



Management of Support to SMEs
through Capacity Assessment and
Performance Based Funding - KIEP
Component 2

KIEP 250+

**Grievance Redress
Mechanism (GRM) – April
2021**

NIRAS and Intellecrap

REF. NO. KE-SDII-61548-CS-QBS

Contents

Glossary	2
Tables and figures	4
Acronyms	5
KIEP 250+ Highlights	6
Executive summary of KIEP 250+	7
1. Rationale for the GRM	8
2. Objectives of the GRM	8
3. Principles of the GRM	8
4. The GRM structure.....	9
4.1. First Level of Redress: Management Firm/Beneficiaries Level	10
4.1.1. Mode of receipt and recording of complaints.....	10
4.1.2. Complaint Analysis and Resolution	11
4.1.3. Time-line and feedback to complainant	11
4.1.4. Reporting to PIU	11
4.1.5. Grievance Redress Committee	12
4.2. Second Level of Redress: PIU Level (KIEP, Parastatals / Associations)	12
5. GRM communication channels	12
5.1. GRM communication matrix	13
6. Confidentiality	13
6.1. Duty of Confidentiality	13
6.2. Personal Data	13
7. Conflicts of Interest	14
8. Protection from retaliation	14
9. Performance monitoring and reporting	14
10. On-line GRM system	14
10.1. Duty of Confidentiality	Error! Bookmark not defined.
Appendices	18

Glossary¹

Client

The State Department for Industrialization under the Ministry of Industrialization, Trade and Enterprise Development (MoITED).

Cohort

Group of eligible SMEs that **(a)** have responded to a particular Call for Application **(b)** have been shortlisted for acceptance into KIEP 250+ and **(c)** have entered into a KIEP Grant Agreement to receive technical assistance. There will be 6 Cohorts during the lifetime of KIEP, each comprising of 30-50 SMEs.

Complainant

An individual, group or organization who submits a complaint to KIEP 250+.

Complaints file

A file used to store all complaint investigation related documents

Complaint/grievance

A concern, grievance or an expression of dissatisfaction with the KIEP 250+ or Beneficiary Activities associated with KIEP 250+, typically referring to a specific source of concern and/or seeking a specific solution. For the purposes of this Procedure, a question or request may also be treated as a complaint.

Complaint owner

Responsible for investigating and resolving a Complaint. This includes conducting investigations, proposing resolutions, implementing corrective actions and coordinating with the Complainant and other parties. This include the implementing agencies.

Complaint register/Log

A database for maintaining information about complaints received.

Fund

The USD 13 million business improvement TA fund for eligible SMEs.

Fund Manager

The consultant, NIRAS consortium, contracted by MoITED to execute KIEP Component 2.

KIEP

Kenya Industry and Entrepreneurship Project (or the Programme) stands for the overarching programme to increase innovation and productivity in select private sector firms including all of its components and sub-components.

KIEP 250+

Stands for KIEP Component 2 which deals with SME linkages and upgrading through capacity assessment and performance-based funding for eligible SMEs. Is also called KIEP 250+, referring to the 250 (and above) targeted SMEs that will be transformed through the project.

¹ See full glossary in Fund Operations Manual, Annex 2

Lead Firm

Typically, a large(r) corporate “buyer” domiciled in Kenya who sources products or services from Kenyan SMEs, who would in turn benefit from business improvement services offered by KIEP 250+.

Primary TA

Technical assistance interventions for SME grantees that have developed a PIP and are aimed at addressing business gaps with a MIT character. Primary TA is delivered in a tailor-made, bespoke manner.

Project Implementation Unit (PIU)

Manages the overall KIEP at Client level; acts as the counterpart for the Fund Manager.

Registration form

A form used to capture information about an incoming complaint.

Secondary TA

SME grantees’ technical assistance interventions that are classified as Other Business Gaps (**OBG**) and as such do not immediately qualify for Primary TA. Secondary TA is mainly delivered through seminars or workshops combining multiple participating SMEs or through the provision of standard training modules.

SmartME

An on-line fund management platform that manages and administrates all aspect of KIEP Component 2 (KIEP 250+).

Stakeholder

KIEP 250+ beneficiary or any other party interested directly or indirectly involved in or influenced by KIEP operations.

Strategic Partners

Lead firms, banks, investment funds, business and industry associations and other stakeholders that may nominate SMEs and that also have an interest in contributing in other ways to KIEP.

Tables and figures

Table 1: GRM Communication Matrix	13
Figure 1: Two levels of redress	9
Figure 2: Process Flow Chart	10
Figure 3: Procedure for resolving conflict.....	10
Figure 4: Landing page	15
Figure 5: Grievance questionnaire under the 'SUPPORT' page	15
Figure 6: Overview of the 3 types of applicants.....	16
Figure 7: Overview of the drop down menu summary and resolution time-lines	17

Acronyms

BDS	Business Development Service/s
FM	Fund Manager
GOK	Government of Kenya
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
ICT	Information Communication Technology
KIEP	Kenya Industry and Entrepreneurship Project
KIEP 250+	KIEP Component 2
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MoITED	Ministry of Industrialization, Trade and Enterprise Development
PC	Project Coordinator
PIU	Project Implementation Unit
SME	Small and Medium-sized Enterprise
TA	Technical Assistance

