

Grievance Redress Mechanism Handbook

1. Introduction

1.1.1 Purpose of the GRMH for the CPIG and the ISWDP

The ISWDP Technical Assistance Team (TAT) is committed in principle, policy and practice to maintain an approach and standards in the provision of its technical assistance through information, capacity building and advisory services that are divest of discriminatory behaviour and which provides equal opportunity for all persons regardless of race, colour, religion, creed, sex, age, marital status, national origin, mental or physical disability, political belief or affiliation, veteran status, sexual orientation, gender identity and expression or genetic information as well as for all organisations, which are eligible for support through the CPIG and other forms of support through the ISWDP components.

The main responsibility, stemming from this commitment is the provision of a fair, effective, and efficient mechanism that rectifies or eliminates policies, practices, and actions that are discriminatory, lack provision for due process, or mitigate against the PEM TAT and MCA-Georgia affirmative action efforts.

This handbook sets out the framework, procedures, roles, functions, deadlines and standard forms to facilitate the due process in effective handling of grievances and claims relating to actual or supposed discrimination and/or violation of the established rules, relating to the implementation of the ISWD project and specifically the short-listing and selection of proposals for funding under the CPIG scheme at the stage of short-listing of proposals and at proposing proposals for rejection and the performance of the representatives of the parties involved in its governance and provision of related services.

The procedure is developed in accordance with established good practices in the grant proposal review process and takes into consideration the MCC and MCA-Georgia standards and practices.

The handbook is intended to serve the ISWDP TAT and MCA-Georgia officers, experts and employed staff in handling grievances and claims, establishing and abiding with effective practices and standards in communicating with the ISWD stakeholders and clients and identify issues and areas for further improvement of the project implementation standards, procedures and internal and external communications ensuring transparency and accountability in the fair and equal treatment of all users and beneficiaries of the project services and financial support.

All questions relating to the application of the Grievances Redress Mechanism set out in this handbook have to be addressed at the ISWD office at 27, Alexander Griboedov Street.

1.2 Grievance Redressing under CPIG – Definitions and Terms

Definition of Grievance under the ISWDP

For the purpose of the governance of the ISWDP a grievance is an official statement of complaint over real or imagined unfair or unequal treatment of a stakeholder, prospective applicant or contracted beneficiary of ISWD services or grant fund support, a discriminatory behaviour or violation by a ISWDP TAT (and MCA-Georgia) executive, expert, support or other contracted staff of established MCC, MCA-Georgia and ISWDP policies, standards, procedures and decision-making process and outcome thereof.

Complainant

A party (individual, organization, stakeholder, grant applicant) that makes a complaint or files a formal grievance claim, as per the rules of the ISWDP rules and this GRMH.

Calculation of Days

All references to “days” shall mean working days. “Working day” means any day in Georgia that is not a public holiday or a weekend.

Conflict of Interest

For the purposes of the ISWDP the conflict of interests shall mean the existence of circumstances, envisaged by Article 92 of the General Administrative Code of Georgia, specifically, if an expert:

- a) is an interested party;
- b) is a relative of an interested party or a representative thereof (direct relative, spouse, sibling of a spouse and direct relative, siblings of a direct relative of ascending line; siblings, their spouses and children);
- c) is a representative of an interested party;
- d) was an expert in relation with the case concerned;
- e) has labour relationship with the interested party;
- f) or his/her family member owns the shares or a part of the authorised capital of the enterprise, representing the interested party;
- g) is a family member of an interested party or a representative thereof.

The conflict of interests of a chairperson or/and a member of a TEP member, tender evaluation commission or other experts and staff, involved in the project and the ISWDP and the CPIG scheme implementation can be used to challenge the employment of such persons or their participation in the information sharing or decision making processes under the ISWDP.

1.3 Institutional Framework of the ISWD Project and the CPIG Scheme

MCA-Georgia is the contracting authority for the provision of technical assistance for the implementation of the ISWD P by PEM GmbH.

Ministry of Education and Science is the main beneficiary of the ISWDP.

Contracted grant recipients are direct beneficiaries of the CPIG financial support.

Students, teachers and executive staff of TVET providers, practice instructors as well as other individual and/or institutions directly benefiting from the CPIG financial support are end beneficiaries.

