



ESS10
Stakeholder Engagement
and Information Disclosure



OFFICE OF SAFEGUARDS

Grievance Management Training

For Borrowers and Clients Based on ADB's
Managing Grievances Good Practice Note



Warm up

Housekeeping



Emergency exit location/s



Bathrooms



Please put your phones on silent mode

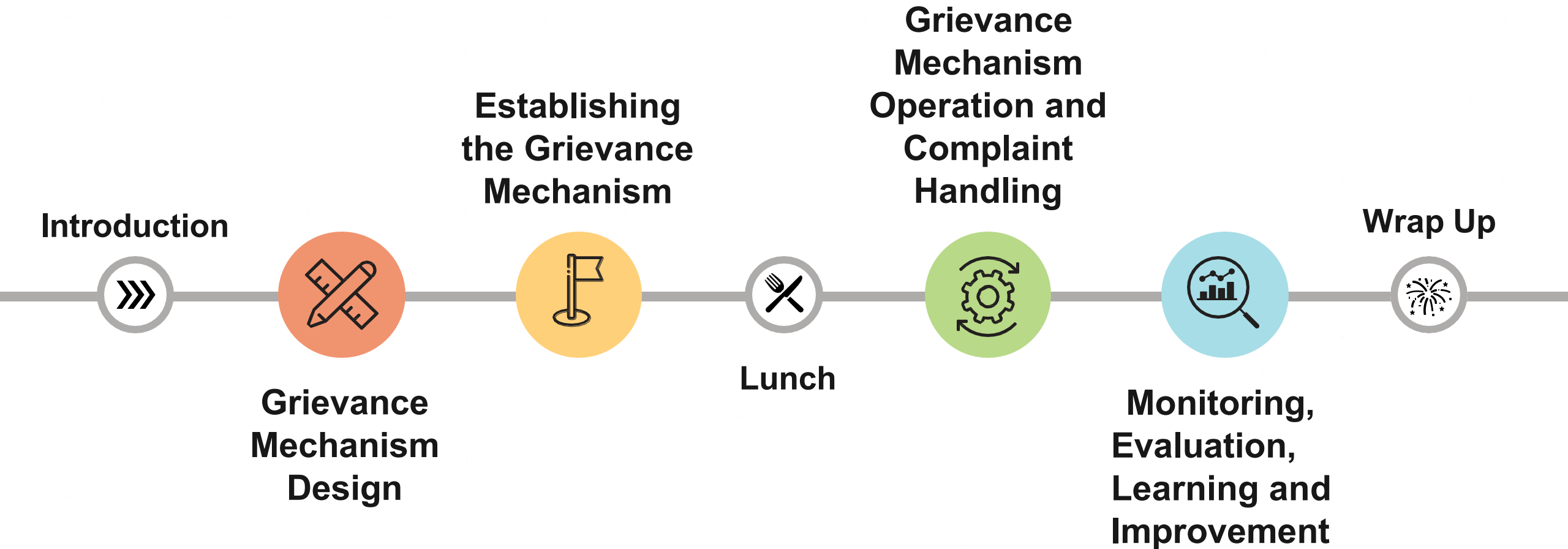


Take important calls outside

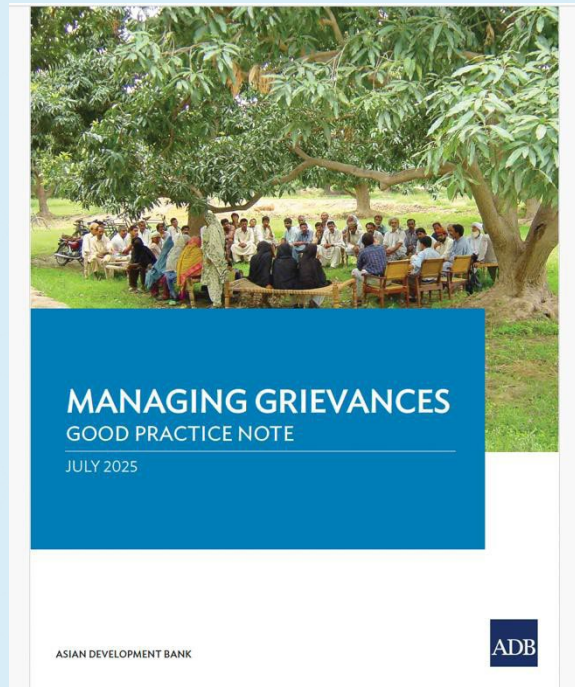


Keep laptops closed in sessions

Today's Agenda



Overview of the Good Practice Note



HOW TO MAKE YOUR GRIEVANCE MECHANISM WORK?



Designing the Project Grievance Mechanism



Establishing the Project Grievance Mechanism



Operating the Project Grievance Mechanism



Monitoring, Evaluation, Learning and Improvement

Who the Good Practice Note is for:



THE BORROWER/CLIENT

I have primary responsibility for the project, overseeing both its management and the implementation of its processes.



THE CONSULTANT

I advise the borrower on the project and assist in managing processes, such as designing and building capacity for the GM.



THE CONTRACTOR

I carry out construction work and lead the resolution of construction-related grievances.



EXTERNAL THIRD PARTIES

I help the borrower and affected persons resolve issues related to the project.



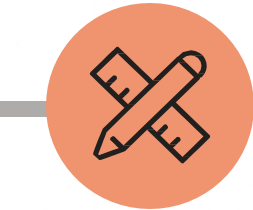
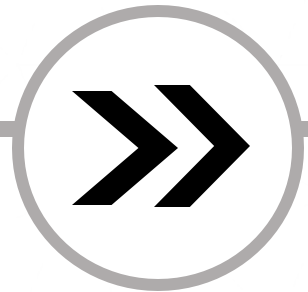
OFFICE OF SAFEGUARDS

MODULE 1:

Introduction to Grievance Management

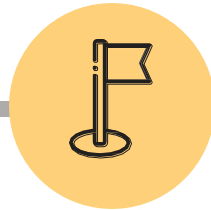
Where are we?

Introduction



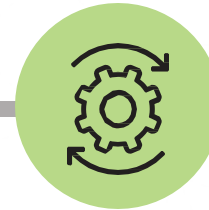
Grievance
Mechanism
Design

Establishing the
Grievance
Mechanism



Lunch

Grievance Mechanism
Operation and Complaint
Handling



Monitoring, Evaluation,
Learning and
Improvement



Wrap Up





In this session, we will explore....

1. The “WHY” of grievance management
2. Key terms
3. National and existing systems for grievance management

80,000,000

The Cost of Grievances

Here, we look at three project examples that resulted in:

1. Escalation in project costs
2. International scrutiny
3. Litigation and delays



Cost Escalations: Sri Lanka



Southern Transport Development Project (ADB Funded)

ADB Accountability Mechanism complaint

Communities raised concerns about losing homes, land, and livelihoods due to the expressway's construction.

Costing the project over \$80 million linked to grievance related delays and subsequent design modifications.

1. Land acquisition **related legal disputes**, compensation claims
2. **Construction cost** due to the extended project timeline
3. **Rerouting** the expressway in response to grievances

Photo source: Maga

International Scrutiny – Cambodia

Railway Rehabilitation Project (ADB & AusAid)

S



Complaint: compensation and resettlement of 1,200 families.

- Received international public criticism from **civil society and media outlets**
- ADB's Compliance Review Panel (CRP) undertook a formal investigation
- Corrective actions, included a 4-million-dollar compensation fund to address the project's shortcomings.
- The CRP found that the **GM was inadequate, contributing to unresolved issues** and dissatisfaction among affected communities

Litigation over Community Grievances

Guatemala - Chixoy Hydroelectric Dam Project (WB & IDB)

S

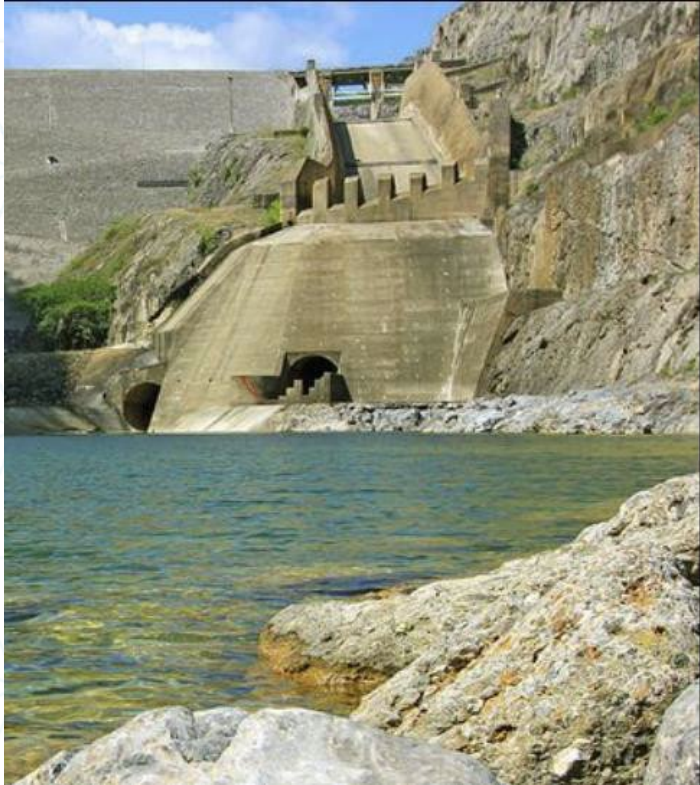


Image Source: "Planta Hidroeléctrica Chixoy" by INDE

Indigenous Maya Achi communities raised concerns about forced displacement, inadequate compensation, and human rights violations linked to the project's construction.

Resulted in **international litigation, project delays, and reputational damage** to the MDBs

- **Legal action filed** by affected communities against the government and financing MDBs.
- **Delays in project implementation** due to unresolved grievances and court proceedings.
- Compensation agreements reached **decades later** after prolonged legal battles.

Instructions

Goto

www.menti.com

Enter the code

44158252



Or use QR code

Key Terms

Concerns

Questions, general requests, and information requests that may not result in a specific negative impact.

- Community proposal to improve project actions from their deeper knowledge of local conditions
- Affected person requests clarification of their resettlement entitlements

Grievances

Verbal or written complaints arising from real or perceived specific negative impacts of a project.

- People question land compensation rates
- People claim livelihood impacts which have not been considered in earlier assessments
- People complain about noise and vibration

Grievances require redress if found eligible and should be documented in monitoring reports.