KIEP 250+ Highlights

Component duration	27 Jul 2020 – 26 Oct 2024	<i>2 phases of which this is the first</i>
Number of target SMEs	250	
Target women SMEs	50	<i>At least 20% of KIEP 250+ SMEs</i>
Minimum Eligibility criteria	<ul style="list-style-type: none"> Nominated by strategic partner annual sales > KES 50 million > 2 years existence committed management 	<i>Upper sales limit of KES 1 billion p.a.</i>
Priority sectors	<ul style="list-style-type: none"> manufacturing healthcare food security affordable housing 	<i>Other sectors that will be considered, especially in the first COVID-19 cohort, are tourism and hospitality, education and ICT.</i>
Mobilization through	<ul style="list-style-type: none"> lead firms financial institutions business associations media exposure 	<i>The first three are jointly referred to as Strategic Partners</i>
Average grant amount	USD 50,000 (KES 5M)	<i>maximum grant per SME is USD 150,000 (KES 15M)</i>
Own contribution by SME	≥ 30%	<i>can be in-kind</i>
Number of Cohorts	6	
Duration Call for Application	4 weeks	
Average duration of TA provision	15 months	
Primary focus TA	<ul style="list-style-type: none"> management innovation technology 	<i>referred to as "MIT"</i>
Delivery of primary TA	Specialist consultancy to individual SMEs by registered BDS Providers	
Secondary focus TA	Other Business Gaps	<i>referred to as "OBG"</i>
Delivery of secondary TA	Workshops, standard trainings, other events for a group of SMEs	
PDOIs	<ul style="list-style-type: none"> above average revenue growth developed innovation increased productivity private sector initiatives training 	<i>PDOI – Project Development Objective Indicators</i>

Executive summary of KIEP 250+

The Government of Kenya (GoK) has sourced for funds from the World Bank to finance the implementation of the Kenya Industry and Entrepreneurship Project (KIEP) for a four-year period from 2020 to 2024. KIEP will be implemented by the Ministry of Industrialization, Trade and Enterprise Development (MoITED).

The Project Development Objective is to increase innovation and productivity in select private sector firms, in line with Kenya's Vision 2030 and its Second and Third Medium Term Plan 2010-2017 (PMTP2 and MPT3) that have set ambitious growth targets in private sector employment generation and productivity.

KIEP will provide Technical Assistance through financial grants and its direct beneficiaries are primarily formal private sector firms in Kenya. In addition, the project includes incubators and accelerators, technology boot-camp providers, small and medium-sized enterprises (SMEs) and corporates, as well as select service providers, tertiary education and technology boot-camp students.

KIEP consists of three components:

1. Strengthening the innovation and entrepreneurship ecosystem;
2. SME Linkages and Upgrading; and
3. Project implementation support and M&E.

This GRM deals with component 2, i.e. SME Linkages and Upgrading. The aim of this part of KIEP is to increase productivity and innovation within established Kenyan SMEs by supporting select firms to **improve their managerial and technical skills, encourage innovation and productivity improvements and enhance their access to and use of technology**, in order to significantly increase operational competitiveness.

Component 2, which is also called "**KIEP 250+**", will work with 250 (or more) SMEs across various manufacturing and trade-exposed sectors, and/or SMEs who already supply, or wish to supply, large(r) firms in Kenya

Fund Manager

MoITED awarded the contract for the Fund Management of KIEP 250+ to NIRAS OY (hereafter referred to as NIRAS) for the first phase, i.e. from July 2020 until October 2022. NIRAS has been contracted to design and manage KIEP 250+, in partnership with Intellegap.

KIEP Grievance Redress Mechanism

The KIEP GRM seeks to ensure that deliberate processes and procedures are put in place to capture, assess and respond to concerns from project beneficiaries, project executors and the general public during the implementation of the project. This will ensure smooth implementation of the project, timely and effectively addressing of the problems that would be encountered during implementation.

This KIEP 250+ GRM has been cascaded from the KIEP GRM.

1. Rationale for the GRM

A Grievance Redress Mechanism (GRM) is an instrument through which dispute resolution is sought and provided. It involves the receipt and processing of complaints from individuals or groups negatively affected by activities of a particular project. The grievance redress mechanism is a locally based, formalized way to accept, assess, and resolve community feedback or complaints. They provide foundational support and assurance in the improvement of project outcomes through the creation of more predictable, timely and results-oriented responses to stakeholder concerns.

The GRM will assist the KIEP 250+ to ensure that deliberate processes and procedures are put in place to capture, assess and respond to concerns from project beneficiaries, project executors and the general public during the implementation of the project. This will ensure smooth implementation of the project, timely and effectively addressing of the problems that would be encountered during implementation.

The GRM Procedure allows stakeholders to raise questions or concerns with KIEP 250+ and have them addressed in a prompt, respectful and responsive manner. KIEP 250+ aims to address all Complaints received, regardless of whether they stem from real or perceived issues and whether the Complainant is named or anonymous. It is worth noting that When linked to existing institutions, GRMs can have lasting impact as they serve to build and strengthen existing country systems for managing grievances which allows for greater impact, improved sustainability and an increase in potential value to all stakeholders

2. Objectives of the GRM

The KIEP GRM objectives are to:

- i. Establish a prompt, consistent and respectful mechanism for receiving, investigating and responding to complaints and concerns raised in connection with KIEP's 250+ activities.
- ii. Describe the scope and procedural steps for the complaint handling process and specifies the roles and responsibilities of the parties involved.
- iii. Enable local communities, employees, SMEs, and other affected stakeholders to raise grievances and seek redress when they perceive a negative impact arising from the project implementation activities and reduce the likeliness of escalation of disputes.
- iv. Ensure proper documentation of complaints and any corrective actions taken for ease in monitoring and evaluating the grievance redress process.
- v. Mitigate, manage, and resolve potential or realized negative impacts, as well as fulfil obligations under international human rights law and contribute to positive relations with communities and employees.

3. Principles of the GRM

The KIEP GRM objectives are to:

- i. **Accessibility:** The GRM should be accessible to everyone and at any time. It should take into consideration potential barriers such as language, literacy, awareness, cost or fear of reprisal and seek to address them.
- ii. **Predictability:** GRM should be time-bound at each stage, and have specified time frames for the responses.