All institutions which have legitimate interest by legal mandate or national regulation and can influence or be influenced by the ISWDP implementation are primary or secondary stakeholders of the ISWDP.

All individuals and/or institutions from the stakeholders group, which are selected to benefit from the ISWD Project activities and/or funds, or from the CPIG financial support are target group of the respective project.

PEM GmbH is the provider of the technical assistance for the implementation of the ISWD Project in Georgia and is represented by the Project Director.

ISWDP expert and technical staff, contracted to provide the technical assistance services on behalf of the PEM GmbH are the technical assistance team (TAT) led and are represented by a Team Leader.

The experts and staff of the PEM TAT responsible for the technical assistance for the implementation of the CPIG is the CPIG technical implementation team (TIT).

1.4 Grievance Redress Principles

The institutions and staff involved in the receipt, review and response to grievances relating to the ISWDP project will be guided by the following principles:

1. All complainants will be treated with courtesy, equally and fair at all times;
2. All complaints will be treated seriously, regardless of whether made by telephone, by letter, by e-mail. Regardless of form of communication and submission *(please, note that complaints and claims concerning the CPIG selection process have to be submitted in writing using the Grievance Submission Form)*, all complaints will be registered in a designated log-book, documented and responded in writing;
3. Timescales set down within the adopted procedures made public on the MCA web-page will be strictly observed and if, more time is required, the complainant will be contacted and explained the reason why and let them know when a full reply can be expected.
4. No complainant will be treated less favourably than anyone else because of their:
 - a. Gender, social and marital status or age;
 - b. Residence status, provincial origin or location;
 - c. Sexual orientation;
 - d. Colour, race, ethnic or nationality origin;
 - e. Religious or political beliefs or affiliation;
 - f. Institutional affiliation;
 - g. Other unjustifiable factors such as language, age, etc.
5. All complainants, if requiring, will receive assistance in making and filing their complaint;
6. All complaints will be dealt with confidentiality and confidential treatment of all information, personal and institutional facts relating to the complaint;

1.5 Grievance Redress Policy for ISWDP and the CPIG

The ISWDP technical assistance team, interacting with TVET providers and key stakeholders of TVET development in Georgia, and providing support to prospective applicants under the CPIG scheme and grant beneficiaries thereof on behalf of the MCA-Georgia, believe that transparency and accountability are fundamental to fulfilling its development mandate and strengthening public trust in the ISWDP project and the institutions involved in its governance and implementation.

This GRMH has been developed observing the following standards of MCA-G:

1. **Proportionality** - scope, form, and level of complexity of a grievance mechanism shall be proportionate to the potential adverse impact on and interaction with the local communities, Contracted Workers and Supply Chain Workers.



2. Cultural Appropriateness- the grievance mechanism shall be designed to take into account specific cultural attributes as well as traditional mechanisms for raising and resolving issues to ensure that the concerns of significantly different groups and subgroups are acknowledged and addressed.

3. Accessibility- clear and understandable mechanisms shall be designed to be accessible to all segments of the affected communities, Contracted Workers and Supply Chain Workers at no cost to them.

4. Transparency and Accountability to all Stakeholders – the grievance mechanism shall provide a way for Affected Parties to hold MCA-Georgia accountable, to be sure it takes inputs seriously, and deals with them through a clear and transparent process.

5. Appropriate Protection - the grievance mechanism shall work when Affected Parties are encouraged to share their concerns freely, with the understanding that no retribution will be exacted for participation.

The ISWDP TAT will seek effective TVET community and stakeholder engagement through disclosure of relevant CPIG and project-related information and consultation with local TVET communities on matters that directly affect them. In this process, ISWDP TAT will apply highest standards in ensuring openness, transparency and accountability to all parties involved in the ISWDP implementation and the grant project information sharing, capacity building, implementation and reporting stages. This will include consistent, comprehensive and careful redressing of all grievances, concerns and claims communicated to the TAT on the basis of the above principles.

These grievance procedures shall be governed by and construed in accordance with the IFC performance standards and the laws of Georgia.

The ISWDP may, with the prior written approval of MCAG, modify these grievance procedures in writing from time to time.

Every grant beneficiary under the CPIG scheme shall be expected to have a grievance redress mechanism established and entered into effect during the initial phase of their project implementation.