Key Terms

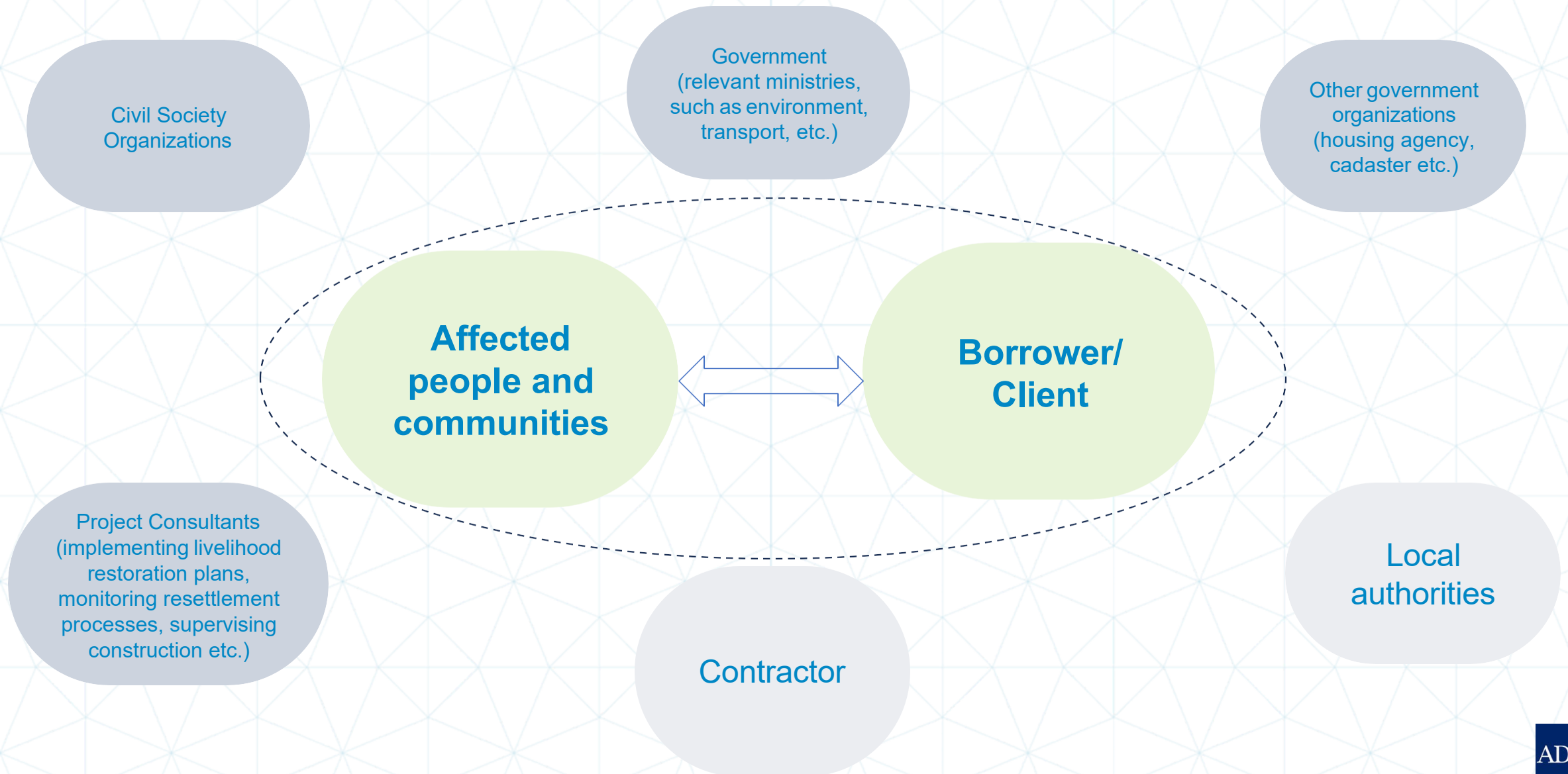


Grievance Mechanism

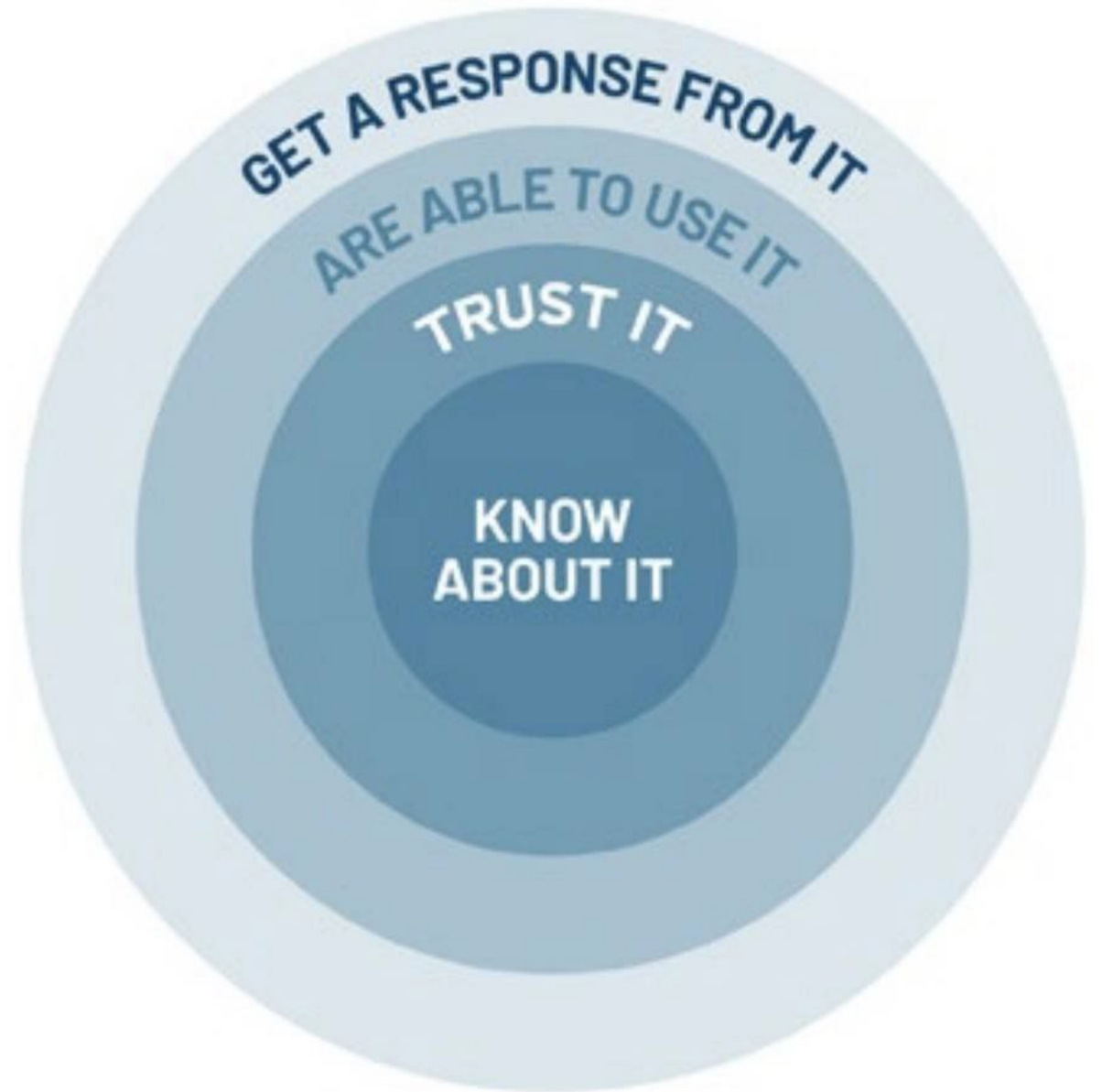
A Grievance Mechanism is a system and procedure to effectively receive and facilitate the resolution of grievances or concerns within a specified timeframe.

It functions as a communication and decision-making tool that bridges the project implementing agency with project affected people and communities.

Stakeholders Involved in the Grievance Processes



Simple formula of the efficiency of the GRM



**Now...over to
module 2**



ESS10
Stakeholder Engagement
and Information Disclosure

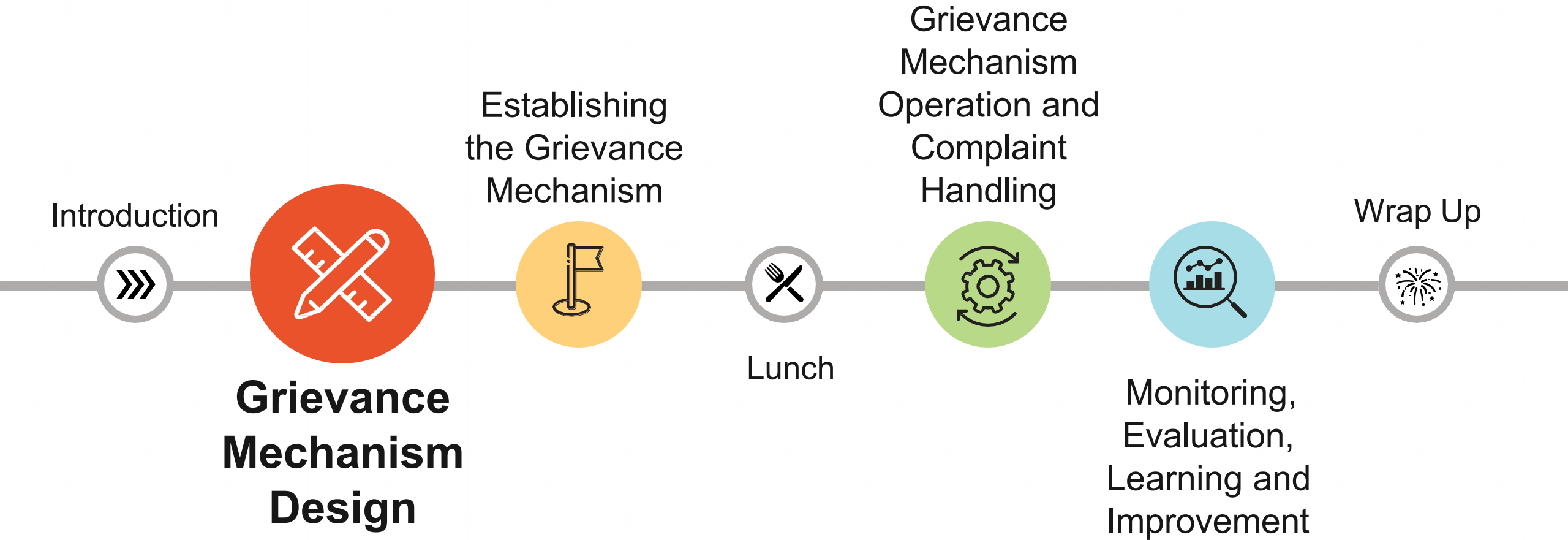


OFFICE OF SAFEGUARDS

MODULE 2

Grievance Mechanism Design

Where are we now?



Recommended Steps in Grievance Mechanism Design



STEP

1

Assessing the
project context



STEP

2

Developing the
proposed GM



STEP

3

Meaningful
consultation and
finalization



STEP

4

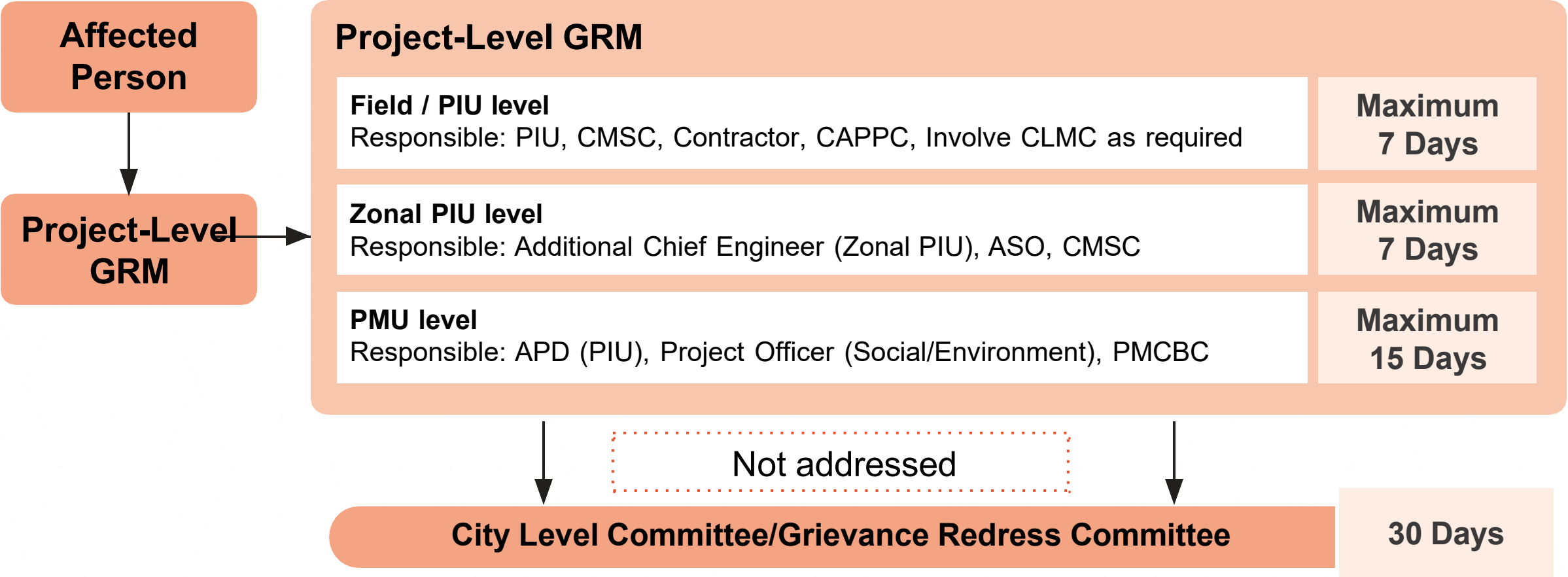
Documenting

STEP 1: Assessing the Project Context



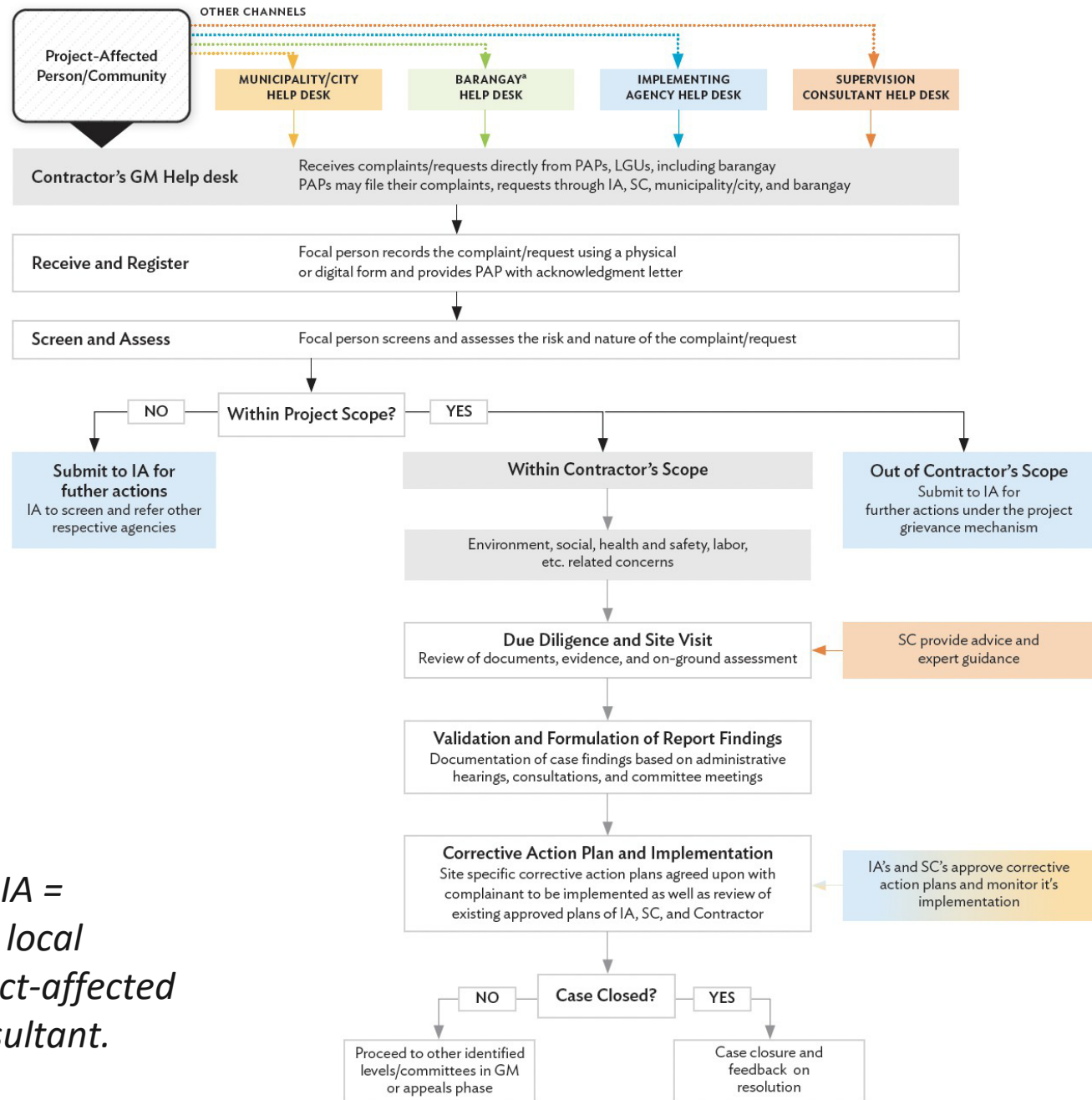
- Often the most frequently skipped aspect of GM design
- Tendency for Copy-Paste driven by the timelines for safeguard documents
- Involves collecting information and consulting with stakeholders

