



Liberia Women Empowerment Project (LWEP) (P173812)



Grievance Redress Mechanism (GRM) Manual



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Acronyms

Acronym	Meaning
ASRH	Adolescent Sexual and Reproductive Health
BFMO	Beneficiary Feedback Mechanism Officer
ESS	Environmental and Social Standards
ESF	Environmental and Social Framework
GBV	Gender-Based Violence
GoL	Government of Liberia
GRM	Grievance Redress Mechanism
GRT	Grievance Redress Team
IEC	Information, Education, and Communication
IPV	Intimate Partner Violence
LSP	Lead Service Provider
LWEP	Liberia Women Empowerment Project
M&E	Monitoring and Evaluation
MGCSP	Ministry of Gender, Children, and Social Protection
MoA	Ministry of Agriculture
PAPs	Project Affected Persons
PMU	Project Management Unit
SASA!	Start, Awareness, Support, Action
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment



1.0 Background and Rationales

1.1 Background

The Government of Liberia, through the Ministry of Gender, Children, and Social Protection (MGCSP), is implementing the Liberia Women Empowerment Project (LWEP), a five-year initiative valued at US\$44.6 million. The project aims to improve access to social and livelihood services for women and girls in targeted communities, promote positive social norms, and strengthen institutional capacity to advance gender equality and women's empowerment. It is designed as a foundational intervention to generate evidence, foster partnerships, and support policy dialogue for scaling up future programs focused on women's empowerment in Liberia.

The LWEP adopts a multi-level, community-based approach targeting interventions at the individual/group, community, and institutional levels. At the individual and group levels, the project provides economic and social support to women, including livelihood assistance, access to finance, business and technical training, life skills development, and gender-transformative programming to strengthen women's agency. At the community level, the project promotes positive gender norms and works to prevent gender-based violence (GBV) through participatory methodologies such as the SASA! approach, which engages communities in dialogue on power dynamics and social behavior. At the institutional level, the project focuses on strengthening government systems through capacity building, improved data generation, and enhanced coordination across ministries to address gender gaps and GBV. Project activities are being implemented across six counties: Gbarpolu County, Montserrado County (Rural Montserrado), Bomi County, Grand Cape Mount County, River Cess County, and Grand Gedeh County, covering approximately 498 communities and reaching an estimated 267,200 beneficiaries. Community selection follows a randomized approach to support rigorous impact evaluation and evidence generation.

The project is structured around five key components. Component 1 focuses on enabling positive social norms and community mobilization to address the root causes of gender inequality and GBV. Component 2 aims to enhance basic health and education services, particularly in adolescent sexual and reproductive health and GBV response, as well as promote school-based engagement on issues such as early marriage and girls' education. Component 3 supports resilient livelihoods for women through community-driven, group-based approaches that integrate economic empowerment with life skills and gender dialogue. Component 4 strengthens public institutions by building the capacity of MGCSP and other ministries, such as the Ministry of Agriculture, to implement gender-responsive policies and programs, while also fostering inter-ministerial coordination. Component 5 supports overall project management, monitoring and evaluation, and knowledge generation, including impact evaluation to inform future scale-up.



Given the nature and scale of project interventions, potential environmental and social risks may arise during implementation. These include risks related to gender-based violence, particularly sexual exploitation and abuse and sexual harassment (GBV/SEA/SH), as well as concerns related to labor practices, service delivery, community engagement, and inclusion. Such risks may affect project workers, beneficiaries, and vulnerable groups, including women, girls, and persons with disabilities, and could have broader social implications if not properly managed.

To address these risks and ensure accountability, the project has established a structured Grievance Redress Mechanism (GRM) to receive, process, and resolve complaints and feedback from stakeholders. The GRM serves as a transparent and accessible platform for addressing project implementation concerns and capturing positive feedback. A coordinated system, including designated grievance redress committees, is put in place to ensure timely and effective responses to issues at all levels. This approach aligns with national requirements and international best practices, reinforcing the project's commitment to fairness, inclusion, and zero tolerance for misconduct throughout implementation.

Rationale

The World Bank's project implementation framework requires the establishment of a functional and accessible Grievance Redress Mechanism (GRM) at multiple levels, including district, county, and national levels. In line with this requirement, the Liberia Women Empowerment Project (LWEP) has established Grievance Redress Committees (GRCs) to support the smooth implementation of project activities through the timely and effective resolution of grievances. These structures are intended to assist the Ministry of Gender, Children, and Social Protection (MGCSP) and implementing partners in putting in place clear procedures to receive, assess, and respond to concerns raised by beneficiaries, project workers, and the general public. Given the scope and complexity of the project, a structured and transparent grievance reporting system is essential to promote accountability, build trust, and strengthen stakeholder engagement. The GRM further provides multiple avenues for dispute resolution, including community-based mechanisms, administrative processes, and, where necessary, judicial recourse.

Despite ongoing efforts, gender-based violence (GBV), including sexual exploitation and abuse and sexual harassment (SEA/SH), remains a significant socio-cultural challenge in Liberia. Women and girls, in particular, continue to face heightened risks in communities, households, and workplaces. These risks may be further exacerbated during project implementation, especially in contexts involving power imbalances, access to resources, and service delivery interactions. GBV not only affects the physical and psychological well-being of survivors, resulting in trauma, anxiety, and long-term distress, but also undermines community cohesion and the credibility of development interventions. Experience from similar projects has



demonstrated that failure to effectively prevent and respond to SEA/SH incidents can damage project reputation and, in severe cases, lead to suspension or closure.

In addition to GBV-related risks, the LWEP may encounter a range of environmental and social challenges during implementation. These may include grievances related to labor practices, exclusion or unfair targeting of beneficiaries, misuse of project resources, misconduct by project staff or service providers, and broader issues of social inclusion and accountability. If not properly addressed, such challenges may result in dissatisfaction, conflict, reduced project effectiveness, and erosion of public trust. In some instances, violations of rights within workplaces or communities may also escalate into disputes, protests, or legal actions.

These potential risks stress the need for a forceful system that enables early identification and timely resolution of grievances. The GRM serves as a critical tool by providing a safe, accessible, and confidential platform for individuals and groups to raise concerns and seek redress without fear of retaliation. It also allows the project to respond proactively, prevent escalation of issues, and foster a safe and enabling environment for all stakeholders, particularly women, girls, and vulnerable populations.

Importantly, the presence of grievances does not signify project failure; rather, it reflects active stakeholder engagement and the existence of a functioning accountability system. What is essential is the project’s capacity to respond to concerns effectively, fairly, and transparently. A well-designed GRM strengthens project governance by improving documentation, enhancing monitoring and reporting, and generating lessons to inform adaptive management. It also reinforces the project’s commitment to zero tolerance for GBV, corruption, and other forms of misconduct.

In this context, the LWEP GRM is established as a comprehensive mechanism to manage a wide range of grievances, including GBV/SEA/SH, labor-related issues, social inclusion concerns, and operational complaints, while ensuring alignment with national laws and international best practices. Through this system, the project aims to safeguard the rights and well-being of all stakeholders, strengthen accountability, and support the effective and sustainable implementation of women’s empowerment initiatives in Liberia.

Definition of key terms

Terms	Definition
Beneficiary	A person who gains an advantage and or profits from something
Complainant	A person who makes a formal complaint, written or oral about a dissatisfaction, claim, or issues of major concern. The person may be a victim of one of the three complaints and may need redress.



Complaint	Any formal communication, written or oral, that expresses a concern, dissatisfaction, or claim about service delivery or project implementation.
Contractor	A person or company that undertakes a contract to provide materials or labor to perform a service or do a job.
Environment	the surroundings or conditions in which a person, animal, or plant lives or operates
Environmental pollution	The contamination of the physical and biological components of the earth/atmosphere system to such an extent that normal environmental processes are adversely affected
Gender-Based Violence	Any harmful acts directed at an individual based on their gender. It is rooted in gender inequality, the abuse of power, and harmful norms.
Grievance	An official statement of a complaint about something believed to be wrong or unfair. It may result in resolution, compensation, legal action, or a change to the project to resolve the grievance.
Grievance Redress Committee (GRC)	A special body that comprises stakeholders, local government, CSOs, and other relevant partners that review and make interventions in grievances arising from the project.
Grievance Redress Mechanism	A set of arrangements that enable local communities, employees, out growers, and other affected stakeholders to raise grievances with the investor/implementer and seek redress when they perceive a negative impact arising from the project activities.
Health and Safety	Principles that are intended to keep people safe from injury or disease at work and in public places
Labor procedures	Are steps that should be followed in regard to labor management
Land acquisition	The process of obtaining land. It could be legal or illegal.
Mechanism	A natural or established process by which something takes place or is brought about
Procurement	The process of obtaining goods or services, typically for project-related implementation or business purposes.
Project Affected Person	A person who is directly or indirectly affected by the project through incidents that result in raising a grievance. It could be environmental, social, or any other prohibited acts
Project Implementers	are planners and executors of a project
Redress	A remedy or compensation for a wrong or grievance.
Referral	An act of referring someone or something for consultation, review, or further action.
Resolution	A decision you take to do or not to do something
Resolved Grievance	A grievance that has been registered, analyzed, categorized, investigated, handled, and feedback presented to the complainant by the GRC. In this case, the complainant has agreed and is satisfied with the action taken by the GRC, and the grievance is closed.



Sexual Exploitation Abuse	An abuse or attempted abuse of a position of vulnerability in exchange for money, help, sex, or other favors. It includes all situations where a person in a position of power, authority or control of resources seeks or accepts to provide protection, assistance or, service in exchange for something.
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Grievance Redress Mechanism (GRM)

The Grievance Mechanism shall be proportionate to the potential risks and impacts of the project and will be accessible and inclusive. Where feasible and suitable for the project, the GRM will utilize existing formal or informal grievance mechanisms, supplemented as needed with the project-specific arrangement. It is expected to address concerns promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all project-affected persons at no cost and without retribution. The mechanism, process, or procedure will not necessarily prevent access to judicial or administrative remedies. Handling of grievances will be done in a culturally appropriate manner and be discreet, objective, sensitive, and responsive to the needs and concerns of the affected persons. The mechanism will also allow for anonymous complaints to be raised and addressed.