1.6 Applicable Process and Procedure for GRM under the ISWDP and CPIG

The grievance process is intended to investigate and resolve complaints of alleged violation of the CPIG rules and procedures or discrimination against prospective applicant or beneficiary organization under the ISWDP. The process and procedures described below are to be used by the ISWDP TAT to enable complainants to use the grievance process to resolve the initiating problem in fair and transparent manner and without fear of retaliation. These procedures are intended to ensure that the ISWDP office will conduct a thorough impartial investigation of all allegations of discrimination or violation of established and published rules and procedures for the implementation of the CPIG and the ISWDP. The procedures should aid complainants and the ISWDP representatives in arriving at just resolutions.

The ISWDP and CPIG scheme grievance process is comprised of two procedures - the informal procedure and the formal procedure. The informal procedure will not prevent a complainant to follow the formal procedure if they see that their claim as not resolved with a satisfactory solution.

In the cases when the grievance relate to a violation of the rules and procedures of the CPIG, which falls under the terms of the Georgian Penal Code, the case will be reported directly to the ISWDP Grievance Appeal Committee, comprising of the MCA-Georgia Project Co-ordinator, ISWDP TL and ISWD Project Director, who may decide to refer the case directly to the Georgian General

Prosecutors Office in Tbilisi for investigation and decision on the basis of the Georgian law and the regulations governing the MCA-Georgia fund support to the ISWDP.

Acceptable resolutions of grievances will be made in accordance with the Georgian law, standards, rules and regulations governing MCC and MCA-Georgia, the applicable rules and procedures for the ISWDP and the CPIG GOM and related instructions and circulars issued by the ISWDP TAT.

All written documents related to these grievance procedures, except for those from ethnic minorities shall be in English and/or Georgian.

1.7 Role and Responsibilities of the PEM and MCA-Georgia

The ISWDP TAT will be responsible for the implementation of this GRM and the provision of technical assistance to grant beneficiaries in the development and application of their own GRMs in the implementation of the funded projects.

PEM GmbH and its Project Director will exercise supervision of the performance of the experts and staff involved in the grievance redressing.

PEM GmbH and MCA-Georgia will exercise supervision of the implementation of the approved by MCA-Georgia grievance redressing mechanism and secure arbitration in cases when claimants are not satisfied by the proposed resolution of the grievance case.

1.8 CPIG Help Desk and project web-link

With the launching of the CPIG a help desk will be available at the ISWDP office to respond to prospective candidates and applicants to inquiries relating to the application process and results at the different stages. Grievance related issues can also be consulted with the Help Desk in terms of requirements, forms and deadlines for submission.

Grievance procedure is also available at the ISWDP web-page and at the MCA-Georgia web-site.

2. Grievance redressing procedure

2.1 Submission and Filing of Grievances

ISWDPM stakeholders can submit and file grievances at the ISWDPM project office in different manner: anonymously (using office mailbox or office phone: +995595002319, via e-mail: pem@pem-consult.de, telephone: +995595002319, letter or using the project grievance submission form. All grievances are entered into the ISWDPM grievance registry by the respective project expert or staff who has received the grievance and reported to the ISWDPM TL.

ISWDPM stakeholders, grant applicants, who have claims to the mode of implementation in the project activities and access thereof, whose project proposals are proposed for rejection at the stage of administrative compliance and eligibility or other specific claims, can submit a grievance, using the Grievance Submission Form (**Annex 1 to the Grievance Redress Mechanism Handbook.**) against the proposal for rejection to the ISWDP Team Leader within 5 days from the day of the publishing of the list of the rejected proposals at the stage of administrative compliance and eligibility checks.

The grievance can be made only against the recommendation of the TEP for rejection of the respective project proposal while no new information or data can be submitted which had not been

presented with the original proposal or which had not been part of the provided information or documentation by the TEP.

The grievance submission procedure and specific deadline is provided with the published list of the proposals for rejection of the project proposal.

The grievance is submitted in a sealed envelope delivered with registered mail, by courier or in hand. The envelope has to have the following inscription on top:

<p>Team Leader, ISWDP</p> <p>27 Alexander Griboedovi Street</p> <p>0108 Tbilisi</p> <p>Call for Proposals № _____</p> <p>Grievance relating to project proposal</p> <p>№ _____</p>
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All grievances are entered into the ISWDP filing system and the GRM grievance registry.