Example from a Project Grievance Mechanism



APD = additional project director, ASO = assistant safeguards officer, CAPPC = community awareness and public participation consultant, CLC = city-level committee, CLMC = city-level monitoring committee, CMSC = construction management and supervision consultant, GRM = grievance redress mechanism, PIU = project implementation unit, PMCBC = project management and capacity-building consultant, PMU = program management unit.

Example from a Contractor- Level Grievance Mechanism



GM = grievance mechanism, IA = implementing agency, LGU = local government unit, PAP = project-affected person, SC = supervision consultant.

GMs for Labor & SEAH

Figure 10: Types of Grievance Mechanism Under a Project

**Project GM:
Environment and Social Performance**

- Environmental issues
- Land acquisition and land use restriction
- Indigenous Peoples-related issues
- Other specific issues

Labor

For project workers, which cover employer–workforce relations, including occupational health, safety, and security aspects

**Sexual Exploitation,
Abuse, and Harassment**

To capture complaints where there might be a risk of sexual exploitation, abuse, and harassment

GM = grievance mechanism.

Source: Asian Development Bank.

GM Design: Processes and Procedures

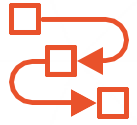
Process and procedures to be established:



Channels for Submission of Concerns and Complaints



Central Database or Grievance Log for Tracking and Management



Procedure for Case Handling and Appeals



Capacity Building Plan for Grievance Management Training



Protocols for Confidentiality and Privacy



Procedure for Monitoring the GM and Providing Monitoring Data for Reporting



Plan for Information Disclosure to Stakeholders about the GM

Channels for Submission of Concerns and Complaints



Verbally



Mass media



In writing



Digital platforms such as SMS, email, postal, telephone apps, and online reporting tools



Grievance Officer



**Local Point
of Contact**



Field Staff



Technical Expert

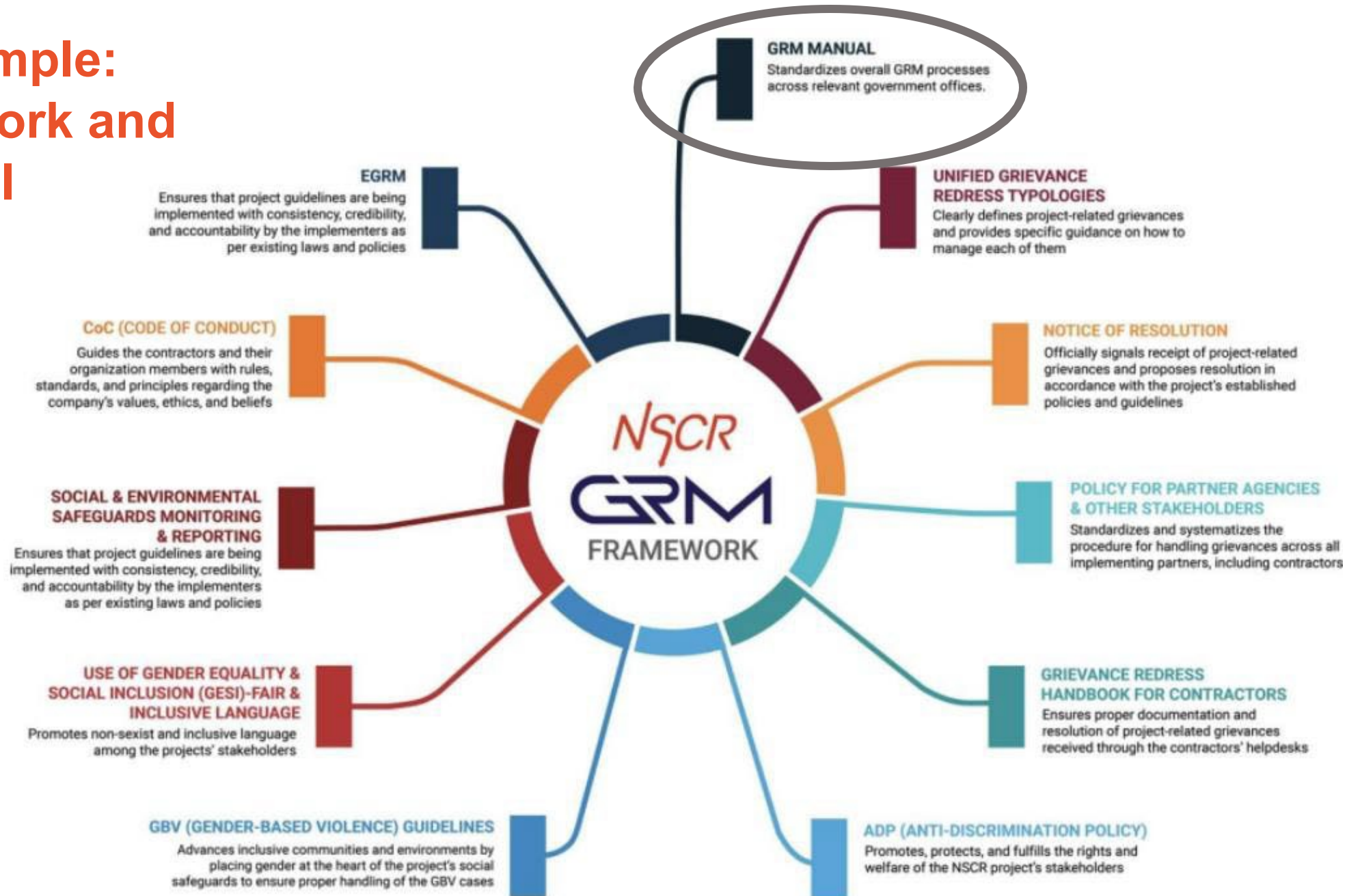


**Community
Liaison Officer**



**Project Management
and other Departments**

Project Example: GM Framework and GRM Manual



Project Example: GM Manual



TABLE OF CONTENTS

LIST OF FIGURES	ii
LIST OF TABLES	ii
LIST OF ACRONYMS	iii
1. Introduction	1
2. Grievance Redress Mechanism	1
2.1. Unified Grievance Redress Typology	1
3. Objective of the GRM	4
4. Principles Guiding the Grievance Redress Mechanism	4
5. DOTr's Grievance Redress Mechanism Team	4
5.1. Local Grievance Redress Mechanism Team	5
5.2. Central Grievance Redress Mechanism Team	5
5.3. GRM Contractors' Mechanism	7
6. Levels of Grievance Redress Mechanism	10
6.1. Level 1: Local and Central Grievance Redress Officer – Contractors	12
6.2. Level 1: Central GRM and Gender Equality and Social Inclusion (GESI)	12
6.3. Level 2A: DOTr Pollution Control Officer (PCO)	12
6.4. Level 2A: GRM – GBV Committee on Decorum and Investigation and GBV Committee	13
6.5. Level 2B: Local Interagency Committee (LIAC)	14
6.6. RAP Implementation and Management Committee (RIMC)	15
6.7. Level 2B: Health, Safety and Environment Committee (HSEC) for NSCR-Ex	16
6.8. Level 2C: Project Interagency Committee (PIAC)	17
6.9. Level 2C: EGF Committee	17
6.10. Level 3: Regional DENR-EMB (Major Environmental Concerns)	17
6.11. Level 3: DOTr PMO Board (Health and Safety Concerns)	18
6.12. Level 4: DENR CO/Court of Justice	18
7. GRM on Gender-Based Violence Sexual Exploitation and Harassment (GBV SEAH)	19
8. GRM – GBV TYPES OF CASES	19
9. GBV – SEAH Guidelines	20
9.1. GRM – GBV General Framework	21
9.2. GRM – GBV Established Committees and Service Providers	22
9.3. GRM – GBV Referral Mechanism	22
10. The GR Process Flow and Tracking System	24
10.1. Complaints received locally but outside of the Help Desk	41
10.2. Complaints Received Via Drop Box and/or Anonymously	41
10.3. Complaints submitted to the LIAC	41
10.4. Conducting the "Decide Together Option"	42
11. GRM-Issued Documentation	42
11.1. Grievance Action Form (GAF)	42
11.2. Acknowledgment Slip	43
11.3. Notice of Resolution (NoR)	43
11.4. Social Case Study Summary Report	45
12. Monitoring and Evaluation (M&E)	45
12.1. Monitoring Indicators	45
12.2. Monitoring Approaches	46
12.3. Database Management and Case Tracking eGRM (Portal)	46



Designing a Grievance Mechanism

My Checklist

STEP 1: Assess the project context

1. List the main issues that could be raised during project preparation and implementation. ☐
2. Assess the context via key questions on the project risks and impacts, context and stakeholders. [Click here for key questions](#) [information sources and research methods](#) ☐
3. Identify vulnerable groups, barriers they can face, and propose solutions. [Click here for solutions](#) ☐
4. Think about how a decision can be appealed by the complainant if they believe the response was unsatisfactory. Define appeals procedure. [Click here for a scheme](#) ☐
5. List down the channels stakeholders could use to raise concerns and grievances. Will there be groups that will be unable to or prefer not to use those channels? Consider other channels for them. [Click here for possible channels](#) ☐

STEP 2: Develop the proposed GM

6. Define confidentiality and privacy protection procedure. [Click here for tips](#) and [protocol to maintain confidentiality](#) ☐
7. Develop a template for grievance log. [Click here for key items in the grievance database](#) ☐
8. Make a list of how the project will inform stakeholders about the GM, including frequency of information dissemination during project implementation. [Click here for a checklist on information to be disclosed](#) and [the ways of disclosure](#) ☐
9. Make a list of grievance responsible positions and define their TORs. Will they need capacity building? You may sometimes need additional experts. [Click here for sample TORs](#) ☐
10. List what expenses will be needed to make the GM work, estimate the budget, and define the source of funds. [Click here for a list of financial resources needed](#) ☐

STEP 3: Consult and finalize

11. Discuss the draft flowchart with project-affected persons and other stakeholders. ☐
12. Incorporate their feedback in the GM design and finalize. ☐

STEP 4: Document

13. Document GM design, consultation and those responsible, and incorporate into project documents (i.e., Environment and Social Impact Assessment Report, Environment and Social Management Plan, Resettlement Plan, Indigenous Peoples Plan, Stakeholder Engagement Plan). [Click here for a structure](#) ☐
14. Think about how and when the GM will be revised to adapt to the dynamic project context. Who could approve changes? How to communicate these changes? ☐



Activity: Design Walking Reflection

Activity Instructions



- ☐ **Move around the room to review the flip charts**
- ☐ **Under each flip chart**
 - ☒ **Place a tick next to elements that are working well in your project.**
 - ☐ **Place a cross where improvements are needed.**



COFFEE BREAK



ESS10
Stakeholder Engagement
and Information Disclosure



OFFICE OF SAFEGUARDS

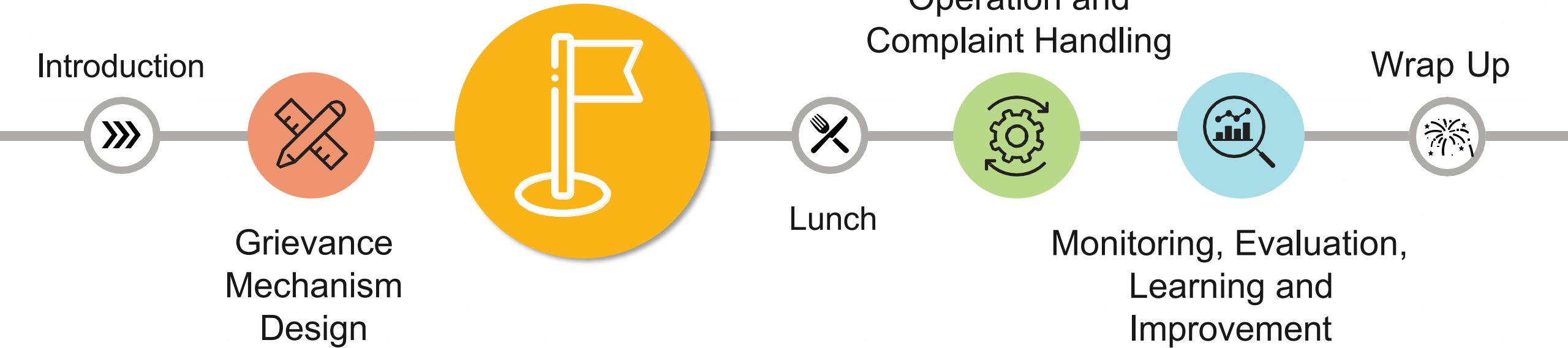
MODULE 3

Establishing the Grievance Mechanism

Name
Date

Where are we now?

