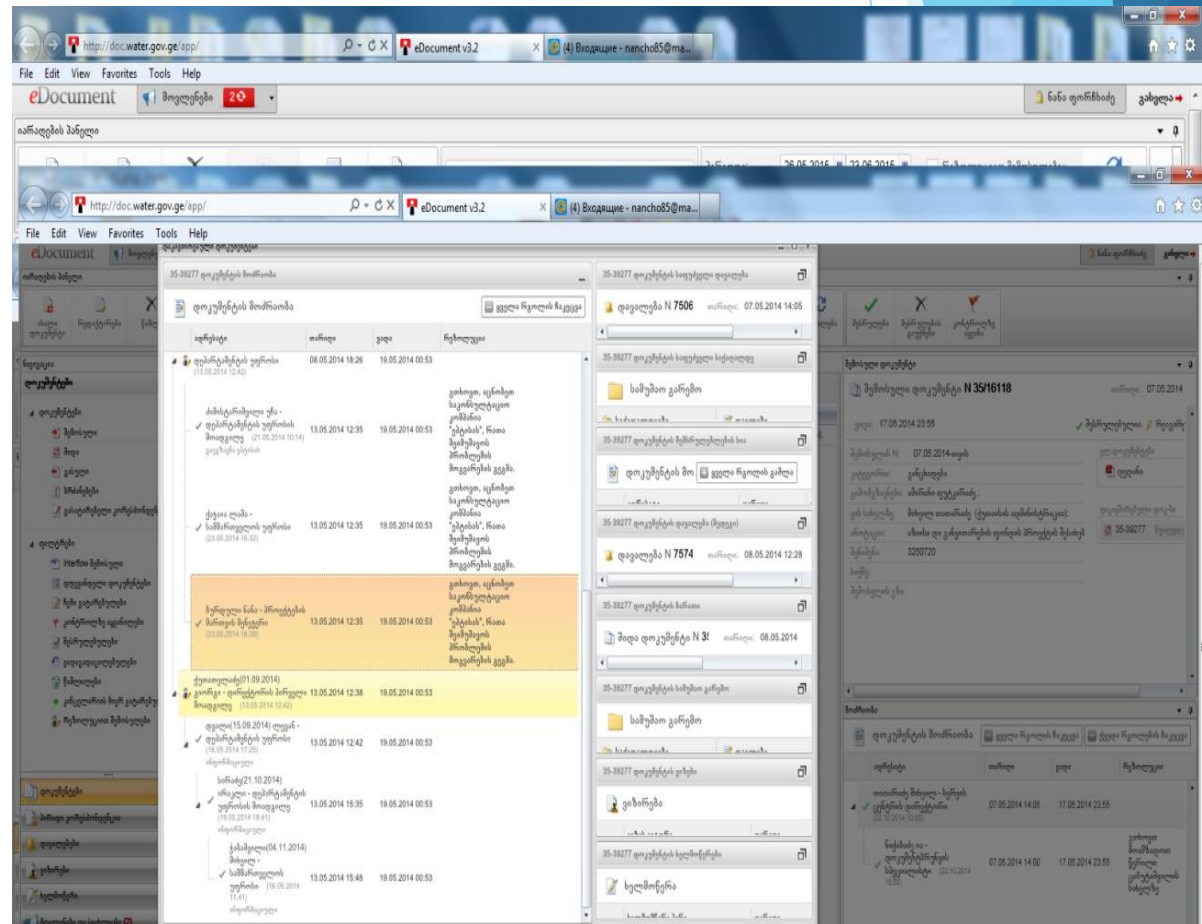
- ❑ The service centre operators register all relevant grievances with support of an **online task management system** which tracks information on the grievance review process and the responsible person.
- ▶ This **electronic intranet system** allows the UWSCG Tbilisi Office to immediately see claims. Therefore, claims submitted to any regional service centre can be monitored by the Head of the Investment Projects Management Office (IPMO), as well as by the Head of the Environmental and Resettlement Division.
- ▶ The **eDocument - Task Management System** was developed by the Financial-Analytical Service of the Ministry of Finance of Georgia. It is an innovative electronic document and task management mechanism for electronically processing of documents.