1.3 Objectives of the Grievance Redress Mechanism

The GRM aims to ensure effective, fair, and transparent handling of complaints in alignment with the Environmental and Social Framework (ESF).

Specific objectives

1. Establish a user-friendly system for submitting complaints, ensuring prompt receipt, documentation, response, and feedback to project-affected parties, potential beneficiaries, and the general public.
2. Address grievances promptly to prevent escalation into larger conflicts or disruptions that could stall the project. This includes resolving social and environmental grievances and strengthening safeguard measures in project areas.
3. Enhance results by quickly identifying and resolving issues, providing accessible information through leaflets, and ensuring that beneficiaries and potential users are aware of the GRM procedures outlined in the GRM Handbook.



4. Create a platform for stakeholders to voice concerns and suggestions, fostering active engagement and effective communication between the project team, affected persons, and the broader public.
5. Maintain a transparent, traceable process for receiving and addressing grievances, ensuring that project implementers are held responsible for their actions.
6. Guarantee that all grievances are handled impartially, giving every stakeholder and beneficiary equal opportunity to be heard and have their concerns addressed.
7. Build confidence between project implementers and communities by demonstrating a consistent commitment to resolving issues that arise during project implementation.
8. Collect and analyze grievance data to draw valuable insights and lessons learned, supporting continuous improvement in future projects and policies.

1.4 GRM Principles

A Grievance Redress Mechanism (GRM) is established to address complaints and concerns that may arise during the course of project implementation. Members of the public, including Project Affected Persons (PAPs), may perceive risks or raise concerns regarding the environmental and social performance of the project. It is therefore essential that all grievances are handled promptly, transparently, and without any form of retaliation against the complainant. The GRM is guided by principles that promote timely, fair, and effective resolution of complaints. Wherever possible, grievances should be addressed at the lowest appropriate level, with an emphasis on resolving issues quickly at the community or project site level. This approach ensures accessibility, efficiency, and culturally appropriate solutions that are responsive to the needs of affected persons. Central to the GRM is the systematic documentation of complaints, including details of the grievance, the complainant, and the resolution process. Effective grievance handling requires adherence to clearly defined rules and principles that guide decision-making and actions. Failure to uphold these principles may undermine the integrity of the process, lead to ineffective outcomes, and erode stakeholder trust. The following principles shall guide the implementation of the GRM:

1. **Accessibility:** The project GRM shall be accessible to every stakeholder and project affected persons to facilitate the reporting of project related grievances or feedback. The LWEP Beneficiary Feedback Mechanism Officers (BFMOs), LSP GRM Officer, and Local/Community Level Grievance Redress Committee (GRC) shall assist those who face barriers of language, literacy, awareness, cost, or fear of reprisal. The GRM shall be easily accessed and shall be used by all project beneficiaries and implementers as well as any person that may need to use it for any of their concerns; without



- discrimination on any basis (e.g., sex, age, health, marital status, religion, race, political affiliation or tribe);
2. **Predictability:** GRM shall have clear procedures with time frames for each stage and shall present the results to be expected. Information on the GRM should be widely available and complainants should be informed about the procedures, timelines and what can be expected from the grievance process;
 3. **Fairness:** GRM procedures shall be as fair as possible, especially in terms of access to information and opportunities, for meaningful participation in the final decision;
 4. **Rule of Law:** Outcomes of the GRM shall be consistent with the Constitution of the Republic of Liberia, and consistent with World Bank (WB) GRM protocols. Transparency: GRM procedures and outcomes shall be widely publicized to all concerned. All supporting documents of meetings needed to achieve resolution shall be part of the file related to the complaint;
 5. **Feedback:** GRM shall serve as a means to channel project implementers', and beneficiaries' feedback to improve project outcomes for the people.
 6. **Human dignity:** GRMs shall recognize the inherent dignity and the equal and inalienable human rights of all individuals;
 7. **Equity and justice:** GRM shall recognize that equality between individuals may require acknowledging their differences and taking positive action, including empowerment, to promote equitable tenure rights and access to land and other resources for all (women, men, youth, the vulnerable and marginalized people) within the national context; Gender equality: GRM shall ensure equal rights of women, girls, and men to the enjoyment of all human rights while acknowledging differences between women and men and taking specific measures to accelerate de facto equality when necessary. Women and girls shall have equal tenure rights and access to land and other resources, regardless of their civil and marital status;
 8. **Accountability:** GRM shall hold individuals and committees responsible for their actions and decisions according to the principles of the rule of law. Whenever the complainant does not accept the mediation option or if he/she does but a resolution agreement is not reached, the complainant may seek redress through the courts of law or other mechanisms available at the country or the Project Management Unit (PMU) levels.



9. **User-friendly** for individuals who may be very vulnerable, uneducated and/or speak different local languages and adapted to consider the different levels of sensitivity of cases that may be received. The design of the GRM takes into account a typology of cases and response deadlines. Referrals and procedures will be adapted to take this into account;
10. **Confidentiality:** all cases are confidential and users of the GRM should be proactively informed of this principle in the information disseminated on the GRM, and should be reassured when filing a complaint.
11. **Beneficiary-centered:** the GRM is set up to enable due process and outcomes that make complainants at least as well off as they were before the project started, ideally better, and definitely not worse.

12. Recusal Clause

To uphold the integrity, impartiality, and transparency of the grievance redress process, a member of the GRC shall recuse himself/herself from participating in the review, deliberation, or decision-making of any grievance in which they have a personal, financial, professional, or familial interest that may reasonably be perceived to influence their impartiality.

Composition of the GRC

The Grievance Redress Committee (GRC) is a structured, multi-stakeholder body established under the project to review, assess, and resolve grievances arising from project implementation. It comprises representatives from government institutions, local authorities, civil society organizations (CSOs), community leadership, and other relevant partners. Operating at National, County, and District levels, the GRC ensures accessibility and inclusiveness in grievance handling. It is responsible for delivering timely, fair, and transparent decisions, while recommending appropriate remedial actions in accordance with established GRM procedures and guiding principles. The Grievance Redress Committee (GRC) shall be established across all six (6) participating counties of Liberia and structured across multiple levels to ensure effective grievance handling. Each GRC will comprise seven (7) members drawn from relevant stakeholders and institutions involved in project implementation. This composition ensures a coordinated, inclusive, and technically competent structure capable of effectively reviewing and resolving grievances in line with established GRM procedures.

Structure of the GRM

The LWEP shall establish GRCs at three levels: National, County, and District. These committees shall ensure broad coverage and provide accessible channels for community members to file complaints and seek resolution for issues arising from project implementation.



In addition to the GRCs, there shall be a Grievance Redress Team (GRT), a Lead Social Specialist from the LSP, a Beneficiary Feedback Mechanism Specialist (BFMS) from Action Aid Liberia (AAL), and BFMOs from both the LSP and AAL to support the operational effectiveness of the GRM.

Each GRC will be trained on the GRM Handbook, which outlines the procedures for receiving, documenting, investigating, processing, and resolving grievances in line with:

- National laws
- World Bank Environmental and Social Framework (ESF) requirements
- Core GRM principles such as confidentiality, impartiality, transparency, and accountability.

To promote inclusivity and gender balance, at least 60 percent of GRC members, where applicable, will be women. This structure aims to strengthen community trust, ensure equitable participation, and uphold the rights of women and girls, as well as all project-affected persons. To enhance the effectiveness and efficiency of the project GRM, a GRT will be established to serve as the operational arm of the structure.

A. National GRC: Structure, Composition & Roles

Structure & Composition

The National Grievance Redress Committee (GRC) will consist of seven (7) members:

1. Director, Women Empowerment, MGCSP (Chair)
2. Director, Gender and Social Inclusion Unit, MoA
3. Representative, Gender Unit, MoE
4. Representative, GSIU, MoH
5. Communications and Grievance Redress Officer (PMU)
6. Social Specialist (PMU)
7. Lead Social Specialist (LSP)

Grounds for Recusal include, but are not limited to:

- Direct involvement in the subject matter of the grievance.
- Personal or professional relationship with the complainant or respondent.
- Financial interest or benefit that may arise from the outcome.
- Prior public statements or actions that may indicate bias.
- Any circumstance that may give rise to a conflict of interest or the appearance thereof.

Procedure:

- The concerned member shall voluntarily declare the need to recuse themselves at the earliest opportunity.



- If a potential conflict is identified by another committee member or stakeholder, the matter shall be reviewed by the remaining GRC members, who will determine whether recusal is warranted.
- A recused member shall not be present during discussions or decisions related to the grievance in question and shall not influence the process in any form.

Documentation:

All recusals shall be formally recorded in the meeting minutes, including the reason for recusal and the name of the member.

This clause is intended to safeguard the credibility of the grievance redress mechanism and ensure fair and unbiased resolution of complaints.

Key Roles & Responsibilities

1. Case Review & Decision-Making

- Review and adjudicate cases at the national level escalated from County Level GRCs that cannot be resolved locally.
- Serve as final decision-maker on complex cases escalated to them
- Refer high-risk, or sensitive cases (including GBV/SEA) to the E & S Team for referral pathways.

Oversight & Governance

- Provide strategic leadership and national-level supervision of grievance redress.
- Ensure all GRM processes align with project objectives, national laws, and World Bank ESF.
- Approve and periodically review policies, procedures, and tools developed by the GR Team
- Ensure survivor-centered handling of GBV/SEA/SH cases.
- Maintain regular strategic coordination with the GR Team.