- iii. **Fairness:** All the procedures therein should be widely perceived as unbiased in regards to access of information and meaningful public participation.
- iv. **Rights compatibility:** The outcomes of the mechanism should be consistent with the international and national standards. It should also not restrict access to other redress mechanisms.
- v. **Transparency and accountability:** The entire GRM process should be done out of public interest.
- vi. **Capability:** Effective GRM, system needs to be endowed the necessary resources, that is, technical, financial and human resources.
- vii. **Feedback:** It should serve as a means to channel citizen feedback to improve project outcomes for the people.

4. The GRM structure

During the KIEP 250+ Program implementation, potential and contracted SMEs (and other stakeholders) may have grievances at various stages. These grievances may relate to design of the program, application process, evaluation, applicants who do not qualify for Technical Assistance support, information and communication, feedback on selection process, etc.

A two level Redress mechanism is planned to address all complaints during KIEP project implementation.

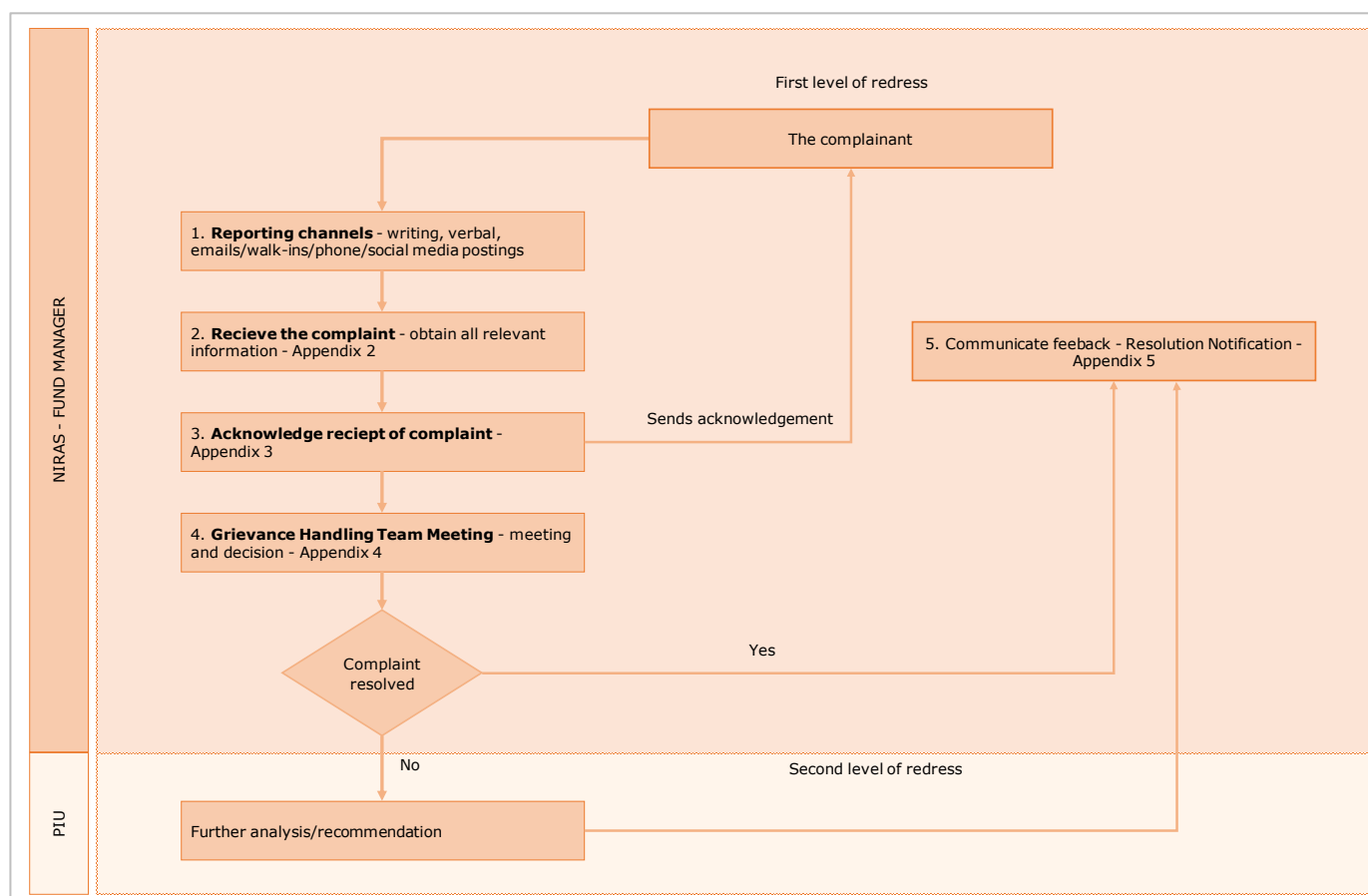


Figure 1: Two levels of redress

4.1. First Level of Redress: Management Firm/Beneficiaries Level

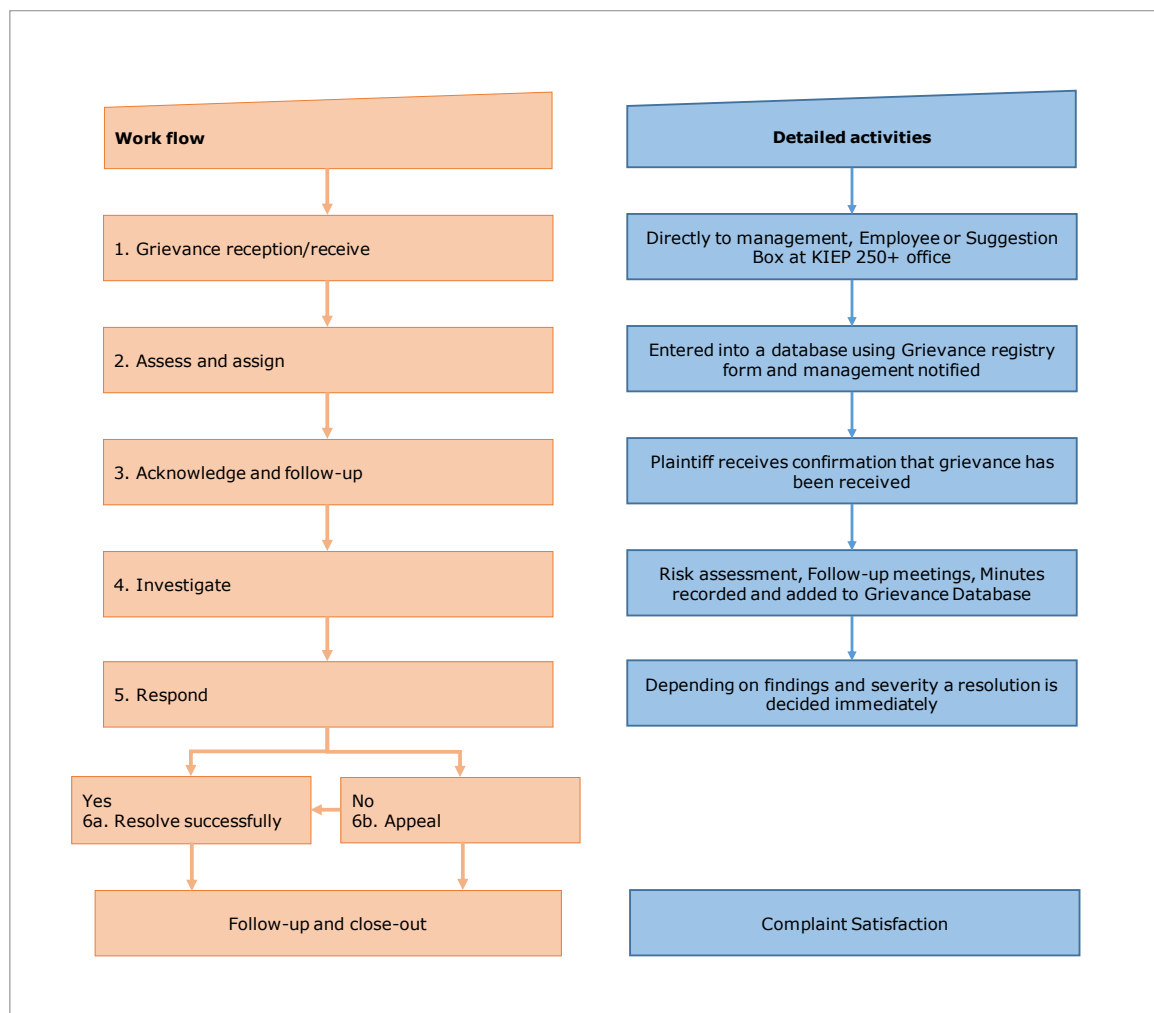


Figure 2: Process Flow Chart

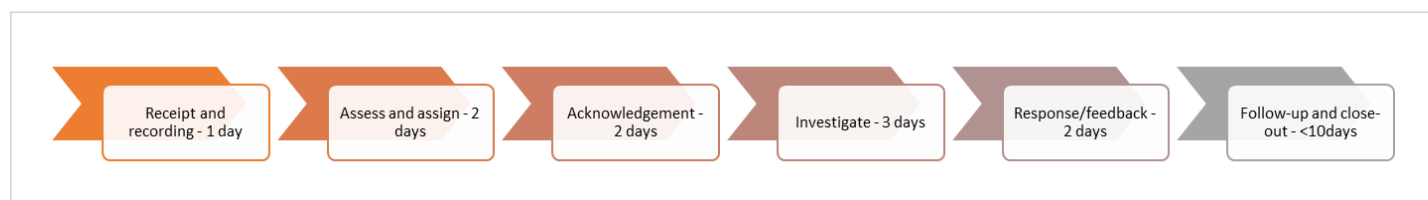


Figure 3: Procedure for resolving conflict

4.1.1. Mode of receipt and recording of complaints

Aggrieved stakeholders ("complainants") communicate their grievances through a variety of channels such as phone calls, letters, emails, website, physical meetings at office, etc. through below details:

Website: <https://kiep250plus.co.ke/>

E-mail: kiep250@niras.com

Physical office: NIRAS Africa Limited, The Mvuli, WWF Compound, Mvuli Road, Westlands Nairobi.

Postal address: P.O. Box 25496-00603 Nairobi Kenya

If there is an issue of concern published in social media, print and electronic media such an issue should be directly taken up and treated as anonymous reporting.

Receive complaints: The **Grants Manager** (GRM focal person) will seek to establish comprehensive and all relevant information regarding the complaint including any support documents or evidence helpful in understanding or resolving the issues raised. The complaint will be recorded in **Appendix II – Complaint Receiving Form (KIEP 250+-GRM/002)** and the form allocated a unique complainant number.

Upon completing **Appendix II**, the Grants Manager will issue **Appendix III – Acknowledgement Receipt (KIEP 250+-GRM/003)** to the complainant to formally acknowledge the complaint.

Log in the complaint: All grievances will be logged into and tracked in **Appendix I – Complaint Register/Log (KIEP 250+ - GRM/001)** until they are resolved. Centralized logging and tracking are important both for accountability and for enabling continuous learning. While recognizing that many complaints may be resolved 'on the spot' and informally, there are still opportunities to encourage these informal resolutions to be logged into **Appendix I** to encourage responsiveness; and ensure that repeated or low-level grievances are being noted and proactive measures taken to pre-empt similar or more grievances.

