



The Islamic Republic of Afghanistan
Ministry of Higher Education (MoHE)
Higher Education Development Program (HEDP)



Grievance Redress Mechanism MANUAL

Higher Education Development Program

Ministry of Higher Education

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Acronyms

ARTF	Afghanistan Reconstruction Trust Fund
CDC	Community Development Corporation
ESMF	Environmental and Social Management Framework
GoA	Government of Afghanistan
GRM	Grievance Redress Mechanism
GRC	Grievance Redress Committee
HEDP	Higher Education Development Program
MoHE	Ministry of Higher Education
NHESP II	Second National Higher Education Strategic Plan
OBE & SCL	Outcome Based Education- Student Centered based Learning
PPD	Plan and Policy Directorate
QAA	Quality Assurance & Accreditation
TOR	Term of Reference

Background/ Preface

The Ministry of Higher Education (MoHE) has drafted a second National Higher Education Strategic Plan (NHESP II) for 2015-2020. It outlines the government's vision, mission and values, strategies and interventions, aimed at achieving the long-term higher education development goals of the country. The main aim of the NHESP II is to improve the quality and economic relevance of the higher education sector; and increase participation in higher education, with a special focus on labor market-oriented degree programs. The World Bank has initiated Higher Education Development Project (HEDP) with financing from the Afghanistan Reconstruction Trust Fund (ARTF) to support the GoA's NHESP II.

In support of (NHESP II) for 2015-2020 an Environmental and Social Management Framework (ESMF) has been developed in tandem with a Resettlement Policy Framework (RPF) as a combination of due diligence instruments required to address and manage environmental and social impacts associated with the NHESP II.

The framework has been prepared to meet the World Bank safeguard requirements and Government of Afghanistan (GoA) environmental procedures and will be disclosed prior to appraisal of the HEDP. The Ministry of Higher Education (MoHE) is the agency responsible for implementing the provisions and recommendations outlined in the ESMF.

The objective of the ESMF is to provide a framework for effective management of environmental and social issues in the proposed NHESP II. It seeks to both enhance environmental and social development benefits of the NHESP II and mitigate any adverse impacts, in line with GoA and World Bank policies and guidelines on management of environmental and social development issues. The exact size and scale of potential infrastructures to be financed under the NHESP II will be identified and confirmed during its implementation.

MoHE will establish a GRM with a clear set of goals and objectives and a well-defined scope for its interventions, as well as a set of procedures for receiving, recording, and handling complaints.

1. Introduction

This Manual introduces the Grievance Redress Mechanism (GRM) that Ministry of Higher Education (MoHE) with contribution of Higher Education Development Program (HEDP) has developed. The GRM manual is used to ensure transparency and accountability in the implementation of all MoHE construction Projects. Besides, it is used to address all complaints/grievances, related to any components of HEDP, by all the beneficiaries of the project.

Moreover this manual will explain a set of procedures for receiving, recording, and handling of complaints.

2. Grievance Redress Mechanism

Grievance redress mechanisms (GRMs) are institutions, instruments, methods, and processes by which a resolution to a grievance is sought and provided.

In order to ensure transparency and accountability, MoHE will establish a grievance redress mechanism (GRM) with a clear set of goals and objectives and a well-defined scope for its interventions and a set of procedures for receiving, recording, and handling complaints during implementation of any **activity under HEDP**.

3. Objective of the Grievance Redress Mechanism (GRM)

The objective of the Grievance Redress Mechanism (GRM) /complaint handling system is to ensure that the views and concerns of HEDP beneficiaries and of those affected by the construction and function of University activities are heard and acted upon in a timely, effective and transparent manner.

4. Types of Grievances

It will clearly not be possible, through the proposed grievance handling system, to address each and every grievance or dispute that may afflict a group of people whose divisions or disagreements may not only pre-date project activities, but lie beyond their scope or the competence of project staff to resolve. For this reason, the grievance system as proposed will primarily handle issues that emerge from the construction of university activities, or can be plausibly described as a consequence of these or to include any complaint related to one of HEDP's components (Scholarships, Research grants, ICT Centers, OBE& SCL, QAA). The grievance system will continue to function in order to receive grievances with regards to the functioning of the university including regular campus related grievances raised by local communities and any beneficiary of the program.