Coordination

- Agree on remedies and preventive actions for systemic issues.
- Coordinate with the GR Team and ensure compliance with the GRM Manual

Monitoring, Reporting & Accountability

- Review consolidated grievance data and reports from the GR Team.
- Ensure timely submission of high-level reports to government, donors, and stakeholders.
- Hold the GRCs accountable for delays or breaches.



2. Capacity Building & Technical Support

- i. Approve GRC training plans prepared by the GR Team.
- ii. Provide technical advice on complex or precedent-setting cases.

3. Safeguarding & Compliance

- i. Monitor and enforce confidentiality, non-discrimination, and survivor protection.
- ii. Ensure social inclusion measures are integrated into grievance handling.
- iii. Oversee compliance with the Code of Conduct.

4. Stakeholder Engagement & Awareness

- i. Champion national awareness campaigns with ministries and partners.
- ii. Serve as the main interface with government, donors, and oversight bodies.
- iii. Endorse outreach materials prepared by the LSP.

5. Continuous Improvement

- i. Analyze grievance trends and recommend policy/procedure changes.
- ii. Ensure lessons learned are applied to improve project design and delivery.

2. Community Awareness

- i. Ensure that adequate awareness is raised about the project GRM, its referral pathways, and available support services.

C. County Level GRC: Structure, Composition & Roles

Structure & Composition

Each County Level GRC will have five to seven (5-7) members. These include:

1. Office of the Superintendent/Local Government (Gender Officer)
2. MGCSP County Coordinator
3. County Rural Women Structure Rep
4. County Agriculture Coordinator (CAC)
5. Civil Society Organization (CSO) Representative
6. County Health Officer
7. County Education Officer



Key Roles & Responsibilities

1. Respond to basic GR-related questions.
2. Review and respond to cases at the county-level, and those escalated from District Level GRCs.
3. Participate in GRM awareness campaigns

D. District Level GRC: Structure, Composition & Roles

Structure & Composition

Each District Level GRC will have 7 members, selected to reflect gender balance and inclusivity:

1. District Commissioner
2. District Chairlady
3. Paramount Chief
4. District Youth Leader (Male)
5. District Youth Leader (Female)
6. Clan chief
7. Persons with Disabilities Representative (Preferably Female)

Key Roles & Responsibilities

1. Receive LWEP related grievances at the district level; and inform the BFM Officer(s).
2. In collaboration with the GR team, investigate cases and provide remedies in line with the GRM Handbook and World Bank safeguarding principles.
3. Ensure sensitive cases (including GBV/SEA and child protection issues) are handled confidentially and referred immediately to the designated County or National GRC focal points.
4. In consultation with the GR Team, forward cases that cannot be resolved locally to the County Level GRC for further action.

Grievance Redress Committee membership criteria

GRC members should be competent, problem solvers, have analytical skills, and be easily reachable to the complainant. GRC must abide by all GRM and guiding principles and the members need to be qualified based on the following requirements;

1. Relevant Institutional Representation:
Members must be bona fide representatives of the required institutions, including key government ministries, agencies, and project structures relevant to the Liberia Women Empowerment Project (LWEP). Civil society organizations must also be represented to ensure inclusiveness and community trust.



2. Integrity, Credibility, and Legal Standing:
Members must be individuals of high moral character, professionalism, and integrity, with no criminal record, and a demonstrated reputation for fairness and impartiality.
3. Gender Balance and Inclusiveness:
At least 70% of GRC members must be women who meet all other selection criteria. Members should also demonstrate sensitivity to gender issues, particularly GBV/SEA/SH, and be capable of handling such cases with care and confidentiality.
4. Knowledge, Skills, and Analytical Capacity:
Members should possess relevant knowledge or experience in social issues, grievance handling, community engagement, or project implementation. They must be able to apply logical reasoning, assess grievances objectively, and evaluate cases from a neutral and independent perspective.
5. Commitment and Availability:
Members must be willing and available to actively participate in grievance handling processes, attend meetings, and ensure timely resolution of cases.
6. Impartiality and Conflict of Interest Management:
Members must act independently and without bias. Any member who has a personal relationship with a complainant or is directly involved in a case, either as the aggrieved or accused party, must recuse themselves from the deliberation process.
7. Ethical Conduct and Confidentiality:
Members must uphold high ethical standards, maintain strict confidentiality, and protect the privacy and dignity of all complainants, particularly in sensitive cases.
8. Advisory and Problem-Solving Capacity:
Members should be willing to seek guidance from qualified experts when necessary and prioritize fair and informed decision-making in the best interest of both the complainant and the institution.
9. Advocacy and Communication Skills:
Members should demonstrate strong communication and mediation skills, with the ability to present facts clearly, support fair deliberations, and engage effectively with diverse stakeholders, including vulnerable groups.
10. Documentation and Procedural Compliance:
Members must ensure accurate, thorough, and consistent documentation of all grievances throughout the process and adhere strictly to established GRM procedures and guidelines.

Roles/Responsibilities of the GRC at all levels

B. Roles & Responsibilities of the GR Team

Composition of the GRT

The GRT shall comprise the following members:



- i. Communications and Grievance Redress Officer (PMU)
- ii. Social Specialist (PMU)
- iii. Environmental Specialist (PMU)
- iv. Lead Social Specialist (LSP)
- v. Beneficiaries Feedback Mechanism Specialist (AAL)

1. Oversight & Governance

- i. Update the GRM operational procedures, tools, and forms.
- ii. Ensure that daily GRM operations are compliant with agreed standards.

2. Case Review & Decision-Making

- i. Investigate and resolve in coordination with the District and County GRCs before escalation.
- ii. Prepare detailed case documentation for review by the National GRC.
- iii. Implement final decisions made by the National GRC and monitor compliance.

3. Coordination

- i. Maintain daily operational coordination with County and District GRCs.
- ii. Manage grievance case flow across all levels.
- iii. Identify and report recurring or systemic issues to the National GRC.

4. Monitoring, Reporting & Accountability

- i. Maintain up-to-date grievance databases.
- ii. Compile monthly and quarterly GRM performance reports.
- iii. Track case resolution timelines and flag delays for escalation.

5. Capacity Building & Technical Support

- i. Organize and deliver day-to-day training for GRC Members when needed.
- ii. Provide ongoing mentoring and technical guidance to County and District GRCs.
- iii. Assess and report training needs of the District and County GRCs to the National GRC

6. Safeguarding & Compliance

- i. Implement safeguarding protocols at the operational level
- ii. Conduct survivor-centered intake and referrals.
- iii. Report any safeguarding breaches to the National GRC immediately.



7. Stakeholder Engagement & Awareness

- i. Lead community and county-level awareness activities
- ii. Distribute and explain the GRM Handbook to beneficiaries.
- iii. Collect feedback from communities to inform national-level policy.

8. Continuous Improvement

- i. Collect and submit grievance trend data for analysis.
- ii. Suggest operational improvements to the National GRC.
- iii. Pilot recommended changes and report outcomes.

The GR Team shall conduct quarterly meetings with District and County GRCs to improve coordination, share lessons learned, and resolve recurring challenges.

Grievance Mitigation Cycle

The Grievance Mitigation Cycle provides a structured, time-bound process for receiving, assessing, resolving, and monitoring grievances arising during project implementation. The system is designed to ensure that all complaints are addressed promptly, fairly, and transparently at the lowest possible level, while allowing for escalation when necessary. Delays in grievance resolution are treated as grievances themselves, as unresolved issues can escalate into more complex disputes. Overall, grievances should be resolved within 7–10 working days, and in all cases, resolution should not exceed 15 working days from the date of receipt, except for highly complex cases that may require additional time based on their nature.

1.8 Typology of Potential Grievances and Timeframes for Responses

During the implementation of the LWEP, various types of grievances may arise from project affected persons (PAPs), beneficiaries, service providers, other interested persons or community members. To ensure the GRM functions effectively, these grievances must be systematically classified, recorded, and addressed within clearly defined timeframes. Potential grievances are grouped into four broad categories, ranging from low sensitivity, non-criminal cases to highly sensitive and high-risk cases. This typology is not exhaustive but provides practical examples of the types of cases likely to be encountered during project implementation. The categorization helps determine the appropriate level of GRC responsible for handling the case (District, County, or National), the urgency of response, and whether referral to external institutions such as the MGCSP, law enforcement agencies, child protection services, or gender-based violence service providers is required.

1. Uptake / Submission of Grievance



Grievances are submitted by Project Affected Persons (PAPs), beneficiaries, or the general public through multiple accessible channels, including community focal persons, grievance boxes, phone lines, written complaints, or direct reporting to Grievance Redress Committee (GRC) members. This step ensures inclusivity and ease of access for all stakeholders.

2. Registration and Documentation

All received grievances are formally recorded in a grievance log or database. Key details such as the complainant's information, nature of the complaint, date of submission, and level of sensitivity (low, sensitive, or highly sensitive) are documented to ensure proper tracking and accountability.

3. Screening and Classification

The grievance is reviewed to determine its nature, urgency, and category. Complaints are classified based on their sensitivity and complexity, including cases related to GBV/SEA/SH, labor issues, or general project concerns. Highly sensitive cases are handled with strict confidentiality and may be referred to specialized service providers.

4. Acknowledgment of Receipt

The complainant is formally notified that their grievance has been received and registered. This acknowledgment includes information on the next steps, expected timelines, and contact points, thereby building trust and transparency.

5. Assessment and Investigation

The GRC conducts a thorough review and investigation of the grievance. This may involve consultations with relevant stakeholders, field verification, and evidence gathering to fully understand the issue and its context.

6. Resolution and Decision-Making

Based on the findings, the GRC deliberates and determines appropriate corrective actions or remedies. The resolution is guided by fairness, objectivity, and adherence to project policies and legal frameworks. Whenever possible, grievances are resolved at the lowest appropriate level.