# GRM MECHANISM OPERATION

**Fig.3: Operator fills the ADB complaints log with the registered grievances**



**Fig.4: eDocument – Task Management System**



# GRM MECHANISM OPERATION

## FIRST STAGE:

- ❑ During the first stage, complaints are discussed within two weeks of being received by the local service centre of UWSCG.
- ❑ Authorized representative of the local service centre engages in the grievance review and resolution process representatives (managers and environmental specialists) of Construction and Supervision Companies, and the representatives of UWSCG central office as required.
- ❑ When a grievance is solved positively in the first stage, the grievance is closed through an **Agreement Protocol**, which is reflected in the eDocument – Task Management System.

# GRM MECHANISM OPERATION

## SECOND STAGE:

- ❑ The grievance enters a second stage if it is not solved.
- ❑ The authorized representative of the local service centre helps the claimant prepare a **package of grievance application documents** for official submission to the Grievance Redress Committee (GRC).

# GRM MECHANISM OPERATION

## SECOND STAGE:

- **Package of grievance application documents contains the following information:**
  - ❑ Name, ID, address and contact details of the claimant
  - ❑ Description of the essence of the complaint
  - ❑ Supporting documents and evidences (photos, maps, drawings/sketches, conclusion of experts or any other documents confirming the claim)
  - ❑ Brief description of the actions proposed for the grievance resolution at the first stage and the reasons why these actions were denied
  - ❑ Minutes of meetings conducted at the first stage

# GRM MECHANISM OPERATION

## SECOND STAGE:

### ➤ The GRC is staffed as follows:

- ❑ Representative of self-government – the head of committee;
- ❑ Director/ Manager of UWSCG service centre;
- ❑ Investments Project Management Division representative of the company;
- ❑ Representative of local authoritative NGO (according to the claim reference);
- ❑ Stakeholders' female representative;
- ❑ Stakeholders' informal representative; and
- ❑ Heads of local municipalities.



# GRM MECHANISM OPERATION

## SECOND STAGE:

- ❑ The GRC should make a decision within two weeks after the registration of the grievance.
- ❑ Upon the resolution of the case, the GRC will prepare a brief **resume and protocol**
- ❑ Protocol signed by complainant and all parties will be registered in a grievance log.

# GRM MECHANISM OPERATION

## THIRD STAGE:

- ❑ In case there is a failure to resolve the claim, grievance enters the third stage.
- ❑ GRC will help the claimant to prepare the documents for submission to the **Rayon (Municipal) Court**.
- ❑ AP can also apply to ADB at the address below:

*Complaints Receiving Officer,  
Accountability Mechanism  
Asian Development Bank Headquarters  
6 ADB Avenue, Mandaluyong City  
1550, Philippines  
Email: [amcro@adb.org](mailto:amcro@adb.org), Fax +63-2-636-2086*

# GRM MECHANISM OPERATION

- **Specific Features of GRM for UWSCG:**
  - ❑ Existence of permanent structures - **Local Services Centers (LSC)** at the municipal level, instead of temporary, project-specific structures that are used by other PIU/IAs.
  - ❑ Establishment of **electronic intranet system** (The eDocument - Task Management System) in LSCs.
  - ❑ **Public awareness:** APs were fully informed of their rights and procedures for addressing complaints, whether verbally or in writing, during comprehensive public awareness activities: a) door-to-door campaign, b) consultation meetings and c) media campaign. These were carried out by the SC (Eptisa) and UWSCG/DREP/PR Division in July-October 2014.