Thus, any grievances arising from the implementation of infrastructure projects could be inevitable. Grievances might include the following:

- a) Grievances related to land acquisition and compensation
- b) Inter-community dispute: Implementation of project may have direct impact or indirect on the lives and property of the people.
- c) Grievance among the more conservative elders who may see a university as a threat to their culture and way of living.
- d) Grievances arising from construction work
- e) Procurement issues especially local one: implementation procedures provide for contracting of private construction companies through a process of competitive bidding. This may result in grievances about selection and management of contracts, the quality of materials delivered or the works undertaken on site.
- f) Process delays: There may be some delays in various processes implementation of social development project and they may frustrate the local people.
- g) Grievance due to presence of security forces
- h) Service delivery grievances
- i) Grievance of women in the construction area

And grievance arising from HEDP components might be as of the followings:

- a) Grievances related to scholarships
- b) Grievances related to research grants
- c) Grievances related to ICT centers
- d) Grievances related to OBE& SCL
- e) Grievances related to QAA
- f) Grievances related to gender and social issues

5. Process of Grievance

The GRM for MoHE projects will cover the following process:

- Receipt of Grievance
- Redress of Grievance

5.1

Receipt of Grievance

The grievances/ complaints mainly could be received online through HEDP web site, email, call or text. Or, offline through filling forms or verbal communication with GRM Focal Point in HEDP main office or university coordinators in universities. All the complaints would be recorded to the GRM database by HEDP GRM Focal Point with respect to the confidentiality of the issue.

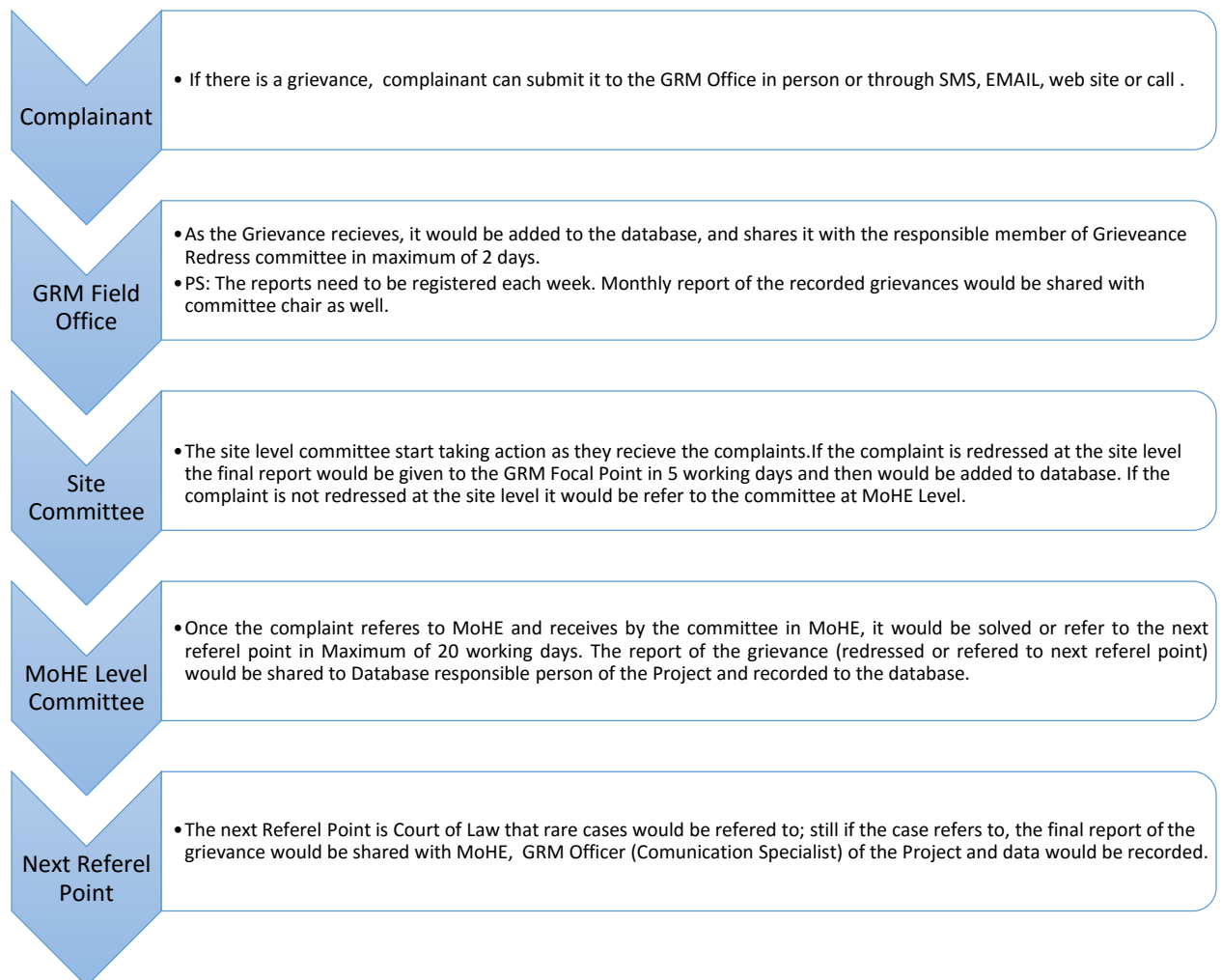
Furthermore, the complainant would be informed back if the grievance is redressed, not redressed or delayed, with detailed information. And, the record would be shared in monthly GRM report.