7. Communication of Outcome

The decision and proposed resolution are communicated clearly to the complainant. This includes an explanation of the actions taken and any available options if the complainant is not satisfied.

8. Implementation of Resolution



Agreed corrective actions are implemented promptly. Responsible parties are assigned, and timelines are established to ensure that the resolution is effectively carried out.

9. Appeal and Escalation

If the complainant is not satisfied with the outcome, they have the right to appeal or escalate the grievance to a higher level (e.g., from district to county to national level) or seek alternative dispute resolution, including judicial processes.

10. Monitoring, Feedback, and Closure

The grievance is monitored until the resolution is fully implemented and accepted by the complainant. Once resolved, the case is formally closed, and feedback may be collected to improve the system. Lessons learned are documented to strengthen future grievance handling.

Categories of Complaints

Governance Complaint relates to the malfunctioning of existing management systems, procurement management, or misappropriation of project funds or property. It also includes suspected fraud, corruption, non-payment of salary and allowances/incentives, abuse of authority or power, lack of equity in the distribution of benefits, etc.

- Using the project's assets for non-project related purpose
- Misuse or mismanagement of project resources
- Complaints about staff misconduct or unprofessional behavior
- Allegations of exclusion, discrimination, or bias in project benefits
- Cases with potential legal or criminal implications
- Serious human rights violations

Procedural complaints are those that directly or indirectly affect non-compliance with procedures and standards. This type of complaint comes in when there is an error or fraud in procedure. Examples of procedural complaints:

- Lack of transparency in a recruitment process (i.e., staff, contractor, vendor, etc.)
- Noncompliance to project policy instruments or documents
- Undue and unjustified delay in payment of staff/vendors
- Delays in service delivery or project activities
- Minor disputes over beneficiary selection or participation
- Issues related to communication gaps or misinformation
- General dissatisfaction with project processes
- Labor-related grievances (e.g., unfair treatment, working conditions)

Behavioral complaints relate to human behavior patterns that are strictly prohibited at every given time of the project implementation. It is not only the assault of a person but also gender-based violence, including sexual exploitation and abuse (SEA), Gender-Based Violence



(GBV), and sexual harassment (SH); and other environmental and social issues that impact the community and the project negatively etc.

- Unwanted touches in the place of work during implementation
- Gender-Based Violence (GBV), including Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH)
- Sexual assault, rape, or exploitation
- Unwanted or inappropriate physical conduct in the workplace
- Soliciting sexual favors in exchange for employment or benefits
- Other forms of misconduct that violate personal dignity, safety, and ethical conduct

Types of Grievance

Grievances under the project may arise from various aspects of implementation and stakeholder interaction. These include, but are not limited to:

- Concerns about unfair targeting, exclusion, favoritism, or lack of transparency in the selection of beneficiaries.
- Complaints regarding delays, poor quality, or inadequate delivery of project activities and services.
- Allegations related to unprofessional behavior, abuse of authority, corruption, or unethical conduct by project staff, Lead Service Providers (LSPs), or associated personnel.
- Complaints involving sexual exploitation and abuse, sexual harassment, domestic violence, or other forms of gender-based violence linked to the project.
- Issues related to employment practices, including unfair treatment, discrimination, unsafe working conditions, delayed payments, or violation of workers' rights.
- Complaints related to marginalization or unequal treatment based on gender, age, disability, or other social factors.
- Allegations of misuse, misallocation, or misappropriation of project funds, materials, or resources.
- Disputes arising among community members or between communities and project implementers related to project activities.
- Concerns related to environmental impacts, waste management, health risks, or safety issues arising from project implementation.
- Complaints concerning land use, access, ownership disputes, or any unauthorized use or acquisition of land linked to project activities.

Complaints Reporting Channels

An Interactive Voice Response (IVR) Case Management System will be established to record, track and manage grievances arising from project implementation. The case management



system (CMS) will be adopted and utilized by the LWEP as a communication channel through which beneficiaries and all project-affected, interested, and vulnerable groups can submit complaints and receive feedback on their cases.

The following dedicated email addresses will be available for submitting complaints and inquiries: info.lwep@mogcsp.gov.lr; complaint.lwep@mogcsp.gov.lr. In addition, a toll-free hotline 4433 will be available for participants and other stakeholders who wish to file complaints or grievances through telephone communication.

GRM boxes will be placed in all project communities to allow both project participants and non-participants to submit their grievances or suggestions. Individuals will also have the option to walk in and file their complaints directly. The PMU and LSP will designate a GRM or Beneficiary Feedback Mechanism Officer (BFMO) responsible for receiving, recording, managing, and referring complaints for appropriate actions.

Complaints may be submitted anonymously or through written submissions, email, verbal communication, or telephone calls through the approved hotline 4433. Complaint and suggestion boxes will also be placed in each project community to collect grievances complaints from beneficiaries and other interested individuals and groups. Community members may also obtain complaint forms from the Designated GRM or BFMO and Community Level GRC Members.

All complaints receiving points will utilize a standardized complaint intake form that must be completed for every grievance received. The GRM or BFMO receiving the complaint will collect the relevant basic information needed to document the grievance. It is anticipated that most complaints will be submitted verbally to the BFMO, through the hotline, or through the GRM Boxes at the community level.

Upon receipt of a complaint, an acknowledgment receipt, as shown in Appendix 6, will be issued and the grievance will be registered in the Management Information System (MIS). After registering the complaint, the District-Level GRC or BFMO shall set a date to investigate the matter and provide recommendations based on the findings. Where necessary, meetings may be held between the complainant (s) and the concerned party or parties to reach an amicable resolution and ensure appropriate grievance redress.

Meeting Schedule for GRC at All Levels

The Grievance Redress Committees (GRCs) shall convene regular meetings at all levels to review, assess, and address grievances arising during project implementation. These meetings are essential to ensure timely resolution, proper documentation, and continuous improvement



of the grievance redress process. In addition to scheduled meetings, emergency sessions may be convened at any level to address urgent or highly sensitive matters.

Schedule for National Level GRC

- The National Level GRC shall meet every quarter to review and deliberate on grievances escalated from lower levels, assess systemic issues, and provide strategic guidance for grievance management across the project.
- Meetings shall be held on the last Thursday of each quarter.
- The committee will review complex and unresolved cases, including highly sensitive grievances such as GBV/SEA/SH.
- The National GRC will also assess trends, ensure compliance with GRM procedures, and provide policy and operational direction.
- Emergency meetings may be convened at any time to address urgent or high-risk cases requiring immediate intervention.

Schedule for County Level GRC

- The County Level GRC shall meet monthly to review grievances received or escalated from the district level and ensure timely resolution.
- Meetings shall be held on the last Thursday of every month.
- The committee will assess and resolve county-level grievances and monitor cases forwarded from district GRCs.
- A comprehensive monthly report shall be prepared, summarizing grievances received, actions taken, and the status of resolutions.
- Emergency meetings may be convened when urgent issues arise that require immediate attention.

Schedule for District Level GRC

- The District Level GRC shall meet on a bi-weekly basis (or as frequently as needed) to ensure prompt handling of grievances at the community level.
- Regular meetings shall be held twice each month, preferably at consistent intervals (e.g., every second and fourth week).
- The committee will review newly received grievances, track ongoing cases, and ensure timely resolution within the stipulated timeframe.
- Emphasis will be placed on resolving grievances at the lowest level using community-based and culturally appropriate approaches.
- Emergency meetings may be convened immediately in response to urgent or sensitive complaints requiring prompt action.



GRCs Monitoring

Monitoring of the GRCs at all levels is conducted to ensure the effective, transparent, and timely functioning of the GRM. This is achieved through regular onsite supervision and verification missions led by the Project Management Unit (PMU), with technical oversight from the Environmental and Social Safeguards (ESS) Team. Monitoring focuses on reviewing grievance records, assessing resolution timelines, ensuring compliance with established procedures, and upholding principles such as confidentiality and fairness, especially for sensitive cases like GBV/SEA/SH. Key activities include verifying documentation, evaluating performance, tracking adherence to escalation processes, and identifying gaps for improvement. Findings are documented and used to strengthen the system through corrective actions, capacity building, and continuous feedback, ensuring the GRM remains responsive, accountable, and aligned with national and international standards.

E. Roles and Responsibilities of the Lead Social Specialist

The Lead Social Specialist shall be responsible for the oversight, coordination, and implementation of the GRM under the LWEF. He shall ensure that grievances, complaints, and feedback from beneficiaries and stakeholders are received, documented, assessed, and resolved in accordance with LWEF GRM procedures and the World Bank Environmental and Social Framework (ESF). In consultation with the PMU, he shall provide technical leadership, quality assurance, and capacity building for GRM structures, including the BFMOs, community grievance structures, and project staff and participants, etc.

Key Responsibilities

1. GRM Coordination and Oversight

- In coordination with the PMU, provide overall leadership for the implementation of the LWEF GRM.
- Ensure grievances are handled according to the GRM procedures and timelines.
- Supervise and support BFMS and BFMOs GRC at the district, and county levels.
- Coordinate with the Project Management Unit (PMU) and implementing partners on grievance management.

2. Case Management and Resolution

- Review and validate complex or sensitive grievances, including those related to GBV, SEA/SH, fraud, or misconduct.
- Ensure proper referral pathways for sensitive cases to appropriate service providers.
- Oversee escalation of grievances that cannot be resolved at lower levels.

3. Monitoring and Reporting



- Ensure all grievances are properly logged into the Management Information System (MIS).
- Analyze grievance trends to identify systemic issues affecting beneficiaries.
- Prepare monthly and quarterly GRM reports for the PMU and other stakeholders.

4. Capacity Building

- Train BFMS and BFMOs, community leaders, and grievance committees on GRM procedures.
- Support awareness campaigns to inform beneficiaries about the GRM channels and processes.

5. Compliance and Safeguards

- Ensure GRM operations comply with the World Bank Environmental and Social Standards (ESS).
- Maintain confidentiality and ethical handling of sensitive cases.