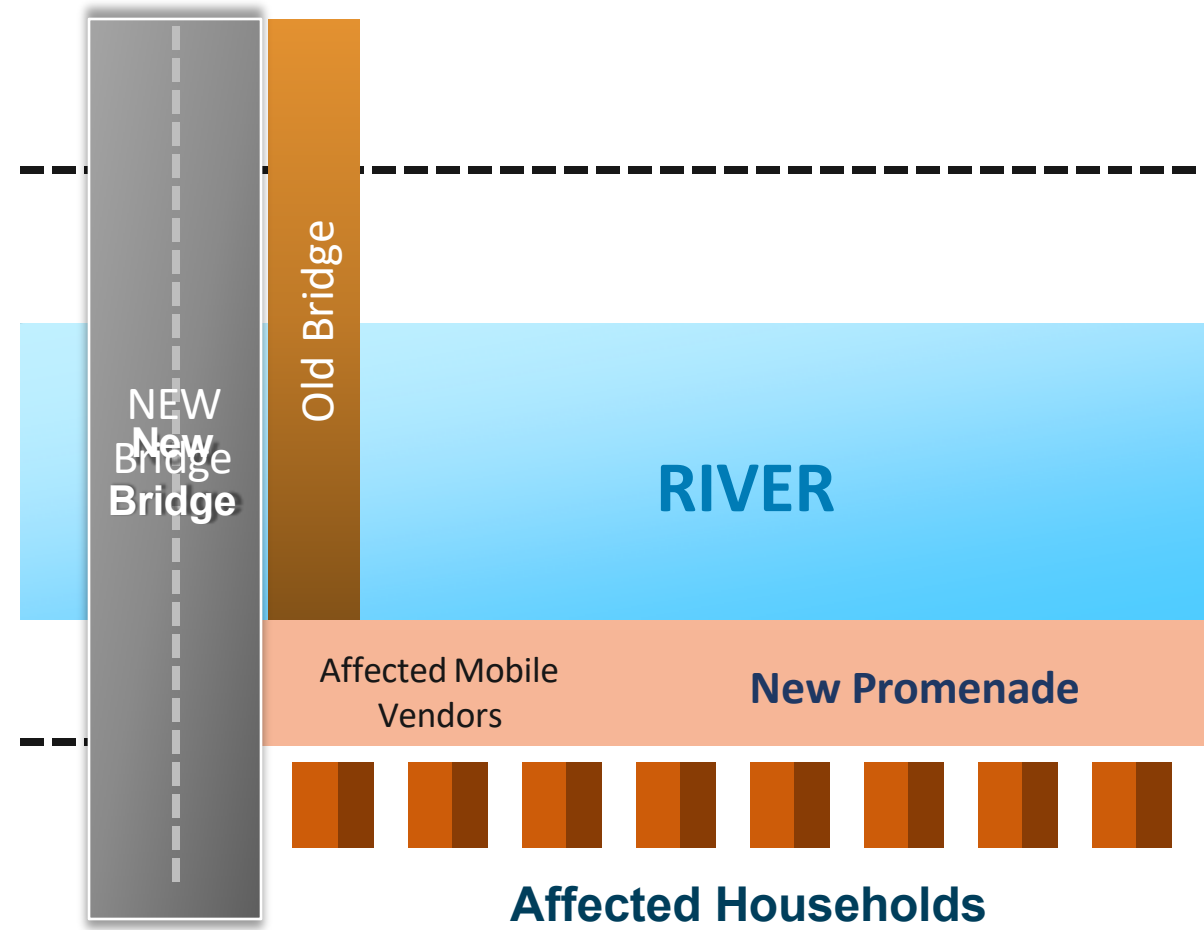
Establishing the Grievance Mechanism



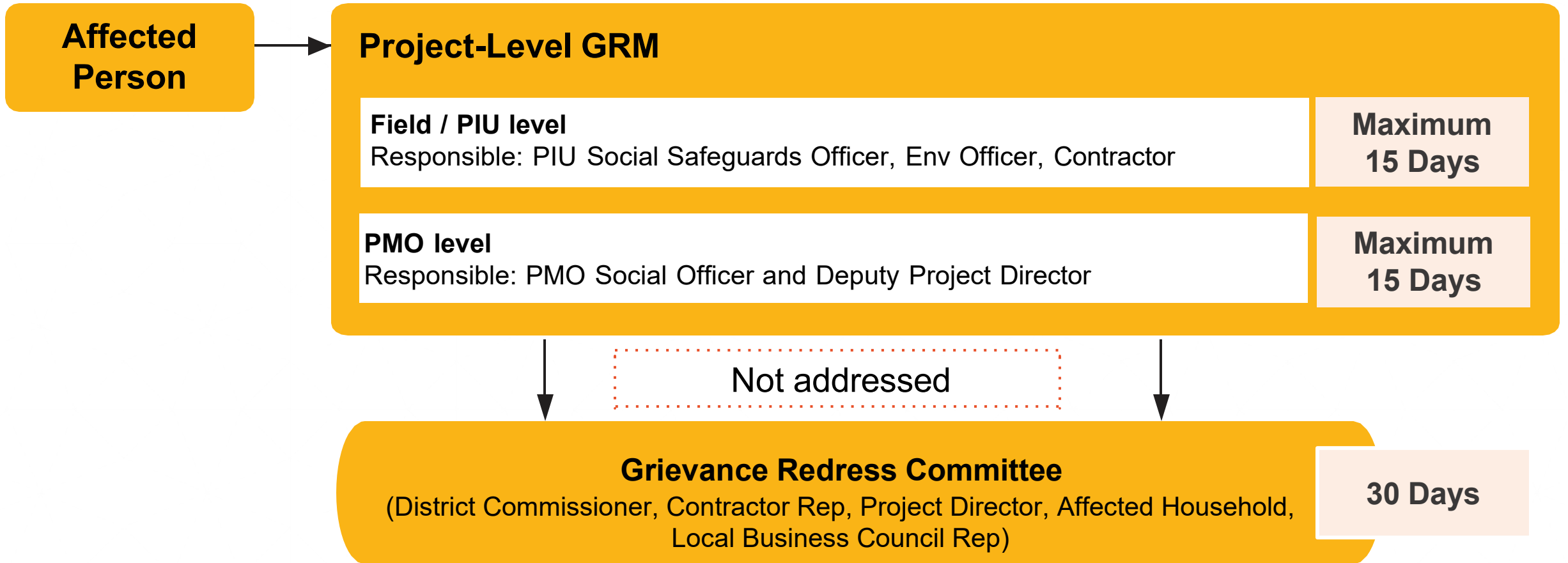


Activity: Town Hall Role Play

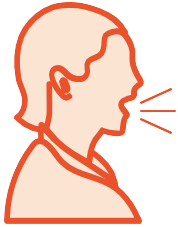
Gulshan Bridge Rehabilitation Project



Gulshan Bridge Rehabilitation Project Grievance Mechanism



Gulshan Bridge GM Chanel



GM Officer at
Project Site Office



Email



Postal Address



Karachi Works and Services
Office Phone Number

Role Play Instructions



- ❑ EA & IA
- ❑ Construction Contractor
- ❑ Project Affected People
- ❑ Local Residents
- ❑ District Commissioner
- ❑ International NGO
- ❑ Local Business Council
- ❑ Mobile Vendors

- Read the Project Description
- Read your assigned acting script
- Discuss your acting strategy with your acting group
- Act your part at the town hall meeting announcing the new GM

Recommended Steps in Establishing the Grievance Mechanism



STEP

1

Legitimizing



STEP

2

Communicating



STEP

3

Allocating
Resources



STEP

4

Training

Step 1: Legitimizing the Grievance Mechanism



Securing necessary permissions, approvals, and agreements.

A GM without formal backing will lack authority and credibility.

- Obtain needed permissions (decrees, public notifications, etc.)
- Obtain signatures for MOUs
- Obtain signatures for external partnership agreements

Step 2: Communicating and Disclosing Information About the GM



- **What:** Communicate and disclose the scope, boundaries, and procedures of the GM
- Summarize information about the GM and develop relevant information materials
- **Who:** PAPs and other stakeholders

**Mas mabilis na
naming masasagot
at matutugunan
ang inyong mga
tanong o hinaing**

gamit ang bagong DOTr
Grievance Redress
Mechanism website at
GRM SMS hotline.

**Grievance
Redress
Mechanism
E-System**

Bumisita sa
nscr.com.ph

0 mag-send ng text sa
0922-1101060

Gamitin ang format na ito:
Pangalan/Address/Katanungan

**BULID
BULID
BULID**

DEPARTMENT OF TRANSPORTATION
1986

PHILIPPINE ROAD MAINTENANCE AND REHABILITATION CORPORATION
1975

<https://fb.watch/fQluDHqNJD/>





LOKAL NA PROSESONG PAGDINIG O RESOLUSYON SA REKLAMO

Without having to transact with them physically, or ask around for unverified information.

1 Share

@ S.OOTrGRMHDT:file.OOTrt-mall.111411,n,a
r11:1111P'J1111 hood "11 broct" o Jrl:

D(llog..l

Grievance Redress Mechanism

North South Commuter Railway Project

 0922-110-1060
Format: Pangalan /Address/ Katanungan

 nscr.grm@dotr.gov.ph

 <https://nscr.com.ph/>



Department of Transportation
1899



<https://nscr.com.ph/>

Ang lugar mo ba ay maaapektuhan ng ginagawang North-South Commuter Railway (NSCR)?
 Mavrookab:mamoarem1ests kataouoaoa bioaioo o sobestivoaao oaisioara See more:

fiMIIITMlo 1111:6

Proyektor dan padung

ing Rules

Malayalam

Mata Runding (Mukel) tangkang Daki

International Airport (Bangalore)
to fly/hangman mukabala ng nang traw

100

100

namang magpadala ng mga
substiyon at iba pa sa pa-

ng website form:

ing website form.

Philippines -t.l

n ng ginagawang North-Sou

ataouaao bioaioo o sobes

Step 3: Allocating Budget and Human Resources



Grievance Officer



- Hired
- Role and responsibilities defined
- Trained



PMO Project Management
(Social Specialist)



- Informed of GM responsibilities
- Role and authority defined
- Trained



Grievance Committee



- Appoint members
- Assign responsibilities
- Trained

PDOIV
N2/SC
NJ-NCC
GRM Team Lead

---NORTH TEAM---

---SOUTH TEAM---

PDO III
N2 Deputy Team Lead
N2 capacity Building
and Training
N2 Legal, GESI Focal
and RAP Team Focal
N3-NCC

PDO III
N2/SC **Data Manager**
Safeguards Focal
N2 Environmental
N2 Civil Works Focal
N3-NCC

PDO III
SC **Deputy Team Lead**
Safeguards Focal
SC GESI Team Focal
SC **RAP Team Focal**

PDQ III (Vacant)
SC Capacity Building
and Training
SC Legal
Environmental Focal
Civil Works Focal

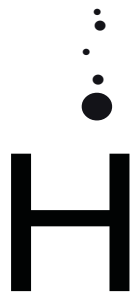
PDQ II (Vacant)
N2 Training and
Mobilization

PDOI
N2 Monitoring and
Evaluation Officer
N2 Data Officer

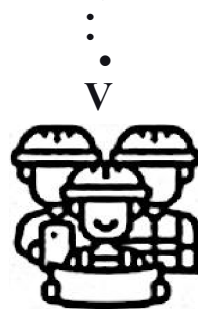
PDQ I (Vacant)
SC Monitoring and
Evaluation Officer
Accountability and
Learning

PDQ I (Vacant)
SC GR Officer
Document Controller
SC Data and Admin

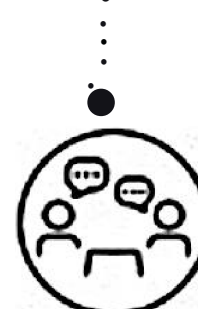
PDO II (Vacant)
SC Capacity building,
Training and
Mobilization



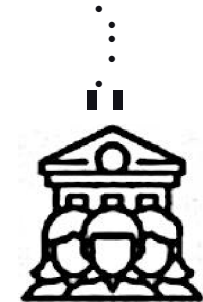
CONSULTANTS (CCR-CRM,
ENVI, RAP, CESI)