# GOOD PRACTICES

- **Example of GR resolution on the 1<sup>st</sup> stage:**
  - ❑ **Complaint I: Blockage of the Access Road**

**Table 1: Complaints Log**

Log Ref	Date / Location	Complainant Complaint No Customers No	Details of Complaints	Investigation Mitigation Action	Resolution Status*
#18	26.11.2015  Adress: # 44 Tkibuli Stree, Kutaisi	Ms. Shorena Avaliani  Complaint #35/35943  Customers #31 20 754	Contractor “Cobra” blocked access road to the residential house during the civil works on the #44 Tkibuli Street.	Contractor was given clear instruction to ensure access road to the residential house in accordance with the relevant EMP immediately (by the end of the day).	Satisfactor ily closed

# GOOD PRACTICES

- **Example of GR resolution on the 1<sup>st</sup> stage:**
  - ❑ AP appealed to the local service centre of Kutaisi complaining about the blockage of the access road to her residential house;
  - ❑ AP was provided with a queue number and then registered the grievance at the service desk by an authorized representative of the service centre;
  - ❑ Authorized person engaged in the grievance review and resolution process the manager of the local service centre of Kutaisi.
  - ❑ As it was a minor complaint local service centre informed the representatives of Construction and Supervision Companies.

# GOOD PRACTICES

- **Example of GR resolution on the 1<sup>st</sup> stage:**
  - ❑ The Contractor carried out the following measures to redress the complaint:
    - Provided wooden walkways/planks across trenches for pedestrians;
    - Provided metal sheets where vehicle access was required.



# GOOD PRACTICES

- Example of GR resolution on the 2<sup>nd</sup> stage:
- ❑ Complaint III: Two houses damaged in Kutaisi as a result of tranches excavation in May 2014



# GOOD PRACTICES

- **Example of GR resolution on the 2<sup>nd</sup> stage:**
  - ❑ **Complaint III: Two houses damaged in Kutaisi as a result of tranches excavation in May 2014**
  - ❑ The cases of crack of two houses were registered at the Kutaisi local service centre;
  - ❑ For this case the grievance entered the 2<sup>nd</sup> stage. The case was considered with Grievance Redress Committee members;
  - ❑ UWSCG together with the SC evaluated situation and identified APs needing temporary resettlement;
  - ❑ UWSCG elaborated relative compensation plans and remuneration matrixes for APs;
  - ❑ UWSCG Drafted Emergency Temporary Resettlement Framework (ETRF);



# GOOD PRACTICES

- **Example of GR resolution on the 2<sup>nd</sup> stage:**
  - ❑ **Complaint III: Two houses damaged in Kutaisi as a result of tranches excavation in May 2014**
  - ❑ UWSCG Drafted Temporary Resettlement Plan Contract (TRPC);
  - ❑ UWSCG engaged an independent agency to investigate the exact cause of the cracks;
  - ❑ UWSCG has engaged local municipal authorities to provide suitable protection to the houses resulting in some delays in execution;
  - ❑ In September 2014 the urgent relocation of APs was conducted;
  - ❑ The substantial rehabilitation was carried out of the damaged house and finally inhabitants were moved back to the safe houses.

# PRACTICAL LESSONS LEARNED AND SUGGESTIONS

- ❑ Good practice in implementation of GRM in Kutaisi under the Reg-01 project shall be distributed not only in other target cities of USIIP funded by ADB, but also in other cities for the projects financed by other International Financial Institutions (IFIs);
- ❑ Preventive approach to minimize the impact on the population shall be implemented;
- ❑ Survey and study of the project area, especially the narrow streets of the cities and the historical and cultural heritage, before starting civil works shall be conducted;

# PRACTICAL LESSONS LEARNED AND SUGGESTIONS

- ❑ Training of local service centre associated with the construction phase EMRs shall be encouraged and supported by UWSCG and SC;
- ❑ Involvement of communities in the design stage of projects to ensure that the affected people are adequately informed and consulted shall be ensured;
- ❑ Public Awareness and consultation prior to the commencement of project is essential for proper implementation of the GRM;
- ❑ Informational materials, including leaflets and brochures, should be distributed among affected people giving full information about the functioning of the GRM system.



საქართველოს გაერთიანებული  
წყარმომარაგების კომპანია  
UNITED WATER SUPPLY COMPANY OF GEORGIA

**Thank You for Your Attention!**