F. Roles and Responsibilities of the Beneficiary Feedback Mechanism Specialist (BFMS)

The Beneficiary Feedback Mechanism Specialist shall support the Lead Social Specialist in the implementation, coordination, and strengthening of the GRM under the LWEP. The BFMS shall supervise all BFMOs and ensure that complaints, inquiries, and feedback are systematically collected, documented, referred, and monitored for timely resolution. He shall work closely with BFM Officers, community structures, and the GR Team to ensure transparency, accountability, and responsiveness of the GRM to the concerns/complaints generated from the project implementation.

Key Responsibilities

1. GRM Implementation

- In consultation with the Lead Social Specialist, coordinate the operationalization of the GRM.
- Manage the project Interactive Voice Response and Case Management System
- Ensure accessible channels for submitting complaints and feedback (hotlines, suggestion boxes, community meetings, etc.).

2. Case Documentation and Tracking

- Ensure grievances are registered, categorized, and logged into the MIS.
- Track cases to ensure timely follow-up and resolution.

3. Referral and Escalation

- Refer cases to the appropriate GR Team or GRC.
- Ensure sensitive complaints are handled through appropriate referral pathways.

4. Community Awareness



- Conduct awareness campaigns on project participants rights and complaint procedures.
- Promote safe reporting mechanisms for women, girls, and vulnerable groups.

5. Reporting and Analysis

- Compile monthly GRM reports.
- Analyze feedback trends to improve project implementation and accountability.

G. Roles and Responsibilities of the Beneficiary Feedback Mechanism Officers (BFMOs) – LSP and AAL

BFM Officers serve as the frontline personnel responsible for receiving, documenting, and facilitating the resolution of participants complaints and feedback at community and county levels under the LWEF.

They shall ensure that all grievances are registered, documented, and referred through the proper GRM channels while maintaining transparency, confidentiality, and respect for complainants.

Key Responsibilities

1. Complaint Intake

- Receive complaints from project participants through multiple reporting channels.
- Record complaints accurately using GRM forms, IVR and the MIS.

2. Case Referral

- Refer grievances to the BFMS for onward referral to the GR Team or relevant authorities.
- Support the Grievance Redress Committees (GRCs) in reviewing and addressing cases.

3. Community Engagement

- Conduct community awareness sessions on the GRM process.
- Ensure women, youth, and vulnerable groups are aware of safe reporting mechanisms.

4. Follow-Up

- Track the progress of grievances and provide feedback to complainants.
- Ensure cases are resolved within established timelines.

5. Documentation and Reporting

- Maintain proper case files and records.
- Submit regular reports to the BFMS on grievance trends and resolutions.



1.7 Escalation of Cases

The grievance resolution process shall be transparent, fair, inclusive, and culturally appropriate. Cases may be escalated by the GR Team from the District to the County level, or from the County to the National level, depending on the nature and complexity of the grievance or where the aggrieved party is dissatisfied with the resolution reached at a lower level. The GR Team shall refer cases beyond its authority or control to the next level in the referral pathway and provide the complainant with timely feedback on the status and outcome of the grievance.

With regard to the handling of SEA/SH and Child Protection cases, the LWEP SEA/SH and Child Protection Action Plan provides detailed procedures and timelines for managing such cases. In accordance with the SEA/SH and Action Plan and the established referral pathway, the LSP, BFMO and Gender Officers shall arrange for any required emergency support and care in coordination with the designated SEA/SH and Child Protection service providers. At the same time, the case shall be referred to the LWEP Focal Person or GRM Consultant, who will report the SEA/SH and Child Protection incident to the MGCSP County Coordinator and other designated authorities as required.

The designated SEA/SH and Child Protection service providers include existing services available to survivors in project locations, such as health care, psychosocial support, police, and legal or justice services that have been mapped by the project.

Additionally, information to be collected from the complainant or person reporting SEA/SH incidents may include the following:

- i. Demographic data, such as age and gender;
- ii. The nature of the complaint recorded in the complainant's own words.;
- iii. Whether the complainant believes the alleged perpetrator is associated with the project; and
- iv. Whether the complainant has received or been offered referral to appropriate support services.

Any case or suspicion of SEA/SH and Child Protection should be reported through the hotline number, the BFMO or to the Community, County or National GRCs. The protection of whistleblowers and confidentiality of information must be strictly maintained.

Cases of SEA/SH may also be reported through the general Project GRM mechanisms, including suggestion boxes, hotline Operators, phones calls, emails, or other approved reporting channels. The project GRM will ensure that all incidents of SEA/SH and Child Protection incidents reported through the system are relayed to the Project Management (PMU) within 24 hours of receipt.





Revised Summary Escalation Table for the Liberia Women Empowerment Project (LWEP)

No.	Category	Description & Examples	Timeframe for Handling Cases	Responsible Groups to Handle Grievances at Different Level			Referral
				GR Team + District GRC	County GRC	National GRC	
1	General Project Implementation Grievances	<p>These relate to project design, implementation processes, and delivery of project benefits. They may affect satisfaction but pose no major reputational or social risk.</p> <p>Examples:</p> <ul style="list-style-type: none"> i. Lack of information or poor communication about the project. ii. Disagreement with the measurement/assessment of affected property. iii. Lack of employment opportunities for community members. iv. Lack of consultation before construction works. v. Delay in cash transfer or benefit disbursement. vi. Errors in selecting/recruiting beneficiaries. vii. Complaints about grant disbursement mechanisms. viii. Perceived unfair treatment or exclusion of beneficiaries. ix. Complaints about the conduct of project beneficiaries. 	10 days	Handles directly and records in logbook.	Works along with GR team for coordination and feedback.	Engages only if issue is systemic or multi-district.	Rare referral to County or National Level GRC if unresolved.



No.	Category	Description & Examples	Timeframe for Handling Cases	Responsible Groups to Handle Grievances at Different Level			Referral
				GR Team + District GRC	County GRC	National GRC	
		x. Exclusion from participation in project activities.					
2	Environmental and Social Safeguards-Related Grievances	<p>Concerns environmental degradation, social impacts, or staff behavior that violate safeguards and could escalate into conflict or reputational risk.</p> <p>Examples:</p> <ul style="list-style-type: none"> i. Use of intimidation, threats, or force to enter private property. ii. Adverse environmental or social impacts (damage, land loss, blocked routes, noise, dust, waste). iii. Bullying or breach of confidentiality of personal data. iv. Staff misconduct causing harm to community members. v. Inappropriate involvement of children in project activities. vi. Exclusion based on gender or gender orientation. 	Within 48 hours	BFM Officer logs and forwards complaint to GR Team.	Primary handler—investigates and responds.	Engages if issue is systemic, cross-county, or high-profile.	May refer to EPA, MoG, or PMU Safeguards Unit for technical investigation.
3	Corruption, Fraud, and Financial	Involves unethical financial practices or misuse of project funds, threatening transparency or accountability.	Within 24 hours	BFM Officer logs only and	BFM Officer logs onto MIS	Provides oversight and coordination	Immediate referral to law enforcement or



No.	Category	Description & Examples	Timeframe for Handling Cases	Responsible Groups to Handle Grievances at Different Level			Referral
				GR Team + District GRC	County GRC	National GRC	
	Misconduct Grievances	<p>Examples:</p> <ul style="list-style-type: none"> i. Requests for bribes, fees, or unauthorized taxes from beneficiaries by PMU, Service Providers, or project staff. ii. Theft, diversion, or misappropriation of project funds or assets. ii. Misuse of project benefits. 		reports immediately to the GR Team.	Dashboard and alerts GR Team GRC.	with integrity units.	Plan International Integrity Channel; escalate to World Bank Integrity Unit if severe.
4	GBV, SEA/SH, and Child Protection Grievances	<p>Involve life-threatening risks or safeguarding violations such as gender-based violence, sexual exploitation or harassment, and child protection concerns.</p> <p>Examples:</p> <ul style="list-style-type: none"> i. GBV or SEA/SH-related complaints (harassment, coercion, or assault). ii. Requests for sexual favors in exchange for project benefits. iii. Physical, sexual, or emotional harm due to gender discrimination. iv. Child abuse, exploitation, or involvement in hazardous work. v. Suspected child labor (under 14 years old). 	Immediate (<24 hrs.)	Logs only—no mediation. Reports immediately to GR Team for action.	Coordinates survivor-centered referral and support services.	Provides oversight and ensures survivor confidentiality.	Mandatory referral to MGCSPP, GBV Taskforce, Health Facility, Police, or Child Protection Services following LWEP Referral Pathway.



No.	Category	Description & Examples	Timeframe for Handling Cases	Responsible Groups to Handle Grievances at Different Level			Referral
				GR Team + District GRC	County GRC	National GRC	
		vi. Suspected forced labor or trafficking linked to project activities.					
—	Notes for Grievance Handling	<ul style="list-style-type: none"> - Categories 1–3: Managed through GR Team structure and logged in the MIS system. - Category 4: Requires confidential referral and must not be handled through normal GRC discussions. - All grievances must be acknowledged, logged, investigated, and resolved following LWEP GRM Procedures and the Survivor-Centered Approach. 	—	—			

All GRCs shall have a maximum of ten (10) working days from the date and time a case or complaint is filed to review the matter and make a determination. However, depending on the nature, urgency, and complexity of the case, GRCs are encouraged to provide redress within a shorter timeframe to ensure timely and effective resolution.



2.0 INFORMATION AND EDUCATION CAMPAIGN

The MGCSP, through the LSP or dedicated service providers, will spearhead Information, Education, and Communication (IEC) campaigns to raise awareness among participating communities and project beneficiaries on key themes such as behavior change, accountability, safeguarding, corruption prevention, and the GRM under LWEP.