CONTRACTOR'S
SAFEGUARDS COMMITTEE



INTERNAL DOTR WORKSTREAMS
EXTERNAL SHFC & STVC



AFFECTED
LOCAL GOVERNMENT
UNITS/PERSONS

Step 3: Allocating Budget and Human Resources

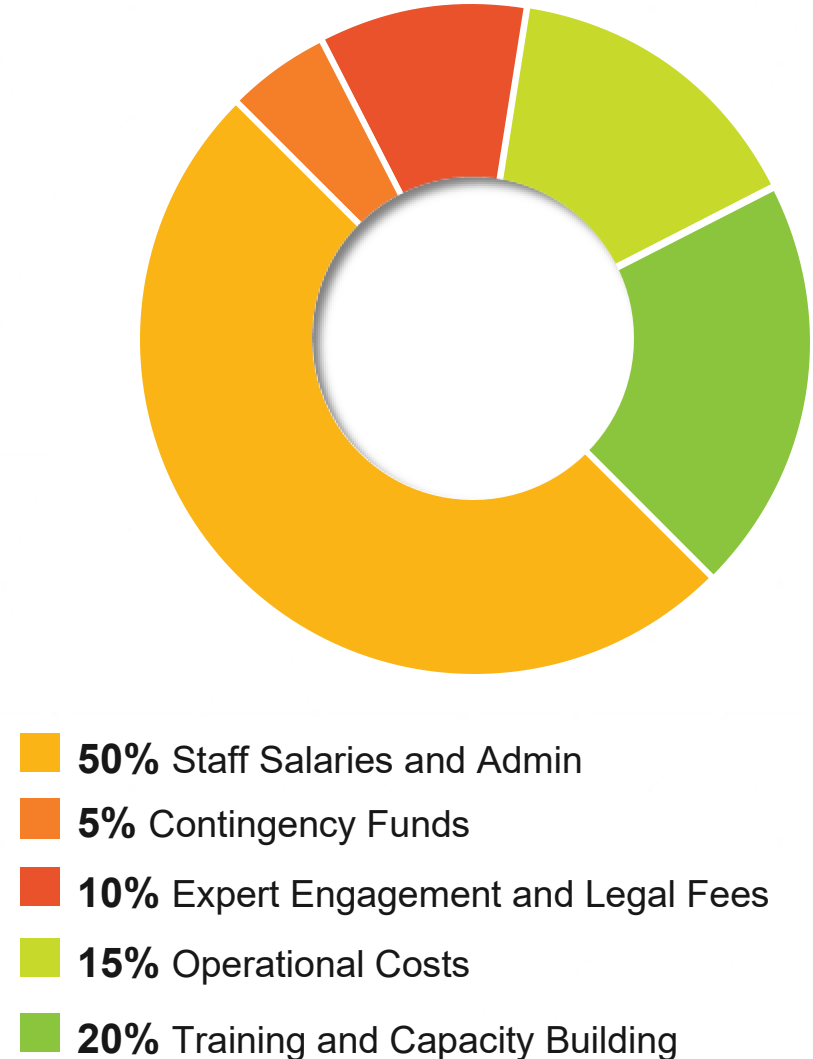


Annual Budgeting

Estimating costs for personnel, grievance processing, and outreach is essential.

Example Budget Items:

- ❑ Salaries for GM staff
- ❑ Travel costs for grievance collection
- ❑ Database development and maintenance
- ❑ Printing and awareness materials
- ❑ Contingency funds for legal or technical consultations



Step 4: Training



- All GM staff should be trained
- What: the procedures, timing, and requirements for confidentiality and data protection
- Training should complement staff TOR responsibilities
- Integrate future capacity-building programs into the project schedule

Photo Source: ADB

NSCR-EX Project GRM Capacity Building and Training Initiatives



KNOWLEDGE SHARING SESSIONS

- High Priority Bus System (HPBS)
- Edsa Greenways Project



GRM-GBV CASE HANDLING TRAINING

- Malolos-Clark Railway Project Contractors
- GRM-GBV Committees
- Data Managers



EGRM - GRM TRAINING

- Keyshelter Agencies
- Consultants
- MCRP Contractors
- Local Government Unit



EGRM - GRM TRAINING DOTR PMO

- NSCR - NI
- NSCR EX - N2/SC
- METRO MANILA SUBWAY PROJECT - MMSP
- MRT4



GOVERNMENT AGENCIES

DILG
Department of Interior and
Local Government



2024 TARGETS

GRM Mainstreaming on
Barangay / Local
Municipalities



My Checklist

STEP 1: Legitimize

1. Obtain needed permissions (decrees, public notifications, etc.) and obtain signatures for all required memoranda of understanding and external partnership agreements to ensure the GM design will function in the existing system.

☐

STEP 2: Communicate

2. Summarize information to be shared with affected persons and communities about GM and develop relevant information materials.  [Click here for a checklist on information to be disclosed](#)
3. Communicate information about GM. To increase outreach efficiency, involve community liaison officers and community representatives.  [Click here for a checklist on the ways of disclosure](#)

☐☐

STEP 3: Allocate resources

4. Finalize the positions of those involved in the GM process and finalize their TORs with clearly defined roles and authority, as well as their capacity-building needs.
 [Click here for sample TORs for grievance responsible personnel](#)
5. Finalize expenses and the budget for the GM work, and the funding source.
 [Click here for a list of financial resources needed](#)
6. Ensure budget and material resources are allocated on time.
7. Contract, hire, or engage responsible personnel.

☐☐☐☐

STEP 4: Train

8. Conduct capacity-building program and integrate future capacity-building programs into the project schedule.  [Click here for a checklist with soft skills needed](#)

☐

Activity: Reprisals – Spot the Risk

Reprisal Activity Instructions

Handout:
Spot the
Risk

- ❑ Read your short scenario
- ❑ At your Table (10 Minutes), discuss:
 1. Is this a reprisal risk?
 2. What could the project team do immediately?
 3. What systems need strengthening?



LUNCH



ESS10
Stakeholder Engagement
and Information Disclosure

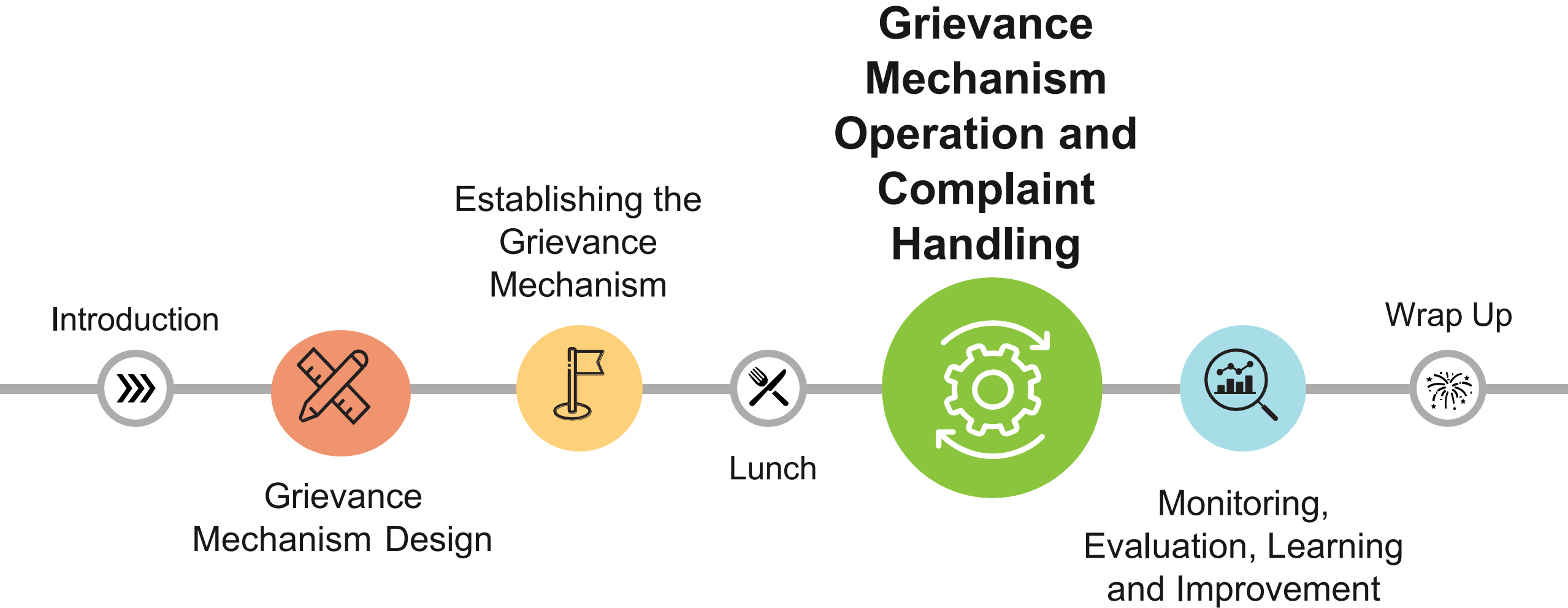


OFFICE OF SAFEGUARDS

MODULE 4

Grievance Mechanism Operation and Complaint Handling

Where are we now?



Activity:

Soft Skills Role Play



Soft Skills Role Play Instructions

20 Minutes:

- ☐ Read your role play card
- ☐ Select 2 actors at your table
- ☐ 2 Actors act out scenarios

Tables will be chosen to act the scenario to the whole audience



Field staff must have the skills to practice:



Active listening



Acknowledgement of complainants concerns



Constant communication and follow up on the progress of the complaint



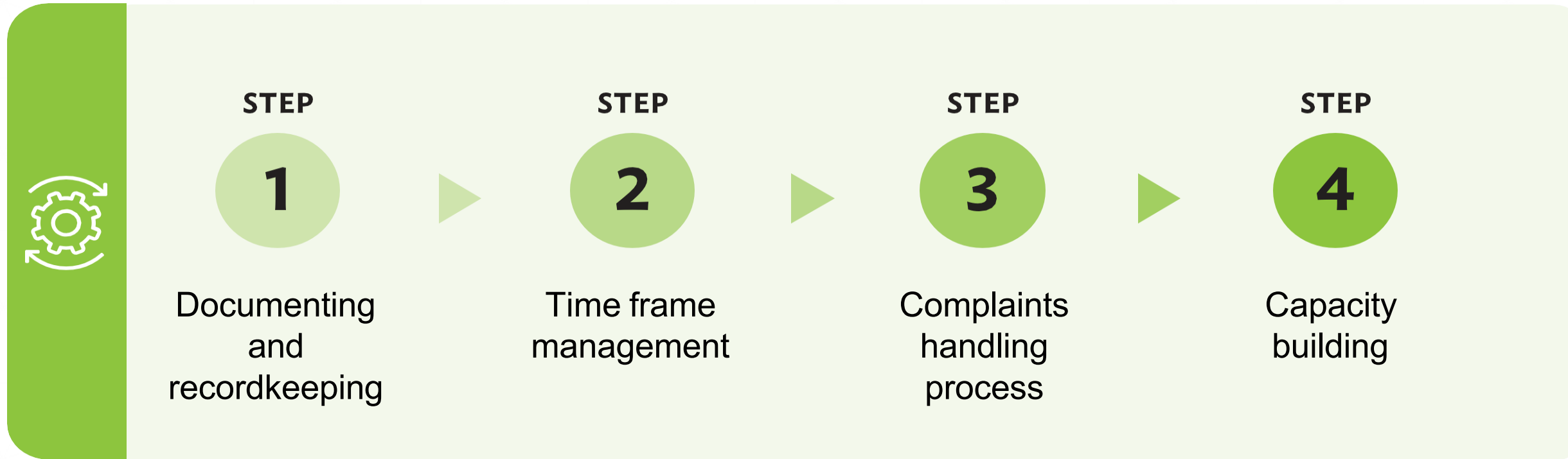
Managing one's emotions and always maintaining respect



Management of expectations about what you can and cannot do



Recommended Steps in Operating a Grievance Mechanism



Step 1: Documenting and Record Keeping



All types of complaints, whether related to land compensation, worker grievances, or others should be recorded.

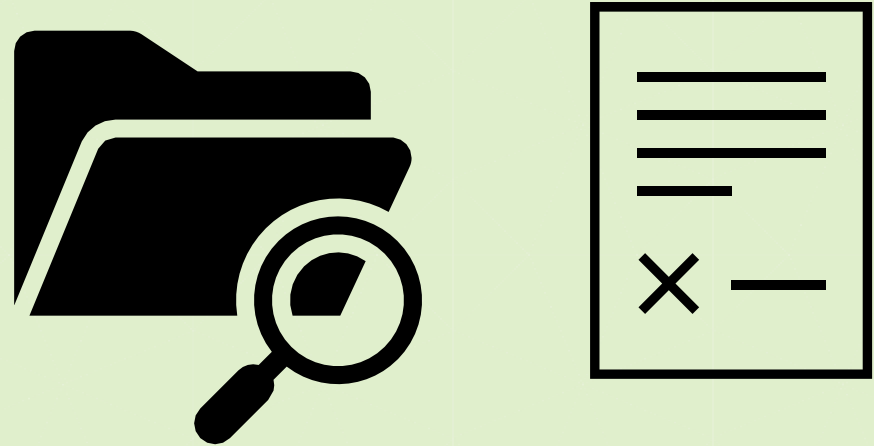
- Set up a recording database and documentation system.
- Register and log all grievances received.
- Log and record all outcomes at every stage.
- Document all letters, minutes of meetings, photos, field visits etc.