PS: To ensure that all relevant data are available for further actions to be taken, full details must be recorded at the time of receiving a grievance or complaint.

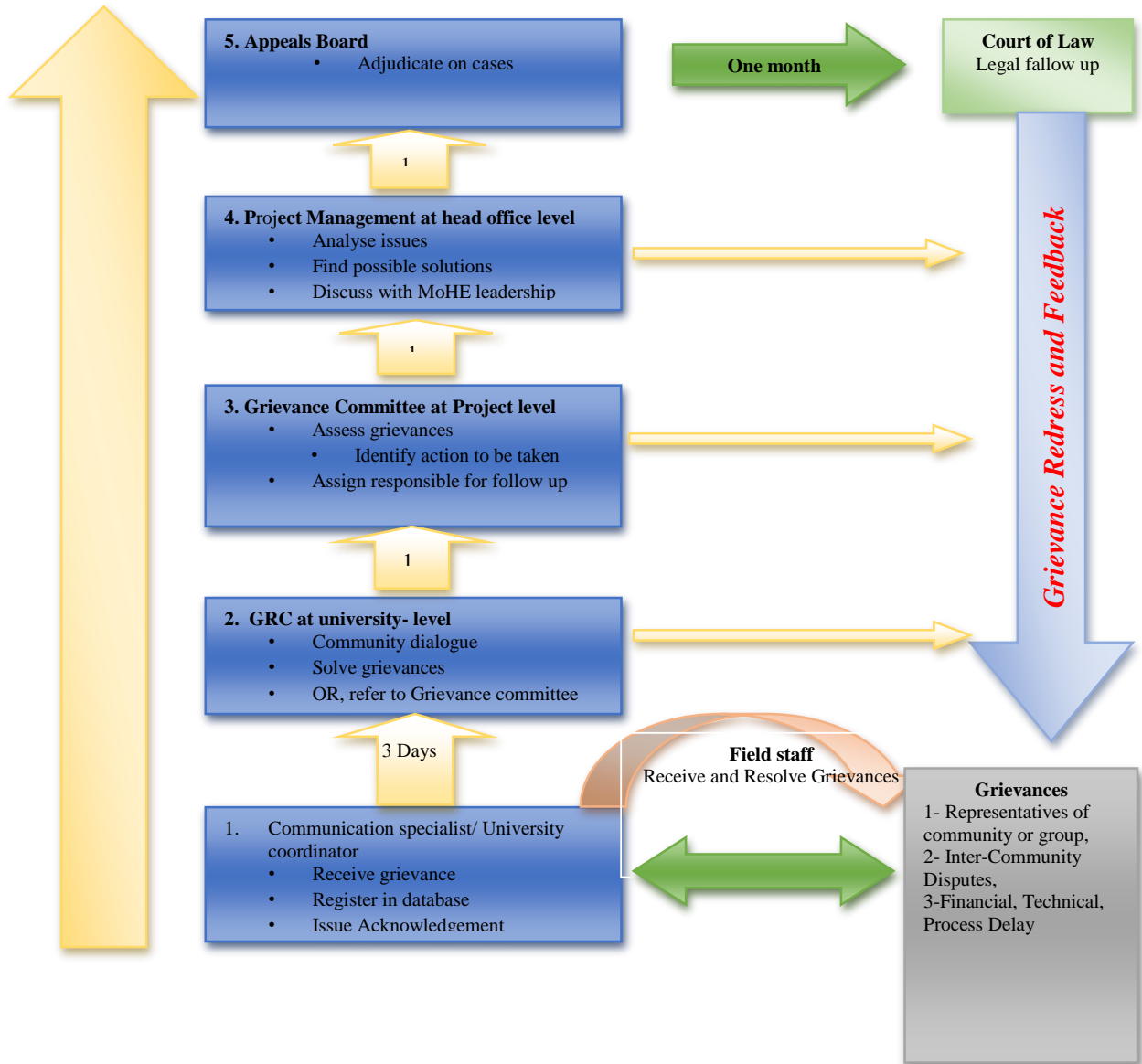
Database

HEDP designs an online database to keep the record of any grievance related to the project (redressed at the site or referred to MoHE or any other referral points). Each grievance must be registered and recorded to the Grievance Redress Online Database and to be shared with team on monthly basis.