Grievances sent through other means, for instance, via fax or e-mail) and such that are sent after the specified deadline or at another address will not be reviewed.

All received grievances are entered into a special grievance registry, **Annex 2 to the Grievance Redress Mechanism Handbook**. The registry is filled in by ISWDP expert or staff, who has not been engaged in any capacity in the proposals review and checks, in the order of their receiving. Grievances, received after the published deadline are entered into the registry but are not reviewed. Grievances, which are received after the expiry of the published deadline, are filed into the ISWDP system and become part of the project archive.

The registry is checked and undersigned by the GMO and is submitted to the ISWDP Team Leader with a report presenting all grievances, received in time with summary information about the ones, which were not received in time or through the required means. The report will recommend also the person(s) who will review the grievances. Copy of the report, without the grievances, will be provided to the MCA-Georgia Project Co-ordinator.

When making a grievance, the complainant has to provide as many details as possible concerning the reasons for the grievance, such as:

- What was done in a non-compliance manner or in violation of the CPIG management process, rules and procedures or in violation of existing law or the regulations, governing the ISWDP?
- How the complainant has been affected by this?
- Any relevant details about time and date, place, names of staff the complainant has dealt with, information received, etc.?
- Copies of any letters or other documents to support the grievance?
- What remedy measure does the complainant expect to be taken to put thing right?

Note: The complainant should be aware that neither additional information nor documents towards the application can be provided other than the originally submitted proposal.

The ISWDP office should be contacted, if the complainant needs any assistance in making and submitting the grievance.

Even if the complainant cannot, or chooses not to, provide all of these details, the grievance request will be still investigated as fully as possible but any information that can be provided will be of assistance.

“Grievances”, which in essence present recommendations, comments, concerns, criticism and other remarks, will be recorded and reported to the ISWDP TL and GMO and will be responded in writing either through a circular letter or individually.

2.2 Investigation and Reporting of Grievances

What will be investigated under the ISWDP and CPIG Grievance Redress Mechanism?

The assigned expert(s) will carry the investigation of the grievance case on the basis of:

- Collection and analysis of related documents;
- Conducting of interviews of the involved persons, officers and staff;
- Analysis of the related national legal and normative acts and regulations and MCC, MCA-Georgia standards and guidelines;
- Summary and analysis of the facts and findings.

On the basis of the collected evidence, the expert(s) will draw conclusions and make recommendations for a solution to the PEM TAT TL. All the investigation activities will be documented and described in the Grievance Closure Report - **Annex 3 to the Grievance Redress Mechanism Handbook**.

The Grievance Closure Report will be submitted to the GAC for endorsement with recommended resolution, developed on the basis of community preferences, project policy, past experience, current issues, and potential outcomes, which will be communicated to the complainant in writing.

2.3 Grievance Handling Responsible Officer(s)

The ISWDP issues a letter to appoint the person(s) to carry out the investigation and the check on the justification of the validity of the received grievances. The check cannot be attended by persons, which have participated in the application review and selection committee, which has carried out the initial assessment of the project proposals.

The appointed persons should have the relevant professional experience, competences and/or expertise, relating to the particulars of the CPIG or with the assessed projects in order to be able to prepare and formulate well justified recommendation for solution on the received grievance.

They have to be selected from the endorsed pool of experts or nominated by any of the institutions, involved in the ISWD project steering, management and implementation. These may be of the ISWD key or non-key experts, included in the ISWD pool of experts as long as they do not have any direct relationship to the claimant and have not been involved in the assessment of the grant applications.