Example GM Database in MS Excel

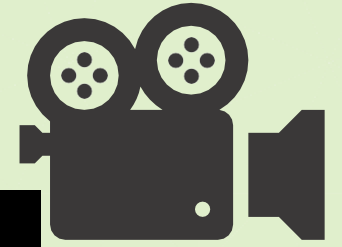
Grievance Form No.	Log Date	Complaint			Grievance				Updated Status and Date of Implementation				Remarks
		Name	Address	Phone	Category ^a	Significance ^b	Description	Location	Investigation	Resolution	Complaint Feedback	Status ^c	

Note:
 a. Land acquisition-related grievance/construction-related complain/other
 b. Low significance/high significance for construction-related complaint
 c. Status could be unsolved, pending, resolved, closed, on-going

GM Logbooks - Hardcopies



Example Web-based GM Database



Step 1: Documenting and Record Keeping



Question:
Should we log
all concerns
or feedback in
the GM?

Yes, all written concerns should be logged in the GM.

Any concerns or feedback submitted in writing must be formally recorded to ensure transparency and accountability.

What about verbal concerns? Verbal concerns should be documented in meeting minutes, monitoring reports, project staff reports.

Are there any exceptions? Yes, such as minor concerns that are immediately resolved on-site. For example: A contractor's machinery blocking a household's access to the footpath is immediately moved—this would not require formal logging.

Step 2: Time Frame Management



- **Each step in the GM is timebound.**
- **Explain** time frames to stakeholders.
- **Systematically record** in the database and address within the specified time.
- **Check all channels** to submit concerns and grievances are working.

Step 3: Complaints Handling Process



Ensure channels are working and effective



- Are people **actually using** the channels?
- Are complaints being **registered and tracked** properly?
- Are complainants receiving **acknowledgment and updates**?
- Are channels accessible to **vulnerable groups**?
- Are complaints being **resolved within a reasonable timeframe**?

Project GM Website Example

Not Satisfied with Our Response?

We aim to resolve all concerns promptly and fairly. However, if you feel your issues have not been adequately addressed, you can escalate your complaint by contacting the **ADB Pakistan Resident Mission** through prmcomplaintsfocal@adb.org.

For more information

Visit [Pakistan: Project Complaints | Asian Development Bank](#) to:

- Learn more about your options and how to submit a complaint
- Submit a complaint through the [online form](#)
- [Download the complaint form](#)

We are committed to listening and improving – your feedback matters.

ENVIRONMENTAL
AND SOCIAL
FRAMEWORK

humb-1



TransKarachi
Operator of the Karachi Breeze System

About Us ▾RoutesMediaProcurement ▾Reports ▾Complaints and SuggestionsContact UsCareersEnglish ▾

Grievance Redressal Form

Write Us:

Complaint Desk:

Site Office for LOT-1(Airport Road to Mosmiyat via Water hydrants)
Opposite CP-6 Masjid Aisha Road.
Site Office for LOT-2(Mosmiyat to Numaish via New MA Jinnah Road)
Bagh Jinnah at Old Aladin Park
Head Office:
TransKarachi, C-89 Clifton Block 2, Karachi, Sindh

Connect with Us

Call Us:
+92 021-111 544 278

Email Us:
complaint.grm@transkarachi.pk

**ADB Project Team Pakistan Resident Mission Islamabad.**
Email: prmcomplaintsfocal@adb.org
URL: <https://www.adb.org/where-we-work/pakistan/complaints>



Grievance Redressal Entry Form

Complainant NameContact #

Location

Email

Complaint Nature ▾

Complainant Statement

Project GM Website

Have Other Questions / Concerns?

Let us know and we'll get back to you as soon as possible.
Would you like to follow up on an existing grievance instead? [Click here.](#)

Please provide a description of your concern:*

Enter your questions/ concerns here..

Characters remaining: 1500

Limited to 1500 characters

What is the affected location's address?

Affected Address

Are you directly affected by this concern? *

I am **directly** affected

I am indirectly affected

Please add your personal details below:

Your name:*

Full Name, e.g. Juan dela Cruz

Your address:*

Full address, e.g. 1234 Arellano Street, Don Marcial Subd, San Jose Del Monte, Bulacan

Your date of birth:*

Click to open a calendar

Your e-mail:*

E-mail address, e.g. ian@delacruz.com

Your phone number:*

Phone number, e.g. 09123456789

Other contact details, if any:

Alternate phone number...

Gender:*

☒ Male ☐ Female

☐ Prefer Not to Say

☐ Others

(Optional) Do you have a vulnerability?

☐ Person with Disability

☐ Indigenous People

☐

☐ Pregnant Woman

☐ Senior Citizen

☐

☐ Minor

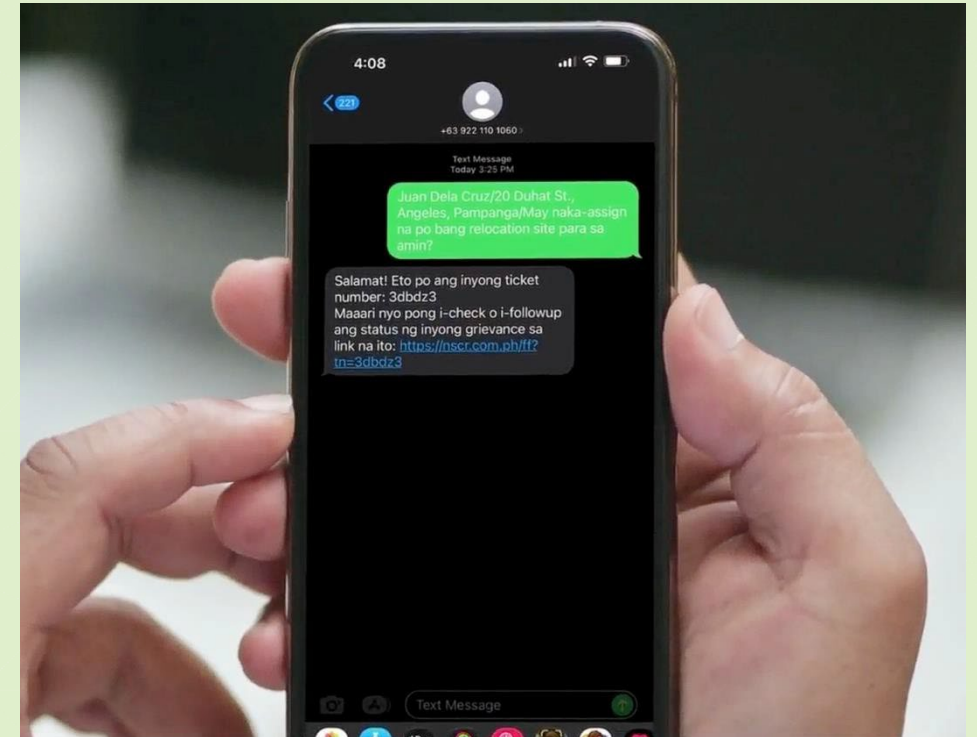
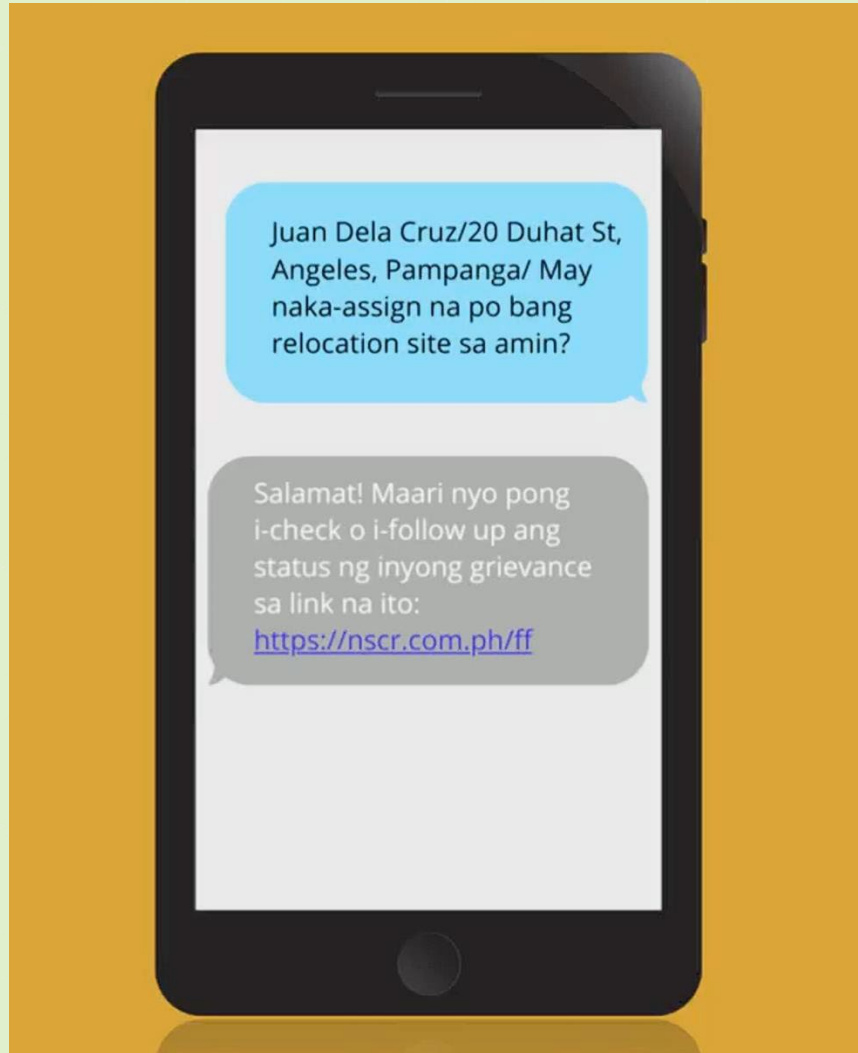
Would you like to follow up on an existing grievance instead? [Click here.](#)

☒ I'm not a robot

reCAPTCHA
Privacy Terms

[Submit this Question/ Concern](#)

Project GM SMS Example



1

Receive and Register

- Responsible project staff receives and sorts complaints from the established channels and access points. If there is a physical complaints box, this needs to be checked regularly.
- Template for a form for submitting a grievance can be used as a guideline for most projects and most types of grievances. If the complainant needs assistance, the project's grievance officer (GO) can help complete the grievance form. You can use that for written concerns as well.
- The GO logs the complaint into the project database.

2

Acknowledge

- The GO acknowledges receipt of the complaint and explains the grievance process to the complainant, outlining the anticipated duration for progress through various stages.
- A formal receipt is issued to the complainant in writing, usually within 3–5 working days.
- In case of anonymous complaints, it could be an announcement through community/company bulletin boards and public meetings, stating that a complaint was submitted, and the project has started the process of review and investigation.
- Standard acknowledgement letters are best, written in simple language understandable to the complainant.

3

Screen and Assign

- The content of the grievance is reviewed to determine whether the complainant has included all necessary information.
- The GO assesses the complaint for eligibility and urgency, noted in the database.
- If the grievance is deemed ineligible, the project will explain the reasons in a response letter.
- If the grievance is eligible, it will be assigned or referred to the relevant responsible party.

4

Investigate through Extensive Engagement

- The complaint is investigated further, relevant people and agencies consulted, project documentation checked, and facts gathered.
- A field visit is conducted as needed.
- Possible solutions or alternatives are identified and discussed with project and other stakeholders, including responsible agencies.
- To build trust and keep people informed, provide intermediate response, if case needs more time for consideration.
- Seek technical advice if necessary.
- All actions are registered in the database.
- If the investigation takes longer than the average complaint resolution time, it is elevated to the project management.

5

Communicate the Resolution

- The proposed solutions are discussed with the complaining party or parties
- A written response should be sent to the complainant outlining the proposed resolution of the complaint.
- In case of anonymous complaints, it could be an announcement through community/company bulletin boards and public meetings.
- GO updates the database with the outcome.

Complainant is satisfied

Complainant is not satisfied

6

Implement the Resolution

- Ensure access to budget and resources.
- Update safeguards plans if needed.
- Implement all agreed actions.

Appeals Process

- If the solution is unacceptable to the complainant, propose they appeal the decision at the next level of the GM.
- If non-acceptance of the resolution could potentially impact project policy compliance or implementation schedule, elevate to project management.
- Consider the involvement of mediation.

7

Monitor

- Monitor the implementation of the proposed actions.

Monitor

- Monitor the progress of a complaint forwarded to the next stage and support the resolution.

8

Close

- A grievance is closed when a resolution satisfactory to all participants has been reached.
- A project may close a grievance even when the complainant is not satisfied if the grievance is found to be fraudulent or opportunistic, or when a project's GM has been exhausted, and the complainant remains unsatisfied. In these circumstances, the project must clearly substantiate the reasons for closing a case, provide well-documented evidence to support the decision, and demonstrate that the complainant has been duly informed at all stages and been given ample opportunity to provide additional information to support their case.

9

Evaluate and improve based on lessons learned

- Add a lesson learned out of the complaint resolution process in the grievance database and progress report: What worked well? What could have been done better? What are lessons for future complaint handling?



Operating a Grievance Mechanism

My Checklist

STEP 1: Document and record keeping

1. Set up a database record and documentation system.  [Click here to see a checklist of database items](#)
2. Register and log all grievances received.
3. Log and record all outcomes at every stage.
4. Document all letters, minutes of meetings, photos, field visits, etc.