In addition, all LWEP communication and public engagement activities will be strategically leveraged as platforms to sensitize communities and project beneficiaries about the project's GRM procedures and channels for redress. The Beneficiary Feedback Mechanism Specialist, in close collaboration with the Lead Social Specialist, will play a proactive role in identifying potential causes of grievances and integrating these issues into the project's broader communication and outreach efforts. This approach ensures that grievance prevention becomes an integral part of community engagement rather than an afterthought.

To maximize outreach and inclusiveness, the LWEP will adopt multiple communication channels tailored to the local context, including:

1. Drama performances and community theater to simplify key messages and reach audiences in interactive ways.
2. Local radio programs and talk shows, particularly in vernacular languages, to ensure accessibility for populations with limited literacy.
3. Print and visual Information Education & Communication (IEC) materials, such as posters, flyers, and environmental/social awareness signs, strategically displayed in public spaces across the six project counties.
4. Corruption prevention posters and information boards at sensitive service points (e.g., money transfer outlets) and other areas within the communities.
5. Town hall forums and community dialogues, providing opportunities for direct engagement, clarification, and feedback.
6. Distribution of contact cards with GRM hotline numbers and focal point information.
7. Community monitoring visits, reinforcing both accountability and transparency.

A key lesson from the Human Rights and Social Protection Perception Assessment is that vulnerable groups such as elderly people, and persons with disabilities as well as marginalized individuals, including those stigmatized as criminals, accused of witchcraft, or those living with



alcoholism, are often excluded from community activities and access to critical information. To address this gap, the LWEP GRM will be deliberately structured to ensure these groups are not only able to lodge complaints easily but are also actively reached with project information.

Special emphasis will be placed on the use of community radios and local vernacular languages to ensure that project beneficiaries, including those who are illiterate or otherwise disadvantaged, can fully understand GRM processes and are empowered to participate in them.

Embedding accountability and grievance redress into its communication strategy, the LWEP will foster a culture of trust, transparency, and inclusivity, ensuring that no group; especially the most vulnerable and marginalized, is left behind in the project's implementation.

2.1 Key Stakeholders

The successful rollout of awareness and sensitization activities for the Grievance Redress Mechanism (GRM) under the Liberia Women Empowerment Project (LWEP) requires the involvement of a wide range of stakeholders at different levels. Each plays a distinct but complementary role in ensuring that the process is inclusive, transparent, and accessible to all project beneficiaries and communities.

The key stakeholders include:

1. LWEP Communications Officer: Leads the design and implementation of the GRM awareness campaign.
2. Lead Service Provider (LSP) and Association Organizations: Support dissemination of GRM messages and ensure community-level buy-in.
3. Community-level Grievance Redress Committees (GRCs): Facilitate localized awareness efforts and respond to grievances at the first point of contact.
4. Lead Social Specialist: Provides technical oversight on social issues, including inclusivity and protection of vulnerable groups and ensures environmental safeguarding concerns are integrated into awareness campaigns.
5. LWEP County Coordinator: Oversees coordination of all GRM-related outreach across counties.
6. Ministry of Gender, Children and Social Protection (MGCSP): Provides policy direction and overall leadership.
7. Implementing Ministries (Health, Education, Agriculture, Justice, etc.): Provide sectoral support and align grievance handling with respective mandates.



8. County Gender Coordinators: Ensure grassroots-level dissemination of information and feedback loops.
9. Liberia Anti-Corruption Commission (LACC): Ensures corruption prevention and accountability measures are integrated into the GRM campaign.

2.2 Implementation Procedures for GRM Awareness

Preparation of a Communications Strategy

1. The LWEP/LSP Communications Specialist in collaboration with the Lead Social Specialist will prepare a detailed communications strategy and timeline, clearly outlining the phases of GRM awareness activities, the key messages to be delivered, and the roles and responsibilities of each stakeholder.
2. The strategy will also specify the communication channels (radio, posters, town halls, IEC materials, etc.) to ensure messages reach diverse groups, including illiterate and marginalized populations.

2.3 Development of IEC Materials

- a. The LWEP/LSP Communications Specialist and Lead Social Specialist will support the preparation of Information, Education, and Communication (IEC) materials, including:
 - i. Translated radio spots in local dialects.
 - ii. Poster sets with visual messaging for low-literacy audiences.
 - iii. Contact cards with GRM hotlines and focal persons listed.
 - iv. Community noticeboard materials.
- b. All IEC materials will emphasize inclusivity, accountability, and transparency, and will highlight that grievance reporting is free of charge and confidential.

2.4 Visibility of GRM Hotline

The LWEP/LSP Lead Social Specialist and Communications Specialist shall ensure that the GRM hotline/complaints number is displayed and written clearly on:

- iv. All official project platforms and materials.
- v. Payment cards or vouchers used in project cash transfer interventions.
- vi. Posters and signboards in key community gathering points (markets, schools, health centers, town halls).



2.5. Corruption Prevention Messaging

- a. In collaboration with the Liberia Anti-Corruption Commission (LACC), LWEP/LSP will develop and disseminate anti-corruption IEC materials.
- b. These may include:
 - i. Posters outlining project rules (e.g., *beneficiaries should not pay fees to receive project benefits*).
 - ii. Awareness campaigns clarifying reporting channels for corruption-related grievances.
 - iii. Distribution of accountability leaflets through financial service providers and community mobilizers.
- c. Messaging will stress zero tolerance for bribery, exploitation, or misuse of project resources.

3.0 GRIEVANCE MANAGEMENT: PROCEDURES AND STEPS

The principles and procedures for managing grievances under the Liberia Women Empowerment Project (LWEP) form an integral part of the Community Consultation and Stakeholder Engagement Plan. The project is committed to providing accessible, transparent, and timely mechanisms to receive, investigate, and resolve grievances in a fair and respectful manner.

The grievance redress process is built on the principles of accessibility, confidentiality, non-retaliation, inclusivity, and timely feedback. Every effort will be made to ensure that grievances are resolved at the lowest level possible, while providing referral pathways for sensitive or complex cases.

The steps below outline the standard grievance resolution process:

Step 1: Receive and Acknowledge Grievances

This is the entry point for all project-related complaints and feedback. Project stakeholders and beneficiaries will be able to submit grievances through multiple, easily accessible channels. All grievances received will be acknowledged within 48 hours (unless submitted anonymously).



3.1 Grievance Uptake Channels include:

1. **Grievance Form** – Complainants may complete the form themselves or be assisted by a BFM Officer, District-level GRC Member, or their representative. Completed forms may be submitted to the district-level GRC or directly to the BFM Officer or in the GRM Box when the district. Forms will also be uploaded to the CMS for electronic recordkeeping.
2. **Hotline/Toll-Free Number** – Call or text the dedicated hotline (4433), managed by the LSP/LWEP BFM Specialist.
3. **Email** – Submit grievances to a dedicated project email: info.lwep@mogcsp.gov.lk; complaint.lwep@mogcsp.gov.lk, managed by the BFM officers.
4. **Online Complaint Form** – Accessible via the LWEP/LSP project website.
5. **GRM/Complaint Boxes** – Locked boxes placed in central community locations (e.g., town halls, markets, health centers), LWEP offices, PMU offices at MGCSP, CBO offices, county offices and LSP local offices.
6. **Verbal Complaints** – Complainants may describe their grievance to a beneficiary representative, who will fill out the grievance form on their behalf and submit it to the appropriate office or complaint box.

3.2 Confidentiality and Anonymity

1. Complainants may choose to submit grievances anonymously or provide identifying information (name, contact, address).
2. If contact details are provided, the complainant will receive a direct response on the outcome of the investigation and resolution.
3. Anonymous complaints will be investigated with the same seriousness but without feedback provided to the complainant.

3.3 Grievance Management

Step 1: Acknowledgement, Sorting, and Processing

Upon receipt of a grievance, the LWEP/LSP BFM Officer shall:

1. Assess and provide immediate redress where possible; or
2. If immediate redress is not possible, determine the category of complaint (see Section 5: Typology of Cases) and assign it to the appropriate GRC (District, County, or National level) for investigation.



3. Record all complaints in the Grievance Reporting Form and upload them into the MIS for tracking.
4. Acknowledge receipt of the grievance within 10 working days if it is a low-risk or non-
5. project-related complaint (e.g., requests for information or clarifications). For cases requiring investigation, the complainant will be informed of the next steps and the expected response timeline.
6. Provide support to complainants who cannot read or write by allowing them to be assisted by a trusted family member, GRC member, or community leader.
7. Ensure that all GRCs and officers conduct prompt sorting and internal escalation to the appropriate desks for timely resolution.
8. Maintain regular communication between the BFM Officer and the GRCs during the review and redress process.

Step 2: Verification, Investigation, and Action

This stage involves the GR Team doing fact-finding and validation of the grievance. Activities include:

1. Reviewing the grievance and clarifying its substance.
2. Meeting or engaging the complainant to understand perspectives and motives.
3. Collecting facts and evidence (including witness statements, site visits, or records).
4. Determining the merit of the grievance and exploring possible corrective actions.
5. Assessing potential implications of each option (financial, reputational, legal, and social).
6. Selecting the best course of action to resolve the complaint.

All findings and decisions must be documented in the grievance log. Resolutions will be shared with the LWEP/LSP BFM Officer for recordkeeping and reporting.

Step 3: Resolution and Sign-Off (at Receiving Entity Level)

Once a grievance has been investigated, the committee will:

1. Communicate the decision and proposed resolution to the complainant verbally and in writing, in a language the complainant understands.
2. Obtain a written or fingerprint confirmation from the complainant if they are satisfied. For illiterate complainants, a family member, community leader, or elder may serve as witness.



3. Record the resolution in the grievance resolution agreement form, log and forward it to the relevant BFM Officer for consolidation and reporting.
4. Ensure that resolution timelines are communicated clearly, and follow-up is conducted to confirm satisfaction.