These persons should meet the following requirements:

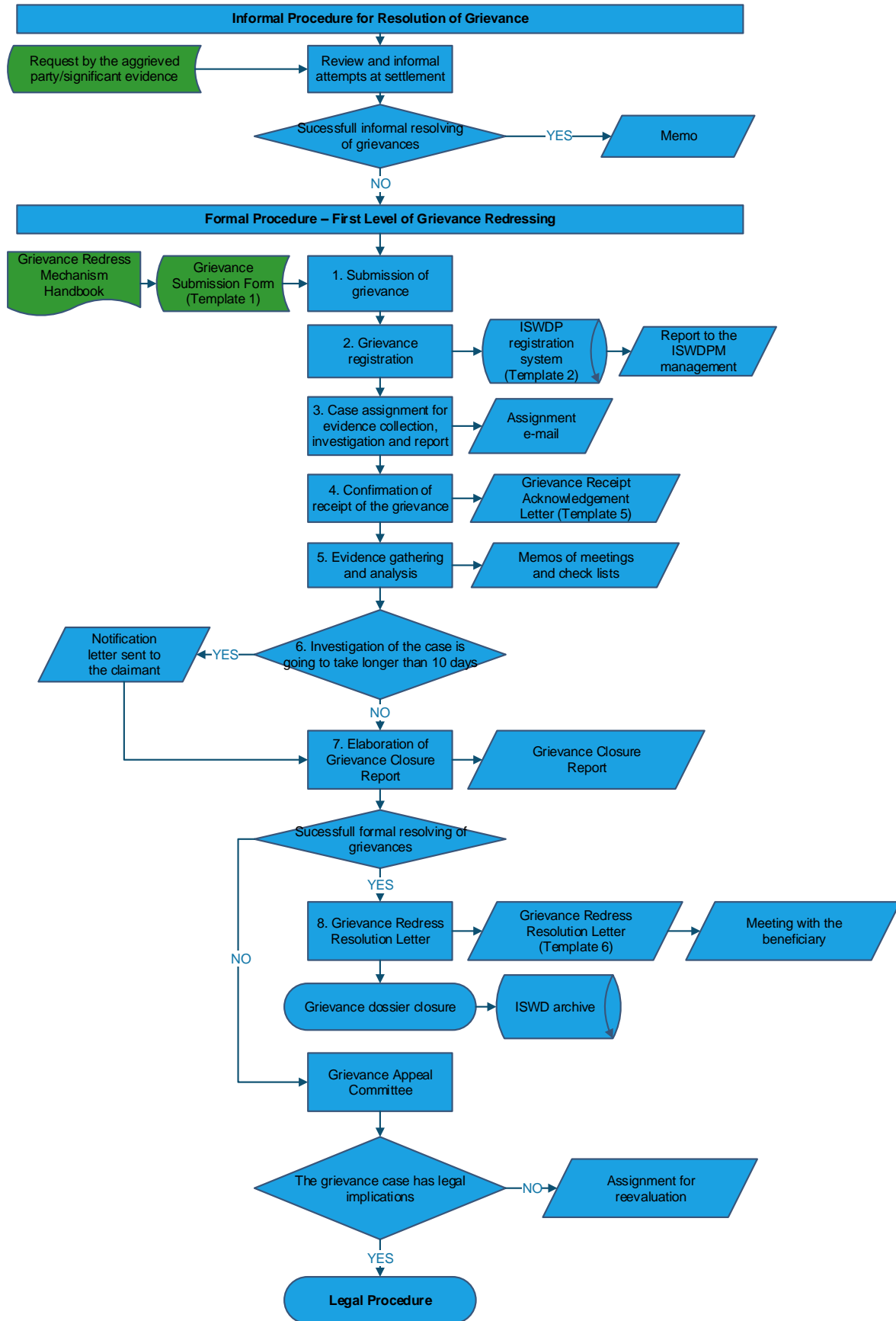
1. Should not be in a conflict of interest situation as stipulated in the Administrative Act of the Republic of Georgia
2. Should not be related to any of interested applicants or partners under the CPIG application procedure;

3. Should not be in hierarchical dependence from the members of the (TEP);
4. Should not have interest in the provision of the grant to the particular legal entity, directly or through a relative;
5. Should not be a member of the managing and supervisory bodies of MCA-Georgia nor PEM GmbH;
6. Should not be a member, owner or stakeholder in companies, juridical entities with similar object of activities as the claimant or partners thereof;
7. Should not have consulting activities to natural and juridical persons, who have interest in the formulation of the decision on the grievance against the rejection of the proposal for funding;
8. Should not have been involved in the preparation of the guidelines of the CPIG.