☐
☐
☐
☐

STEP 2: Manage time frame

5. Check all channels to submit concerns and grievances are working.
6. Follow the set time frames for every action.

☐
☐

STEP 3: Handle complaints, delivery, and feedback

7. Manage every complaint in line with complaint handling process.
 [Click here to see complaint handling process](#)
8. Track the progress of complaint at all stages, including appealation.
9. Maintain regular and proactive communication with the complainant both verbally and in writing.
 [Click here for sample letter](#)
10. Continue to disclose information about GM to affected persons, communities, and other stakeholders.
 [Click here for a checklist on information to be disclosed](#) and  [the ways of disclosure](#)
11. Follow protocol for confidentiality at all steps.  [Click here for tips](#) and  [protocol to maintain confidentiality](#)

☐
☐
☐
☐
☐

STEP 4: Soft skills capacity building

12. Remember the importance of active listening, managing emotions, acknowledging the complainant's interests and always be responsive in communication with complainants.  [Click here to see soft skills in complaint management](#)
13. Continue training staff responsible for managing and updating grievance registers.
14. Update TORs of staff if needed.

☐
☐
☐



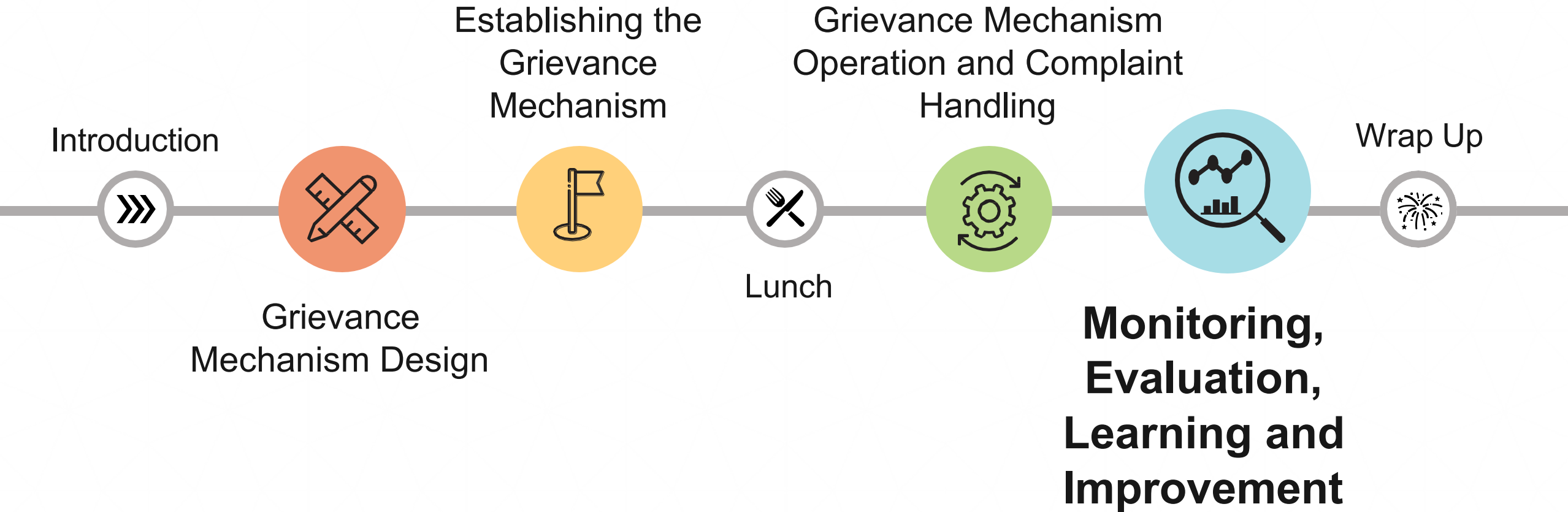
COFFEE BREAK



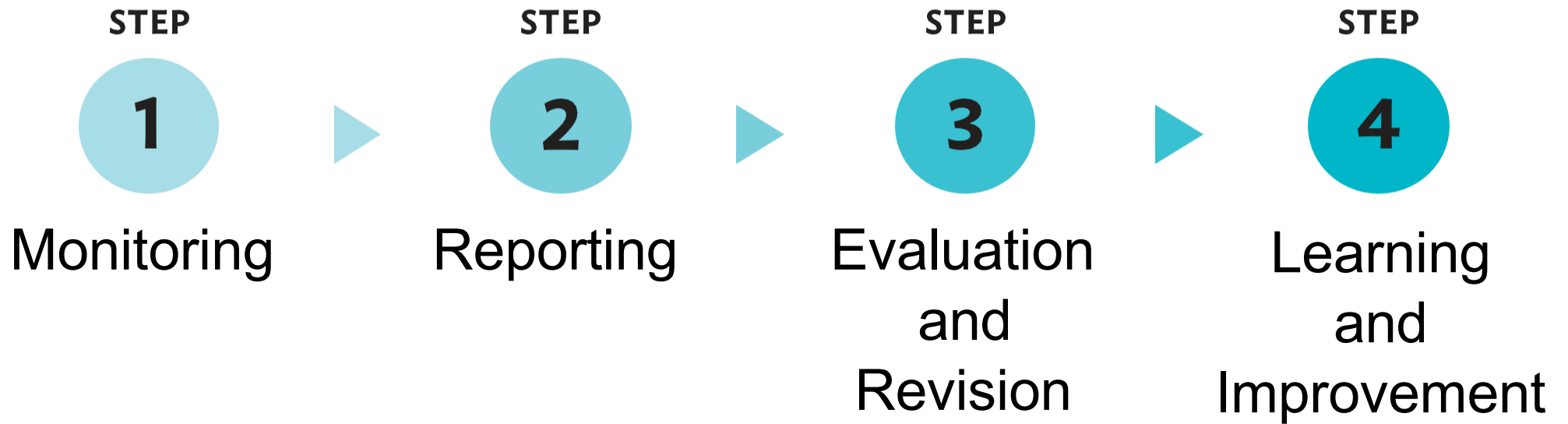
OFFICE OF SAFEGUARDS

MODULE 5
**Monitoring,
Evaluation, Learning
and Improvement**

Where are we now?



Key Steps in Monitoring the Grievance Mechanism



Step 1: Monitoring Methods



Analysis of the grievance database



Field visits and consultations with PAPs



Consultations with relevant internal and external parties

STEP 1: Monitoring - Methods



Analysis of the grievance database

Form No.	Log Date	Complaint	Grievance				Updated Status and Date of Implementation	
		Name	Category ^a	Significance ^b	Description	Location	Resolution	Status ^c
802	27 Jan 2025	Mr Jonas Smith	Construction	High	Zone 1	Zone 1	Resolved stage 1	Resolved
803	3 Feb 2025	Ms Amelia Fern	Compensation	Medium	Zone 4	Zone 4	Sent to GM committee	Pending
904	6 Feb 2025	Ms An Shesha	Environmental	Low	Zone 1	Zone 1	Resolved stage 1	Resolved

a. Land acquisition-related grievance/construction-related complain/other
b. Low significance/high significance for construction-related complaint
c. Status could be unsolved, pending, resolved, closed



STEP 2: Reporting

**Monitoring
results should be
reported
internally and
externally**

Key reporting elements:

- Number/types of grievances received
- Issues resolved vs. pending
- Recurring complaints and trends
- Complaints escalated to higher levels (e.g., project management or MDB)
- Lessons learnt and recommendations



STEP 2: Reporting

Internal vs. ADB Reporting

Internal Reporting

Used for day-to-day project management, tracking grievances for quick resolution.

ADB Reporting

Required in semi-annual Environmental & Social Monitoring Reports (ESMRs) to track grievance trends, resolution status, and systemic issues.

6th Social Monitoring Report (External)
Karachi Bus Rapid Transit Red Line Project
Financed by Asian Development Bank (ADB)
Project No.47279-00



6th External Monitoring Report which covers the implementation of Resettlement Plan (RP)

Reporting Period: July – December 2024

Submitted in March 2025

Prepared by External Monitoring Consultant (EMC) Engaged by Trans Karachi Red Line under Sindh Mass Transit Authority (SMTA)

Grievances by Upazila

Upazila	Grievances Received	Grievances Resolved
Chandanaish	15	14
Sathkania	1	1
Lohagara	21	20
Chakaria	79	76
Ramu	25	24
Cox's Bazar Sadar	25	24

GRIEVANCE RECEIVED PER CATEGORY FOR NSCR-EK PROJECT



Land Acquisition - 886



Relocation and Resettlement - 968



Environmental Related - 53



Technical Concerns - 82



Gender-Based Violence - 25



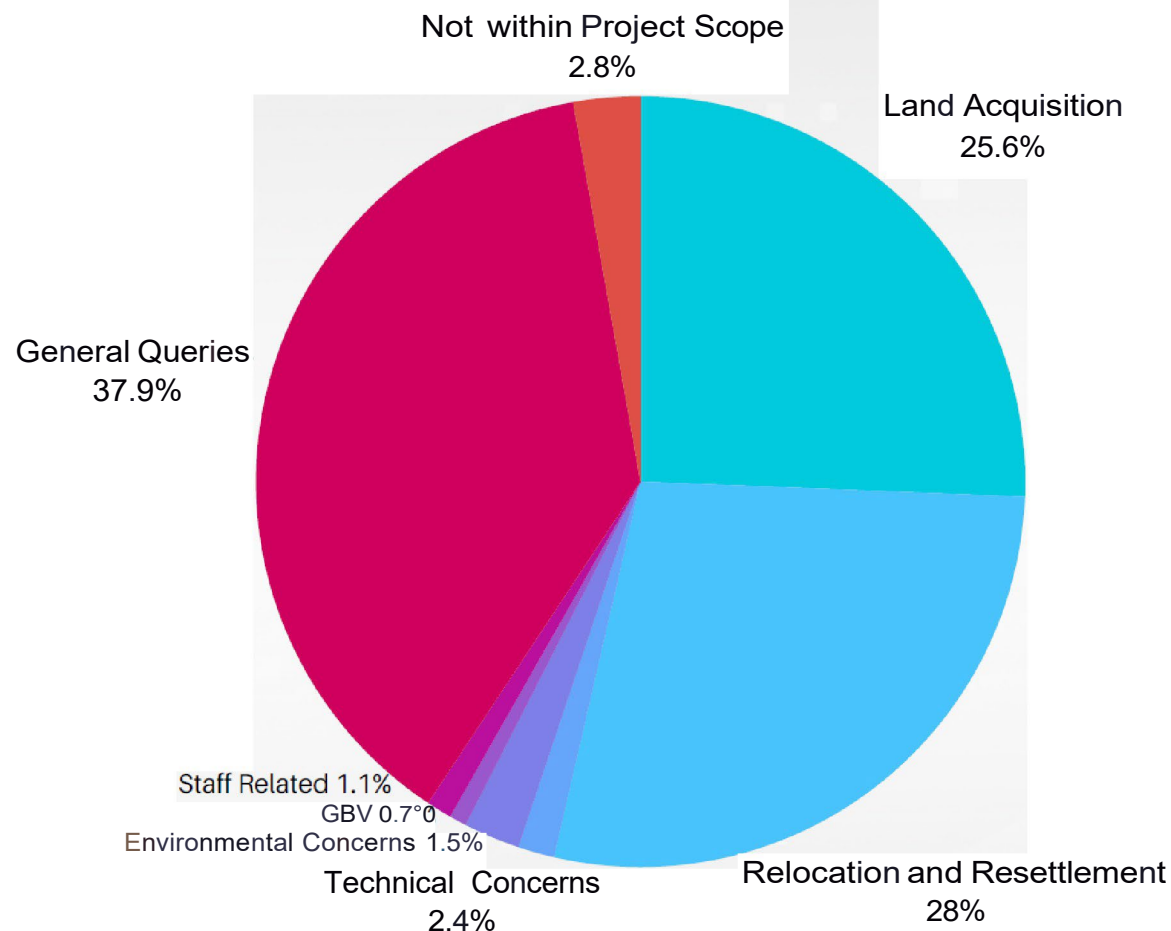
Staff Related - 32



General Queries - 1310



Not within the project scope - 97





STEP 3: Evaluation and Revision

- Review how well the GM works based on transparency, inclusiveness, accessibility, and responsiveness; and
- Recommend any necessary improvements.



Inclusive. Are vulnerable groups able to access the GM?



Accessible. Helps overcome physical, financial, geographical, technical, or social constraints in terms of access.



Responsive. Are timeframes for grievance resolution being met?



Visible. Are people aware of the GM and know how to file a complaint?



STEP 4: Learning and Improvement



- Identify issues and trends to be elevated to management.
- After closure of every complaint, reflect on the lessons learned and recommend actions.
- Summarize lessons and actions in progress reports and elevate to management.