For highly sensitive cases (e.g., SEA/SH, child protection violations), the Lead Social Specialist, Gender Specialist, and BFM Specialist will ensure immediate referral to appropriate service providers and law enforcement, following survivor-centered principles.

Step 4: Escalation to National GRC

If the grievance is not resolved at the District or County level, it should be escalated to the National GRC, which will:

- a. Reassess the case if new information emerges.
- b. Formally acknowledge the grievance and log it into the system.
- c. Act within 10 working days to provide resolution.

Step 5: Closure of the GRM Process

The GRM process is considered closed once:

- The selected course of action has been fully implemented, AND
- The complainant has signed off (or fingerprinted) a closure form confirming satisfaction.

At closure, the GRM Officer will:

- Inform the complainant of their right to further recourse beyond the project GRM (national courts or World Bank mechanisms).
- Document closure in the grievance resolution agreement form and log it on the MIS dashboard.

For low-sensitive or non-criminal grievances, mediation by GRCs may precede closure to ensure consensus and lasting resolution.

Step 6: National and International Recourse

If a complainant remains dissatisfied:

- They may appeal to a court of competent jurisdiction in Liberia, as provided under national law.



- Alternatively, they may submit complaints to the World Bank’s Grievance Redress Service (GRS) or the Inspection Panel if they believe the project has caused or may cause harm due to non-compliance with Bank policies.

Information on submitting complaints is available at:

- GRS: www.worldbank.org/GRS
- Inspection Panel: www.inspectionpanel.org

3.4 Complaints Involving Staff of Implementing Partners and Government Stakeholders

Where a complaint is lodged against a staff member of an implementing partner or government stakeholders, the complaint shall be formally registered and documented in accordance with the GRM and logged into the MIS in accordance with established procedures. Upon receipt, the complaint shall be promptly referred to the appropriate authority within the concerned institution, such as the Human Resources unit, safeguarding focal point, or designated disciplinary body, for review and action in line with that institution’s internal policies, codes of conduct, and disciplinary procedures.

The GRM shall operate in coordination with, but not in place of, the internal accountability mechanisms of the implementing partner. While the respective institution is responsible for investigating and taking disciplinary measures against its staff, the LWEF GRM shall maintain an oversight and tracking role to ensure that the complaint is acknowledged, appropriately addressed, and resolved within a reasonable timeframe.

For complaints involving serious misconduct, including fraud, corruption, Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA), or Sexual Harassment (SH), the case shall be handled in accordance with the project’s safeguarding and referral protocols, ensuring survivor-centered approaches, confidentiality, and referral to appropriate service providers where necessary.

The implementing partner or government stakeholder shall provide timely updates to the GRM focal point or GR Team regarding the status and outcome of the case, while respecting confidentiality and applicable legal requirements. The GRM shall record the outcome of the case in the MIS and ensure that complainants are informed of the resolution in accordance with GRM communication protocols.



4.0 GRIEVANCE REPORTING AND MONITORING

Effective monitoring and transparent reporting are essential to ensure accountability, identify systemic issues, and strengthen trust between communities, service providers, and the Liberia Women Empowerment Project (LWEP).

The Lead Social Specialist, in close collaboration with the BFM Specialist, County Coordinator and County-level Grievance Redress Committees (GRCs), will oversee grievance tracking, resolution, and reporting. The BFM Specialist will ensure that all cases are logged, classified, monitored, and reported on a quarterly basis to the World Bank, the Ministry of Gender, Children and Social Protection (MGCSP), and other stakeholders through the Lead Social Specialist. At the minimum, the report will include the following indicators:

- I. Number of open and new cases reported by category in the quarter
- II. Number of resolved cases by category at the end of the quarter
- III. Open cases at the end of the quarter
- IV. Grievances by community/district/county and category of complaints
- V. Average response time from the lodging of the complaint to agreement on solutions with the complainant by category
- VI. Average response time from the lodging of the complaint to the implementation of the agreed solution
- VII. % of true and false claims
- VIII. Number of grievances resolved by order of mechanisms

The categories would be:

- a. General Project Implementation Grievance
- b. Environmental and Social Safeguards related grievances
- c. Corruption, Fraud, and Financial Misconduct Grievances
- d. GBV, SEA/SH, and Child Protection Grievances
- e. Bad Labor and Working Conditions
- f. Human Rights Violations, etc.



4.1 Grievance Data Collection and Consolidation

The LWEP GRM database will be a secure cloud-based portal that will be accessible only to authorized personnel, including the PMU, LSP Manager, Lead Social Specialist, MIS Specialist, BFM Specialist, chairperson and BFM Officers of the National Level GRC for the purpose of reviewing and screening of complaints received.

Using an online dashboard, and secure login, approved users will be able to:

- a. View complaints
- b. Enter new complaints into the system
- c. Classify complaints
- d. Update what action has been or is being taken, and
- e. Update the status of the complaint, e.g., whether it is open, or close, etc.

Different users will be assigned varying levels of security access to the system based on their roles and responsibilities.

The LSP will develop a Case Management System (CMS) within the MIS database to manage complaints and grievance redress for the project. This platform will be used by the LSP, the LWEP GRM Officer, and other approved institutional users to track and exercise oversight on the collection, investigation, and resolution process of each grievance.

The grievance module will capture key information including complainant identification details, the nature of the grievance reported, actions taken, and the status of resolution. At the community level, a simplified Log Sheet will be used to register and track complaints and issues lodged through the GRM.

All grievances, regardless of the level at which they are received (District, County, or National), must be entered into the LWEP MIS to ensure centralized tracking and to prevent duplication.

BFM Officers will update the MIS regularly, recording the following information:

- Case type and category (according to the typology outlined in Section 5),
- Date of receipt, acknowledgement, and resolution,
- Actions taken, referrals made, and outcomes,
- Complainant satisfaction status (satisfied or unsatisfied).



SEA/SH and child protection cases will be logged confidentially using coded identifiers in accordance with survivor-centered principles and established safeguarding principles.

4.2 Monthly/Quarterly Reporting

Monthly and Quarterly Grievance Reports will be prepared by the LSP based on data submitted by Action Aid Liberia and other relevant implementing partners. These reports will be submitted to the LWEP Project Coordinator and E&S team.

At a minimum, the report will include the following indicators:

1. Number of grievances received during the reporting period, disaggregated by:
 - Description of cases
 - Source (BFM officers, District level GRC, County-level GRC, National-level, direct public submissions).
 - Complainant demographics where available (gender, age, PWD, vulnerable groups).
2. Number of grievances resolved during the reporting period, by case description.
3. Number of cases remaining open at the end of the reporting period.
4. Geographic distribution of grievances, disaggregated by community and county.
5. Average response time (acknowledgement), measured from the date of a complaint is lodged to the date it is formally acknowledgement, disaggregated by case category.
6. Average resolution time, measured from the date a complaint is lodged to the implementation of the agreed solution, disaggregated by case category.
7. Percentage of valid versus invalid claims (true/false) based on investigation outcomes.
8. Number of grievances resolved at each level of the GRM mechanism, including:
 - Community or GR Team level
 - District Level GRC
 - County Level GRC
 - National Level GRC
 - National courts or World Bank GRM
9. Number of cases referred to specialized services, such as SEA/SH service providers, the police, or anti-corruption bodies.
10. Number of repeat grievances or recurring complaints related to the same issue



4.3 Monitoring and Learning

1. GRM data will be analyzed periodically to identify patterns, trends and recurring issues, such as delays in payments, exclusion of beneficiaries, SEA/SH risks, corruption related concerns.
2. The findings from this analysis will inform preventive and corrective measures including targeted community sensitization, strengthening of project systems, and improvements/corrective actions in project delivery.
3. Results from grievance monitoring will also be shared with communities through feedback forums, community radio programs, and public information materials such as posters to demonstrate responsiveness and strengthen trust in the GRM.
4. Special attention will be placed on monitoring whether women, youth, and vulnerable groups, including PWDs, the elderly, and other marginalized populations are accessing and benefiting from the GRM.

4.4 Annual Review and Public Disclosure

- An Annual Grievance Report will be compiled, consolidating quarterly findings, and shared with the World Bank, MGCSP, and made available to the public through the project website, community notice boards, and radio programs.
- The annual review will also evaluate the effectiveness of the GRM (timeliness, accessibility, satisfaction rates) and recommend improvements.

4.5 Overview of Case Management Process

The case management process provides a structured, step-by-step approach to handling grievances under the Liberia Women Empowerment Project (LWEP). It ensures that every complaint is properly recorded, investigated, resolved, communicated, and, if necessary, appealed. Each stage is guided by clear responsibilities, timelines, and documentation requirements to guarantee fairness, transparency, and accountability.



Process Stage	Actions	Responsible Entity	Timelines
1. Registration of Case on CMS	<ul style="list-style-type: none"> - Capture the complaint through a Case Form in the CMS and issue a ticket/unique case number. - Acknowledge receipt of the complaint to the petitioner. - Assess the case to determine the appropriate resolution pathway. - Conduct a preliminary inquiry to establish whether the case is admissible. 	BFM Officers	<ul style="list-style-type: none"> - Registration and ticketing: within 24 hours of receipt of complaint. - Preliminary inquiry and categorization: within 2 working days.
2. Investigation & Resolution of Case	<ul style="list-style-type: none"> - Where required, conduct formal investigations to gather facts and make findings. - Community-Level GRC leads fact-finding but does not make final determinations. - Determine the outcome and provide a proposed resolution (solution, explanation, and reasons). 	GR Team/ District - Level GRC (investigation) BFM Officers (Classification)	<ul style="list-style-type: none"> - Investigation: maximum 2 weeks. - Determination of outcome: dependent on case type, but shall not exceed 2 months from registration.
3. Communicating the Outcome to Complainant	<ul style="list-style-type: none"> - Communicate the outcome of the resolution to the complainant, in writing and/or verbally, in a language they understand. - Provide details of the findings, actions taken, and reasons for the resolution. 	GR Team/BFM Officers	Within 5 working days after conclusion of resolution.
4. Implementing the Resolution	<ul style="list-style-type: none"> - Ensure implementation of agreed corrective actions. - BFM Officer, with support from BFM Specialist, informs complainant of the decision and gathers feedback. - Monitor to confirm corrective actions are fully implemented. 	GR team//BFM Officers	Within 5 working days of outcome communication.