2.4 Informal, Formal and Legal Handling of Grievances

The ISWDP will apply three modes in the redressing and resolution of grievances following (i) informal, (ii) formal and (iii) legal procedures respectively.

The following process flow chart illustrates the grievance redress mechanism described further on in this section:



2.4.1 Informal Procedure for Resolution of Grievance

The PEM team will seek prompt resolution of any grievances relating to the ISWDP implementation modalities and general project management issues, which do not relate directly to the CPIG candidates selection process, through the involvement of the respective officers and administrator in an informal settlement of the matter.

The ISWDP TL may initiate a review in the absence of a request by the allegedly aggrieved party but only on the basis of significant evidence.

Informal attempts at settlement will not extend beyond thirty calendar days without the written agreement of all parties if required or exchange of letters to that effect.

If the complainant requests an attempt at informal settlement, then he or she will not be free to make a formal complaint with the office until an informal settlement is proposed or the thirty days have elapsed whichever comes first.

Informal resolving of grievances have to be completed and closed with a memo undersigned by the complainant and the TL or GMO of the ISWDP.

2.4.2 Formal Procedure – First Level of Grievance Redressing and Timescale

All grievance cases relating to complaints about the grant proposal review process and outcomes thereof will be dealt with through the formal procedure, described in detail under in the table further below.

Description of process, steps, responsible officer and results at the standard grievance reviewing and resolving.

No	Action	Performed by	Deadline	Result
1	Grievance is submitted to the ISWDP office via phone, letter or e-mail	Complainant – an individual or group of individuals in personal quality or in the capacity of organization representatives	Any time	Fill out grievance form (Annex 1)
2	Grievance is logged into the ISWDP registration system with an index number	CPIG assigned staff	1 day	Grievance is filed in the registry (Annex 2) and reported to the ISWDP management
3	ISWDP TL assigns the case for evidence collection, investigation and report	ISWDP TL	Within 2 days	Assignment e-mail is sent with copies to PEM management and MCA Project Co-ordinator
4	CPIG TIT sends a confirmation of receipt of the grievance	CPIG assigned staff	Within 3 days	Confirmation letter sent out (Annex 5)
5	CPIG assign officer gathers evidence on the grievance and conducts interviews as necessary, analyses the information and produced a report with	CPIG assigned staff	Within 15 days	Memos of meetings and check list is filled in



No	Action	Performed by	Deadline	Result
	recommendation on the grievance			
6	ISWDP sends notification letter to the complainant in case the investigation of the case is going to take longer than 10 days	CPIG assigned staff	Within 15 days after start of assignment	notification letter
7	CPIG assigned staff produces A Grievance Closure Report with analysis, conclusion and recommendations for follow-up action steps and draft response to the claimant	CPIG assigned staff	Within 15 days after start of assignment	Report is submitted to GAC - TL with copies to the PEM project management and MCAG ISWDPM Project Co-ordinator
8	Written response is sent to claimant (in addition to the written response, a meeting with the claimant may be considered, depending on the case and TL/GAC endorsement)	ISWDP TL	Within 2 days of receipt of the report	A letter is sent out to the claimant in print and via e-mail (Annex 6)
9	The grievance dossier is closed and filed in the ISWD project archive	GMO	3 days after the sending of the response to the claimant	

2.4.3 Grievance Appeal Committee

The ISWDP Grievance Appeal Committee (GAC) will comprise of MCA-Georgia ISWDP Project Co-ordinator (or representative thereof), Project PEM Project Director (or representatives thereof) and ISWDP Team Leader.

The GAC will serve as the second level authority for redressing grievances, which are not resolved satisfactorily for the claimant. The GAC may assign a second investigation of the grievance case to another expert or group of experts, depending on the required expertise for analysis and reporting. Alternatively, in grievance cases, which have legal implications, the GAC may decide to pursue a course of action that will best meet the interest of the claimant and the ISWDP.

2.5 Legal Handling of Grievance

Grievance cases, which may bear serious implications to the ISWDP and the institutions involved in its governance will be consulted with a lawyer and based on recommendations, the GAC may follow legal process to manage the grievance case, if satisfactory solution for all parties involved cannot be achieved through a communication, discussion or mediation process.