Monitoring, Evaluation, Learning,
and Improvement

My Checklist

STEP 1: Monitor

1. Review establishment of all GM levels. Can members be contacted easily? Do members have the necessary skills and capacity? ☐
2. Conduct field visits to understand if GM is working, talk to PAPs and community members about GM. ☐
3. Are methods to publicize and inform stakeholders of the GM procedures adequate? Easily available? Transparent? ☐
4. Are the channels for PAPs and other stakeholders working? ☐
5. If there are no complaints under the project, find out why. Do you need to change anything in the GM? ☐
6. Check for any media coverage of the project and of complaints. ☐
7. Check whether the budget allocation is sufficient for resolving complaints and grievances, and for project representation in court cases. ☐

STEP 2: Report

8. Describe and count the types of concerns/grievances reported, under investigation, and resolved, focusing on those that happen repeatedly. ☐

STEP 3: Evaluate and Revise

9. Review how well the GM works based on transparency, inclusiveness, accessibility, responsiveness, and outcomes. ☐
10. Recommend any necessary improvements. ☐

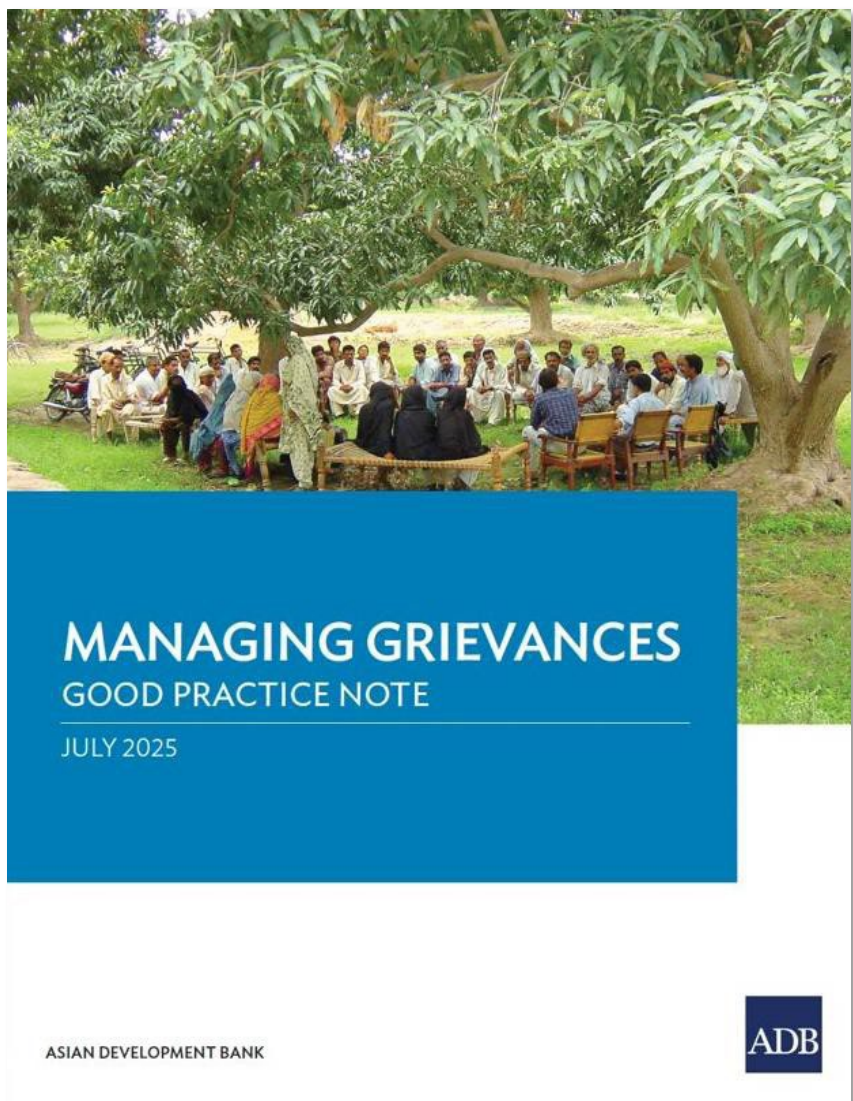
STEP 4: Continue Improvements

11. Identify any issues and trends to be elevated to management for consideration and improvement. ☐
12. After closure of every complaint, reflect on the lessons learned and recommend actions. Summarize lessons and actions in progress reports (semiannual reports) and elevate to management. ☐

Resource Tools and Checklists

In this section, you will find practical templates, tools, and checklists to help you establish and manage your Project Grievance Mechanism. Use these resources as they are, adapt them to fit your project's unique context, or create new ones tailored to your needs. Each tool includes a direct link to the relevant checklist, with summary of steps for each stage of managing grievances.

✕	1. Designing a Grievance Mechanism: Template	38
✕	2. Key Questions for Designing a Context-Specific Grievance Mechanism: Checklist	39
✕	3. Designing a Context-Specific Grievance Mechanism: Information Sources and Research Methods	41
✕	4. Solutions to Enhance Grievance Mechanisms for Disadvantaged or Vulnerable Individuals and Groups	42
ℙ	5. Information to Be Disclosed on the Grievance Mechanism: Checklist	47
ℙ	6. Enhancing Accessibility of Grievance Mechanism Information: Checklist	48
⚙	7. Form for Submitting a Grievance: Template	49
⚙	8. Acknowledgment Letters: Template	51
⚙	9. Response Letters: Template	52
⚙	10. Maintaining Confidentiality: Checklist	53
⚙	11. Maintaining Confidentiality Protocol: Template	54
⚙	12. Establishing Anonymity: Checklist	56
⚙	13. Grievance Database: Checklist	57
🔍	14. Regular Monitoring of Grievance Mechanism Performance: Checklist	58
🔍	15. Guide Questions for Beneficiary Feedback on Grievance Mechanism Performance	61
🔍	16. Guide Questions for Evaluating the Grievance Mechanism's Effectiveness	62
🔍	17. Grievance Mechanism Information in Safeguard Monitoring Report: Template	63
ℙ	18. Financial Resources Required to Establish and Maintain a Grievance Mechanism	66
ℙ	19. Sample Terms of Reference for Grievance Resolution Personnel	67
⚙	20. Soft Skills in Complaint Management: Checklist	75
✕	21. Typical Structure of Grievance Mechanism with Internal Process and Appeals	77
⚙	22. Channels for Submitting Concerns and Grievances	78





ACTIVITY

Monitoring, Learning and Improvement

Tool Review

- Table 1- Review GPN Tool on pp. 58
- Table 2- Review GPN Tool on pp 63
- Table 3 - Review GPN Case handling Process pp.17/18
- Table 4 - Vulnerable Disadvantaged pp. 43
- Table 5– Submitting and Grievance pp49
- Table 6 – Confidentiality and anonymity pp 53 & 56

Groups review tool against their projects and prepare 3 key points on flip charts

End of Module 5..



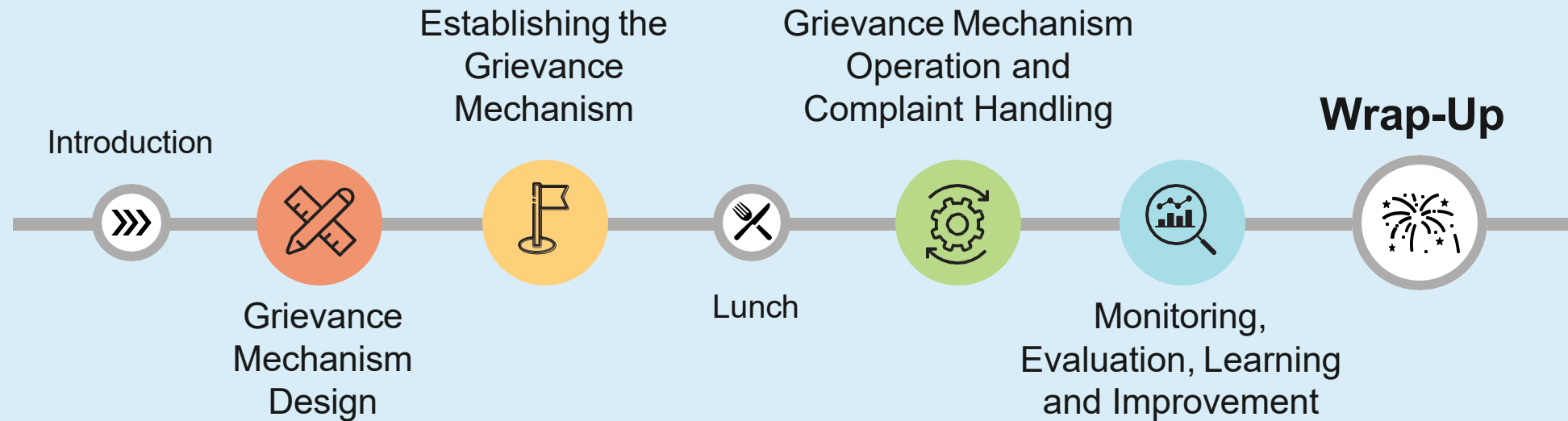
OFFICE OF SAFEGUARDS

Wrap-Up



ENVIRONMENTAL
AND SOCIAL
FRAMEWORK

Our Learning Journey Today



Recap of Key Takeaways

- **More Accessible.** Designed to be user-friendly and available at the local level.
- **Faster Resolution.** Project-level GMs focus on addressing complaints quickly avoiding delays and increased costs.
- **Flexibility.** A project GM should be tailored to the specific risks and stakeholder of the project.

Recap of Key Takeaways



One size does not fit all.
Don't copy paste during
GM design.



Don't skip consultation.



Ensuring dedicated personnel
and sufficient budget.



A dedicated database is
essential for managing
timeframes, screening,
and resolving
complaints.



Monitoring is critical.

Design - Walking Reflection – Report Back

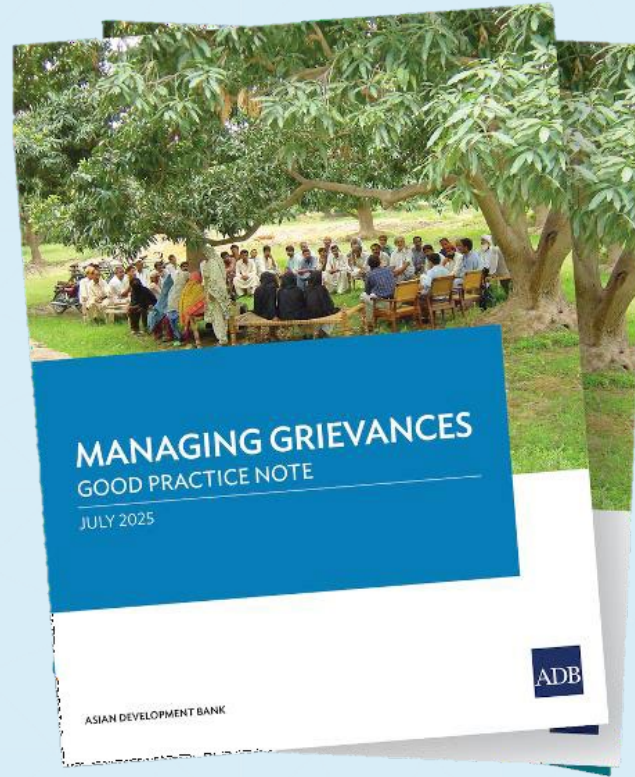


- **Report back on your reflections** from the design walk through in the morning
- Reflect on what actions **action steps** you will take to **improve** GM in your respective project. (5 mins)
- Write down your 3 action steps.
- Plenary sharing

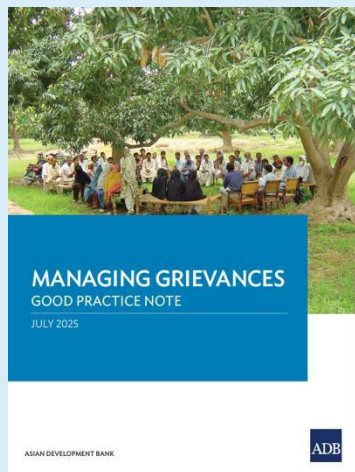
Manage Grievance with Confidence!

- **4 clear steps** to guide you
- **22 ready to use** tool and checklists to support you
- **Design** smarter mechanisms and **handle complaints efficiently**

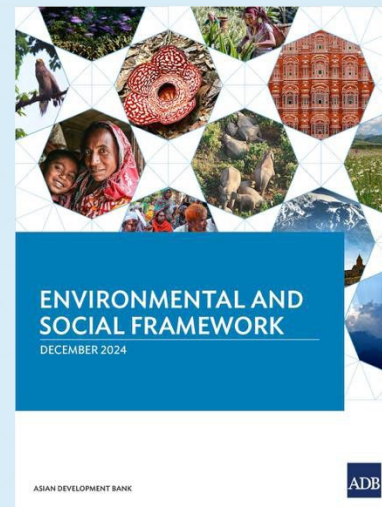
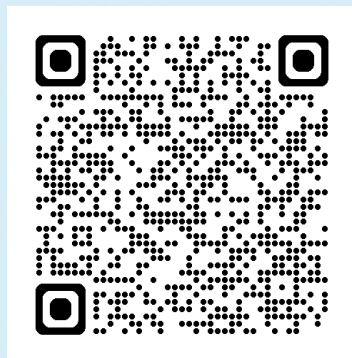
Get Your Copy



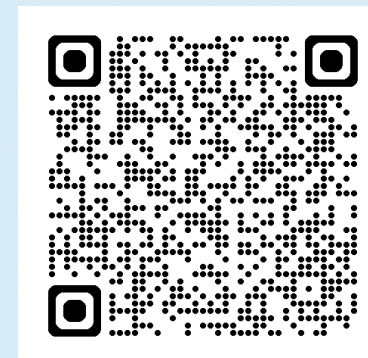
Resources



[ADB, Managing Grievances
Good Practice Note, 2025](#)



[ADB, Environmental and
Social Framework, 2024](#)



[ADB, Safeguard Policy
Statement, 2009](#)





Remember: A Complaint is a Gift