4.1.2. Complaint Analysis and Resolution

After registering the complaint, the Grievance Handling Team shall set a date to investigate the matter, after which they shall provide a recommendation. If necessary, meetings have to be held between the complainants and the complainant to find a solution to the problem and make arrangements for grievance redress. The deliberations of the meetings and decisions taken are recorded in **Appendix IV – Meeting Record Structure (KIEP250+-GRM/004)**

4.1.3. Time-line and feedback to complainant

Communication of the feedback will normally occur within **10 working days** from the date of receipt of the complaint, and the complainant notified through **Appendix V – Disclosure Form (KIEP 250+-GRM/005)**. Should the Grievance not be solved within this period it would be escalated to the next level of Grievance Redress. However, if the complainant requests for an immediate transfer of the issue to the next level or is dissatisfied with the recommendation, the issue will be taken to the next level.

If the complainant is not satisfied with the recommendation they shall be advised to report to the second level of redress through below contact details:

Telephone Number: +254 722825161

Email: info@kiep.go.ke

Physical office: MoITED, State Department for Industrialization & Enterprise Development, NSSF Building, Nairobi

Postal Address: P.O. Box 30418-00100 Nairobi

4.1.4. Reporting to PIU

The Fund Manager will submit a quarterly report to the PIU using the form prescribed in Annex VI – Quarterly Report of Registered Complaints (KIEP 250+-GRM/006).

4.1.5. *Grievance Redress Committee*

The GRC will be composed of 3 members from the Fund Managers' team who will support the GRM focal person (Grants Manager) in resolving the complaints. The functions of the GRC will include:

- i. To review the complaints lodged by any stakeholder, and judge its merit. The GRC is also empowered to look into matters of harassment.
- ii. To ensure grievances are attended promptly on receipt of written grievances from stakeholders. The GRC will act upon those grievances which have been forwarded along with the necessary documents.
- iii. To ensure that the grievances are resolved within a stipulated time limit provided by the GRM.
- iv. To review all grievances and ensure the GRM focal persons prepare statistical reports about the number of grievances received, grievances resolved and the number of pending grievances, if any, which require referral.

4.2. **Second Level of Redress: PIU Level (KIEP, Parastatals / Associations)**

The main targets at this level are the KIEP project implementers, Project Implementation committee and their related institutions.

A grievance handling committee shall be appointed and trained to handle complaints. This committee shall work under the supervision of the Project Coordinator. All stakeholders shall be informed of the existence of the grievance committee. This committee shall dedicate days when they are available to receive and resolve complaints. Once the committee receives a complaint it shall be mandated to register the complaint, investigate and recommend an action.

If the complainant is not satisfied with the recommendation they shall be advised to report to the third level of redress or through the World Bank Grievance Redress Service (<https://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>) or seek redress through the judicial system for arbitration. The Fund Manager will create awareness of these alternatives to the stakeholders.

5. GRM communication channels

KIEP 250+ seeks to foster trust in the process and its outcomes. To this end, communication to stakeholders will be transparent and the language used accessible for all stakeholders. They will also ensure confidentiality and KIEP will take all reasonable steps to protect parties from possible retaliation.

In order to communicate all information regarding the GRM to the targeted audience, KIEP 250+ will need to have platforms and utilize already existing avenues to reach their stakeholders at the different tiers. The communication channels will vary for each target audience due to group dynamics and accessibility of such platforms especially the project beneficiaries. NIRAS will use the communication channels listed depending on its target audience such as the potential and existing SMEs and BDS providers, and the nominating firms:

- a) Print media; e.g. posters, flyers, booklets, notices
- b) Social media; that is Facebook, Twitter, WhatsApp
- c) Use of ICT (Software, SMARTME)

- d) NIRAS Website
- e) Radio stations
- f) Television stations
- g) In addition, the following communication activities and methods will be conducted to promote a two-way communication between KIEP 250+ and all its relevant stakeholders, that is, a) Setting up Programme's Intranet b) Information sessions and workshops on GRM c) Bulletins d) GRM awareness literature e) Public forums f) Training on GRM procedures and structure at the project beneficiaries level.

The KIEP 250+ will ride on some of these communication channels established by KIEP.

5.1. GRM communication matrix

The following is a matrix for the KIEP Secretariat, GRM committee, Project officers and Management firms to assemble target audiences, messages, and delivery channels in line with the GRM communication plan.

Audience	Interest	Message	Channel	Who	When
Name the stakeholders here	Identify the kind of information needs to be relayed in regard to the GRM	Identify the primary source for this group. All future message developed for this group should tie to this one overall theme	Describe the communication tools to be used to reach the targeted audience.	List the official (s) who will craft and deliver the message	Discuss the time frame or frequency of the communication
Add additional resources here					

Table 1: GRM Communication Matrix

6. Confidentiality

6.1. Duty of Confidentiality

KIEP 250+ is committed to protecting the identity of the Complainant and to handling personal information in accordance with legal requirements. This duty of confidentiality extends to GRC members, all employees or representatives of Fund Manager and the MoITED staff who participate in the complaint handling process.

Information about a Complaint will be shared within KIEP 250+ on a need-to-know basis and only to the extent necessary to complete a step under this Procedure. KIEP 250+ will not share personal information with third parties unless required by law or authorized by the Complainant.

6.2. Personal Data

Personal data contained in the Complaints Register will be kept only as long as necessary to investigate the Complaint and implement a resolution. Personal data will then be either deleted or modified and transferred to an archive for a reasonable period pursuant to Government of Kenya Data Privacy Policy.