5. Grievance Closure	<ul style="list-style-type: none"> - Obtain complainant's confirmation (signature or fingerprint) that the grievance has been satisfactorily addressed. - Record closure in the CMS. - Inform complainant of their right to seek recourse beyond LWEP (National Courts, World Bank GRM, etc.). 	GR team / BFM officers	Within 8 working days of implementation of resolution.
6. Review/Appeal of Case	<ul style="list-style-type: none"> - If dissatisfied, the complainant may lodge an appeal for re-assessment. - Appeals may be escalated to County-Level or National-Level GR team for further review. - The appeal process includes a fresh investigation or validation of the previous resolution. 	Complainant (lodges appeal) County/National-Level GR team (review)	<ul style="list-style-type: none"> - Appeal must be lodged within 14 days of receipt of outcome. - Appeals must be determined within 1 month.

Annexes

1. Grievance Reporting Form
2. Grievance Resolution Agreement Form
3. GRM Action Form
4. Grievance Redress Registration and Monitoring Sheet
5. Meeting Recording Form
6. Disclosure Form
7. GRM Quarterly Progress Report



Ministry of Gender, Children & Social Protection (MGCSP)

World Bank Environmental & Social Standards (ESS10)



Appendix 1: Grievance Reporting Form

Project Name: Liberia Women Empowerment Project (LWEP)

This form is designed to capture grievances, complaints, or concerns related to the LWEP. Please provide as much information as possible to help the Grievance Redress Mechanism (GRM) investigate and resolve your complaint fairly and promptly.

1. Information on the Complainant

(Please provide your details. If you wish to remain anonymous, you may skip this section.)

Full Name & Title (Dr./Mr./Ms./Mrs.): _____

Address:

Contact Telephone: _____

Email:

Location _____ **(Community/County):**

Preferred Method of Contact (e.g., phone, SMS, email, in-person):

2. Information on the Affected Person(s)

(Complete this section only if the complaint is being filed on behalf of another person or group.)

Full Name & Title (Dr./Mr./Ms./Mrs.): _____

Address: _____

Contact Telephone: _____

Email: _____

Location (Community/County): _____



3. Description of Grievance

Please describe in detail what has happened:

4. Impact of the Issue

(a) What harm has the affected person(s) suffered?

(b) Which project activity/activities caused the problem?

(c) When did the harm occur? _____

(d) Do you have any supporting documents (photos, receipts, letters, etc.)?

Yes (please attach copies)

No

5. Previous Efforts to Resolve the Complaint

(a) Has the complaint been raised with any other authority?

No

Yes: If Yes, please provide details:

When? _____

By Whom? _____

Outcome/Response Received: _____



(b) If the complaint was raised with the project's GRM before, please explain what action was taken and why you are not satisfied:

(c) If not previously raised, please explain why:

6. Desired Resolution

How would you like this complaint to be resolved?

7. Declaration

Name of Person Completing this Form: _____

Signature (or Fingerprint if unable to sign): _____

Date: _____

For Official Use Only (by BFM Officer/Committee)

Date Received: _____

Case Reference Number (MIS Ticket No.): _____

Category of Complaint: _____

Assigned To: _____



Appendix 2: Grievance Resolution Agreement Form

Project Name: Liberia Women Empowerment Project (LWEP)

This form documents the resolution of a grievance lodged under the LWEP Grievance Redress Mechanism (GRM). It must be completed and signed by all relevant parties once an agreement has been reached.

1. Case Information

Case Reference Number (MIS Ticket No.): _____

Date Complaint Was Lodged: _____

Date Complaint Resolved: _____

Location (Community/County): _____

2. Complainant Details

Full Name: _____

Address: _____

Phone Number: _____

Email (if available): _____

Preferred Contact Method: _____

3. Respondent Details (*Project staff, service provider, or entity involved*)

Full Name: _____

Address: _____

Phone Number: _____

Email: _____



Organization/Entity: _____

4. Summary of Resolution

(a) Brief Description of Complaint (as reported):

(b) Agreed Resolution / Actions Taken:

(c) Implementation Timeline (if applicable):

5. Confirmation of Agreement

By signing this form, both parties confirm that the above resolution has been agreed upon and that the complainant’s grievance has been addressed satisfactorily under the LWEP GRM.

6. Signatures

Complainant:

Name: _____

Signature/Fingerprint: _____

Date: _____

Respondent (Project Representative/Service Provider):

Name: _____

Signature: _____



Date: _____

Witnesses: *(At least one community leader or GRC member should sign)*

1. **Name:** _____ | **Signature:** _____ | **Date:** _____
2. **Name:** _____ | **Signature:** _____ | **Date:** _____

7. For Official Use Only (GRM Secretariat/Officer)

Recorded By (Name): _____

Position/Title: _____

Signature: _____ | **Date:** _____

Date of Entered into MIS: _____

Appendix 3: GRM Action Form

Date:		Complaint Case #:	
dd / mm / yyyy			
Section 1: Complainant Contact Details			
Channel of Submission (Select one)	<input type="checkbox"/> Letter	<input type="checkbox"/> Verbal	
	<input type="checkbox"/> National Hotline	<input type="checkbox"/> Complaint box	
	<input type="checkbox"/> GRC	<input type="checkbox"/> Email	
	<input type="checkbox"/> Other (Specify)		
Name of Complainant:		Sex:	Year:
		Male <input type="checkbox"/>	
		Female <input type="checkbox"/>	
Telephone Number:		Beneficiary	Yes <input type="checkbox"/> No <input type="checkbox"/>
		If a beneficiary, record the beneficiary ID #	
Address:	County:	Clan:	
	District:	Community:	
Section 2: Complaint Details			
Description of Complaint (Write detailed description)			
Grievance Type (Select one):	<input type="checkbox"/> Section	<input type="checkbox"/> Corruption	<input type="checkbox"/> Delay
			<input type="checkbox"/> Child Labor



	<input type="checkbox"/> Payment	<input type="checkbox"/> Exclusion	<input type="checkbox"/> GBV/SEA/SH	<input type="checkbox"/> Others (Specify):
	Date complain was made:			_____
dd / mm / yyyy				
Section 3: Receiving Officer Details				
Name of person who's receiving the complaint:			Signature:	
Organization:			Position:	
Phone Number:				
Section 4: Action taken/to be taken:				
Description of action to be taken:				
Responsible person/officer taking action:			Date referred to the responsible person / officer	_____
			dd / mm /yyyy	
Expected date to be resolved:				
			dd / mm / yyyy	
Has the complainant been updated on the action to be taken / status of complaint? (Check one)	<input type="checkbox"/> Yes			
	<input type="checkbox"/> No			
Section 5: Resolution				
Has the complaint been resolved / closed?	<input type="checkbox"/> Yes			
	<input type="checkbox"/> No			
Description of how case was resolved				
Date for feedback from complaint				
			dd / mm / yyyy	



Annex 4: Grievance Redress Registration and Monitoring Sheet

Liberia Women Empowerment Project (LWEP)

No	Details of Complaint Received						Details of Redress Activities				Remarks
	Case No	Name and address of Complainant	Date of Complaint	Grievance Summary	Category	Detail of Redress Activities	Rectification of Issues (Check the appropriate box)			All Parties Agree / Not Agree	
							Not Commenced	In Progress	Completed		
						Level 1				Yes	
						Level 2				No	
						Level 3				No	
						Level 1				Yes	
						Level 2				No	
						Level 3				No	
						Level 1				Yes	
						Level 2				No	
						Level 3				No	
						Level 1				Yes	
						Level 2				No	
						Level 3				No	



Annex 2: Meeting Recording Form

County:		Case Number:	
District:		Community:	
Meeting Date	_____ / _____ / _____ dd mm yyyy	Meeting Venue:	
Details of Participants:			
Parties to the complaint			
No.	Name	Position	Signature
1			
2			
3			
4			
5			
6			
7			
GRC Members			
No	Name	Position	Signature
1			
2			
3			
4			
5			
6			
7			
Summary of Grievance			
Note on Discussions Held:			
Decisions taken in the Meeting/Recommendation of the GRC:			
Issue Solved/Unsolved:	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Name of Chairperson:		Signature	
Resolution Date:	_____ / _____ / _____ dd mm yyyy		



Annex 3: Disclosure Form

County:		District:		Community	
Case No.		Name of Complainant:			
Complain Date:	Registration	____ / ____ / ____ dd mm yyyy			
Summary of Complaint:					
Summary of Resolution:					
At what stage was the complaint resolve:		<input type="checkbox"/> Level 1	Grievance Resolution Date:	____ / ____ / ____ dd mm yyyy	
		<input type="checkbox"/> Level 2			
		<input type="checkbox"/> Level 3			
Acceptance of Result					
Did complainant Accept the Result?		<input type="checkbox"/> Yes <input type="checkbox"/> No	Name of Complainant		
Signature of Complainant					
GRC Members Presiding					
Name	Position	Signature	Date		
Place of Resolution				Date:	____ / ____ / ____ dd mm yyyy
Note: Copy to be sent to complainant and BFM Officer					



Annex 4: GRM Quarterly Progress Report

During the reporting period, the following are the details of complaints received:

Project Unit:		Reporting Period (Quarter Ending):	Reporting Date: _____/_____/_____			
			dd / mm / yyyy			
A. Details of Complaints Received During the Reporting Period:						
No	Project Component (Specify)	Summary of Grievance	Name of Complainant	Complainant Address	Date of Receipt:	Case No.