PS: An online system ([osticket](#)) would be added as database to the system to keep the record of all Grievances raised by the beneficiaries of a project.



1. Process of Redressing of Grievance



Grievance Redress Committee

To ensure transparency and liability in the implementation of NHESP II and HEDP project, and for implementation of the ESMF, a grievance redress committee (GRC) at two level would be constitute,

- Project Level
- Site Level

The Grievance Redress Committee (GRC) at MoHE will comprise:

- Director of HEDP, (Chair)
- Communication Specialist / HEDP, (GRM Focal Point)
- Academic Managers /HEDP, (Members)
- Environmental and Social Safeguards Specialists, HEDP(Members)
- Plan and Policy Director/ MoHE (Member)
- Gender Head/ MoHE (Member)

The committee at the MoHE Level reviews and addresses those grievances which were not resolved at sub-project level. The problem would then be referred to MoHE from site committee through University Coordinator (GRM Focal Point at university) to be either redressed or referred to the next referral points for the follow up.

The Grievance Redress Committee (GRC) at Site will consist of:

- University Leadership (Chair),
- University Coordinator (GRM Focal Point)
- Faculty Deans (Members)
- Construction project's focal point (if any) Member
- University Gender Officer

The committee at the site starts taking action on redressing of grievance as they receive it from the GRM Focal Point (University Coordinator). They would then refer it to high committee if the problem is not resolved at the site level. If the grievance is redressed at the site/ field the final report would be shared with the committee at Project level.

TOR- GRM Focal Point

- Receiving, recording and sorting of grievances
- Conducting an initial assessment of grievances
- Referring grievances to appropriate units or persons;
- Tracking, monitoring, documentation, evaluation and reporting

TOR- Committee Members

- Determining the resolution process;
- Making decisions, including parameters and standards for accurate and consistent decision making;
- Directing relevant agencies responsible for implementing decisions;
- Notifying complainants and other affected parties of eligibility of the complaint, the resolution process, and outcomes; &
- Field visits (if needed)
- Complainants visit (if needed)

Approach

Email: The official email for GRM for receiving the grievances is grm.mohe@gmail.com

Phone: The phone number for GRM would be available on all working days from 8:00 am- 4:00 pm.

0093 798*****

Verbal/ Personal Visit: For in person submissions, the person can visit GRM Focal Point in his/her office on any of the working days from 8:00 am- 4:00 pm.

HEDP Web-Site: Those who are interested, they can submit their complaints online through HEDP Web-Site. <http://www.hedp.af/>

Boxes: The complaint boxes will be available in all the universities under HEDP. Any complainant can send their complaint through the boxes and the complaint boxes would be opened by GRM Focal Points (university coordinators) weekly. The complaint form is available in HEDP web site.

Awareness Methodology

1. Grievance Redressed Mechanism Training

In order to have proper implementation of GRM, first of all GRC members would be trained on their TORs and core responsibilities. Furthermore, they would be familiarized to best ways of collecting, redressing, and referring of some critical cases to referral points, reporting plus giving feedbacks in a proper way.

2. Project Beneficiaries' awareness Program

The beneficiaries of the project would be aware of the GRM through HEDP social media (HEDP Web site, Facebook, and email). Moreover, an awareness program would be conducted by university coordinators (GRM Focal Points) in each university and the procedure would be explained clearly.

Comments:

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Action to be Taken:

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Outcome:

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Signed by: (GRM Focal Point)

Date:/...../.....

ANNEX 3: Committee Members at MoHE/ Project Level

No	Name	Position	Remarks
1	Project Director/ HEDP	Chair	
2	Communication Specialist/ HEDP	GRM Focal Point	
3	Planning and Policy Director of MoHE	Member	
4	Environmental Specialist/ HEDP	Member	
5	Gender and Social Safeguard Specialist/ HEDP	Member	
6	Gender Head of MoHE	Member	
7	ICT Manager/ HEDP	Member	
8	QAA Manager/ HEDP	Member	
9	Research Manager/ HEDP	Member	
10	OBE&SCL Manager/ HEDP	Member	
11	Academic Manager/ HEDP	Member	