7. Conflicts of Interest

A conflict of interest exists where there is a divergence between the interests of an employee of Fund Manager or Contractor and his or her responsibilities under this Procedure, such that an independent observer might reasonably question whether the actions of that person are influenced by his or her own interests.

This procedure seeks to manage potential conflicts of interest by segregating the roles and responsibilities of individuals involved in the complaint handling process and avoiding placing individuals in a position where conflicts could be perceived to arise. When a Complaint relates to a specific Fund Manager or Contractor employee, that person shall not play a role in the complaint handling process.

8. Protection from retaliation

Retaliation is any adverse action taken against a Complainant, employee or Contractor whose purpose is to frustrate the operation of this Procedure. KIEP 250+ will not tolerate such conduct. When concerns about retaliation or victimization are raised, they will be fairly investigated under applicable legal procedures.

9. Performance monitoring and reporting

M&E Specialist is responsible for gathering and reporting performance monitoring data under this Procedure. Key performance indicators (KPIs) will be collected to enable KIEP 250+ analyse trends in complaints received and identify underlying systemic issues.

Every half year, KIEP 250+ will evaluate the GRM by analysing grievance data to reveal trends and patterns through taking stock of all complaints that have been received, how they have been handled, conduct stakeholder satisfaction survey with the GRM and determine what lessons emanate from such complaints and grievance management process. Furthermore, from the lessons learnt it will be determined what actions or decisions are necessary to forestall similar complaints in the future.

A grievance report will be submitted to the PIU. This report will present; (i) the grievance log; (ii) an analysis of the grievance reported and closed for the time leading to the implementation support mission (World Bank and GoK) (i.e. every six months).

10. On-line GRM system

Given the nature of the Project and its stakeholders, most of whom use on-line and social media to communicate and engage with their audiences, the KIEP 250+ will set up an on-line grievance redress system to be displayed on SmartME platform. The system will enable submission of grievances by the aggrieved stakeholders anywhere and any-time.

SMART ME 'GRIEVANCE QUESTIONNAIRE'

The 'Grievance Policy' has been incorporated into SmartME as a '**Grievance Questionnaire**'.

This provides an avenue through which KIEP 250+ SME applicants and BDS applicants can lodge their grievances, have them officially acknowledged via an e-mail notification to them from the system, and get issued a unique reference number for follow up.

This 'Grievance Questionnaire' is incorporated under the **SUPPORT** function which is a tab on the home page as shown in DIAGRAM 1 [landing page] and DIAGRAM 2 [support page].

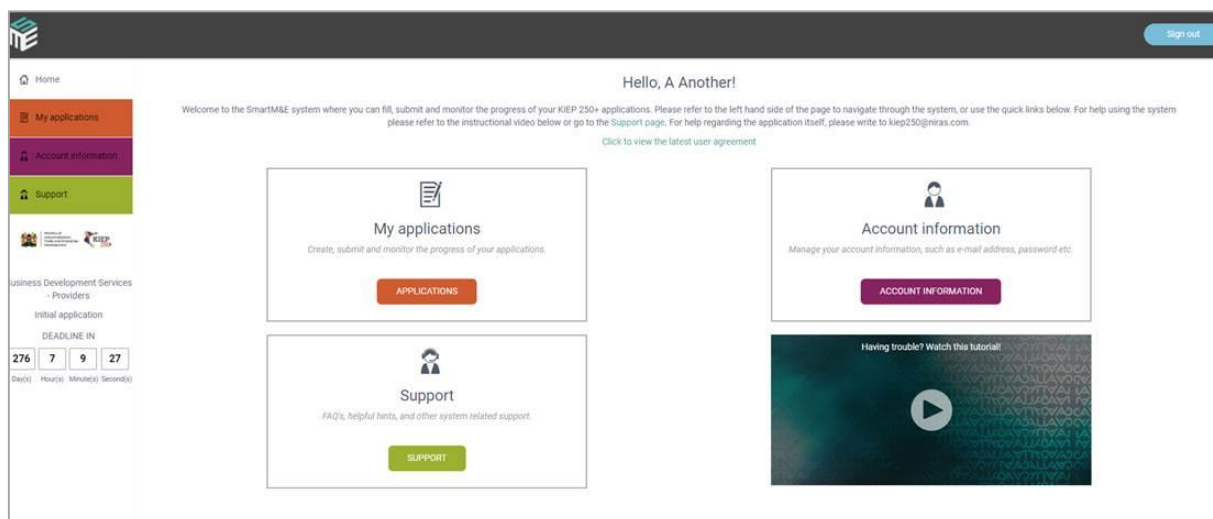


Figure 4: Landing page

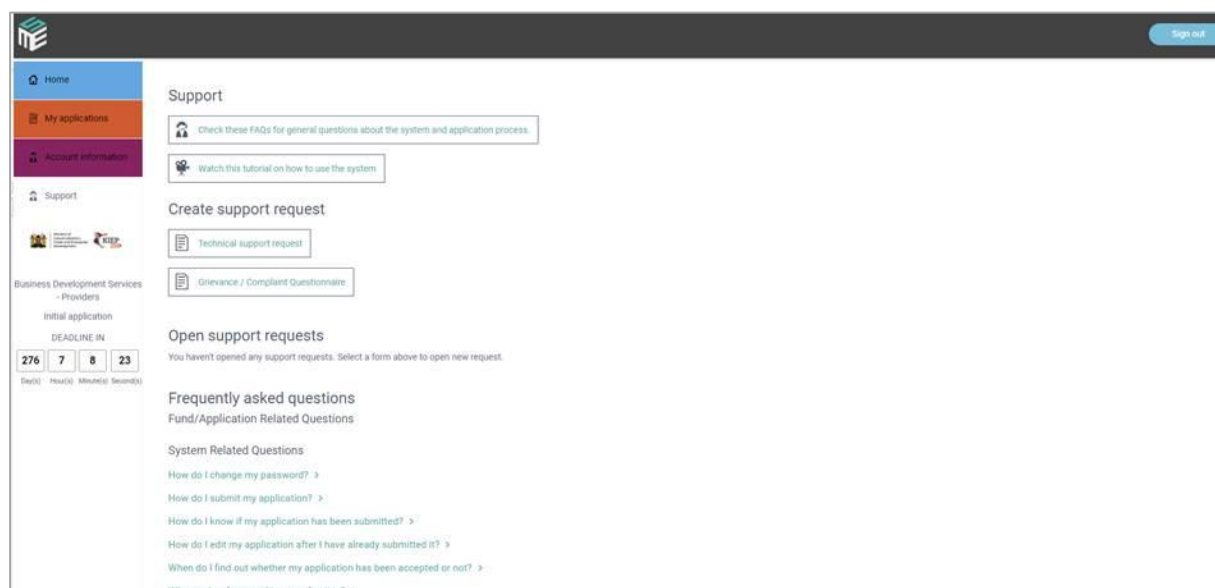


Figure 5: Grievance questionnaire under the 'SUPPORT' page

The Grievance Questionnaire is accessible by 3 types of audiences;

1. SME applicants
2. BDS provider applicants
3. Other [not captured in 1 and 2]

This is as per Diagram 3 below.

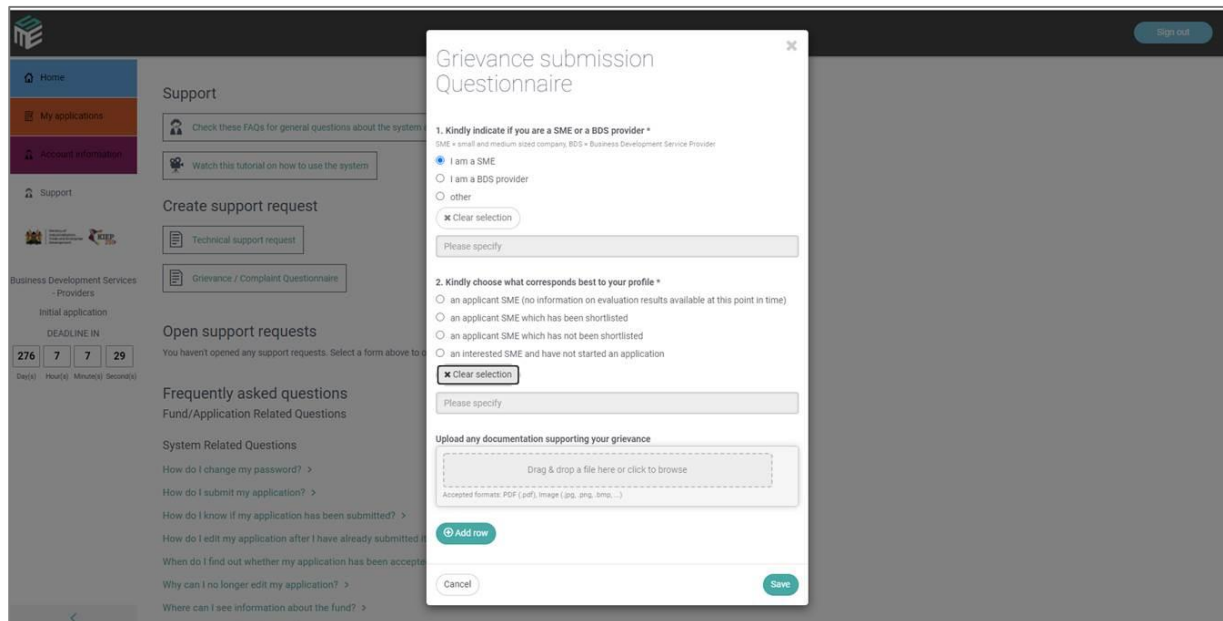


Figure 6: Overview of the 3 types of applicants

Depending on which type of applicant is filing the grievance, the drop down menu reflects the various areas one can raise grievances on.

These first level drop down options allow for the collation of grievances around 'themes' to facilitate ease of address and escalation of grievances, noting that a majority of the grievances might be 'process outcome related'.

The second level option [Diagram 4] provides for an opportunity to select a specific aspect under the main theme that provides for the specific grievance. If the specific grievance is not captured in second level text, the SME or BDS provider has the option of writing their own grievance by clicking the 'other' tab.

The responses to the SME or BDS applicant who lodged their grievance through SmartME are done through the system, facilitating for review of timely resolution and future reference using the unique reference number.

This grievance is allocated to a specific KIEP 250+ member on the system for follow up and resolution. All communication is done through SMART ME to provide for an audit trail on provided feedback as per the overview in Diagram 4.

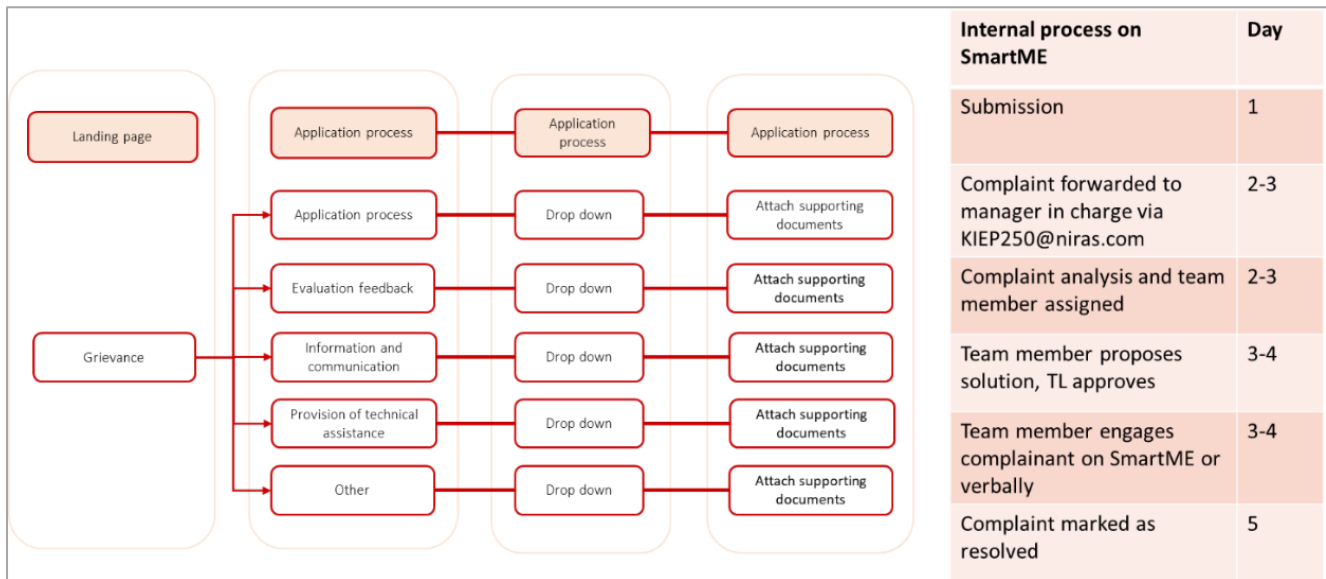


Figure 7: Overview of the drop down menu summary and resolution time-lines

Appendices

Appendix I - Complaint Register/Log (KIEP 250+-GRM/001)

No	Date received/recorded/time		Complainant Name/Anonymous	Nature of Complainant/brief description	Registration Form Number	Complaint Owner	Investigation kickoff date	Investigation Closure Date	Resolution
	Date	Time							

Appendix II - Complaint Receiving Form (KIEP 250+-GRM/002)

Date:dd/mm/yy

Place of Issuing Complaint.....

Complaint number.....

Mode of receipt (Please tick where applicable)

Writing		Verbal		Phone		Fax		Email	

Details of the Complainant:

Name (Optional).....Gender.....

Address.....Email address.....

Phone number.....

Location of Complainant/Concern:

Village/Town/City/Area.....County.....

Category of Complainant (Please tick where applicable)

- i. Project beneficiaries
- ii. Project implementers
- iii. Funding agencies
- iv. Other interested party (Please specify)

Category of Grievances (Please tick where applicable)

- i. Project implementation related
- ii. Social
- iii. Environment

Brief description of the Grievance:

.....
.....
.....

(Attach letter/petition/documents detailing grievance information as submitted)

Attachments: (1).....(2).....(3).....

Received/prepared by:..... Date.....(dd/mm/yy)

Signature:.....

Appendix III - Acknowledgement Receipt (KIEP 250+-GRM/003)

Complaint no.....

Date of issuing complaint.....(dd/mm/yy)

Place of issuing complaint:

Village/Town/City/Area.....

County.....

Details of the Complainant:

Name:.....

Age:.....

Address:.....

Gender:.....

Email address:.....

Phone no:.....

Supporting documents submitted:

- i.
- ii.
- iii.
- iv.
- v.

Summary of Complaint:

.....
.....
.....
.....
.....

Name of officer receiving complaint:.....

Signature of officer receiving complaint

Appendix IV- Meeting Record Structure (Grievance Redress Committee & Other Meetings) (KIEP-GRM-004)

Date of meeting:.....Complaint no:.....Venue
meeting:.....

List of Participants:

Complainant Side	KIEP/PIU/Grievance Redress Committee Members
1) 2)	1) 2) 3)

Summary of Grievance:

.....
.....
.....
.....
.....

Key discussions:

- 1)
- 2)

Decisions Made/Recommendations by the Grievance Redress Committee

- 1)
- 2)

Status of Grievance (tick where applicable)

Solved		Unresolved	
--------	--	------------	--

Chair person's name:.....

Chair person's signature:.....

Date (dd/mm/yy):.....

Appendix V - Disclosure Form (KIEP-GRM/005)

Village/Town/City/Area.....

County.....

Result of Grievance Redress

1) Complainant no:

2) Name of complainant:

3) Date of Complaint:

4) Summary of Complaint:

.....
.....
.....
.....
.....

5) Summary of resolution:

.....
.....
.....
.....
.....

6) Level of Redress (Please tick where applicable)

First/Community		Second/County		Third/National	
------------------------	--	----------------------	--	-----------------------	--

7) Date of Grievance Redress

(dd/mm/yy):.....

Name of Complainant:.....

Signature of the Complainant, indicating acceptance of the solution to his/her grievance:

.....

Name of Grievance Handling Officer:.....

Signature of Grievance Handling Officer:.....

Date (dd/mm/yy):.....

(Note: Copy to be sent to the complainant and the KIEP PIU)

Appendix VI - Quarterly Report of Registered Complaints (KIEP 250+-GRM/006)

Location:..... Date (dd/mm/yy):..... Period
(Quarter ended).....

Details of Complaints Received:

Place of Issuing Complaint	Name and Address of Complainant	Location of Complaint/Concern	Date of Receipt	Complaint no.

Details of Grievance Redress Meetings:

Date of Meeting	Venue of Meeting	Name of Participants	Decisions/Recommendations Made

Details of Grievances Addressed:

Date of issuing complaint	Category of complaint	Category of grievance	Brief description of grievance	Date of complete resolution

(Note: Copy to be submitted to KIEP Secretariat)