2. Grievance redressing and ISWDP and CPIG management

3.1 Grievance Redress Mechanism Monitoring, Reporting and CPIG Implementation Implications

The ISWDP TAT will monitor and assess all grievances relating to the project management and implementation with view of providing MCAG with ongoing up-to-date information about the issues and possible gaps in the project management procedures and practices, which cause concerns to stakeholder, grant applicants and grant beneficiaries.



To this end, the ISWDP TAT will prepare concise summary reports of all grievances received at the project office with the resolutions taken and status of resolving, which will be included in the Quarterly Reports Submitted to MCA-Georgia. The ISWDP TAT may prepare and submit to MCA-Georgia special reports in cases, which require prompt reaction from the MCA-Georgia and Georgian government institutions, if and as necessary, depending of the nature of the grievances.

The quarterly reports will contain also an analysis of the grievances and recommendations for improvements relating to the policies, procedures, activities format, contents, periodicity, information provision and dissemination and other implementation modalities in order to enhance the quality, effectiveness and efficiency in the ISWDP and the CPIG interventions.

A simplified version of the GRMH can be recommended to CPIG grant beneficiaries to be used during the implementation of the individual projects. Grievances and complaints at the level of the individual grant projects should preferably be handled through the informal process and only when this procedure cannot lead to satisfactory solution, the formal process can be applied without adding much extra administrative burden to the TVET provider. PEM TAT will be available to grant beneficiaries for consultations and advice in such cases.

3.2 Grievances and Knowledge Transfer within the ISWDP

The ISWDP TAT will address all grievances with consideration and respect for the mandate, roles and responsibilities of all parties involved in the CPIG implementation. The lessons learnt from the handling of grievances will be reinvested into the project as general and specific advice and information provided to stakeholders, prospective applicants and grant beneficiaries in order to secure ever more informed environment for the project implementations.

The ISWDP TAT will provide for sufficient time during the public information sessions and the public orientation and training sessions and other events and activities of the project implementation so that issues and concern, which prospective applicants have, can be addressed in an open manner to secure adequate information sharing and mutual learning process.

3.3 Information Disclosure and Confidentiality in Grievance Redressing

All contacts and communications have to be transparent and according to the procedure during the grievance redressing process. The handling of the information received and obtained during the process have to be treated as confidential for the project and can be shared only with the authorised officers and the relevant authorities in Georgia if and as required by the Georgian Law.

No information about the grievance investigation, clarification, conclusions and recommendations for solution of the grievance case may be disclosed before the grievance closure report is approved by the GAC.

Any attempt by a tenderer, candidate or applicant to influence the process in any way will result in the immediate exclusion of the proposal from further consideration.

All persons involved in the grievance investigation and report preparation should be familiar with this procedure for grievance redressing and should strictly follow this procedure. They should sign a declaration of impartiality, objectivity, confidentiality and lack of conflict of interest immediately after they learn the title of the project proposals, proposal promoters and names of the claimants, submitting a grievance (**Annex 4 to the Grievance Redress Mechanism Handbook**).

In case of a conflict of interest or inability for any other reason for the person to fulfil their duties impartially, they have to withdraw from the grievance review or will be relieved from the specific assignment. Where a conflict of interests is found to exist, the person in question shall cease all



activities in the matter. The authorising officer by delegation shall personally take any further appropriate action.

3. Templates to be used in the grievance redressing



Template 1: Grievance Submission Form

[assigned number from the grievance registry]

[date of receipt of the GSF at the ISWDP office]

Grievance Registration Number

GRIEVANCE SUBMISSION FORM

1	Name of the Complainant:	
2	Position of the Complainant:	
3	Organization of the Complainant:	
4	Mailing Address of the Complainant:	
5	Telephone of the Complainant:	
6	E-mail of the Complainant:	
7	Project Proposal Title:	
8	Project Proposal Registration Number:	
9	CPIG Call for Proposals Procedure No:	
10	Grievance Area of Complaint: (Please, tick!)	
	<u>ISWDP Policy & Approach</u>	<u>CPIG Implementation</u>
	Access to information about the project activity	Information provision and dissemination on the CPIG
	Policy Recommendation/Decision	Training provided to prospective applicants
	Performance of the experts	Consultation provided in the application process
	Support Services Provided	Recommendations for project proposal rejection
	Observance of announced deadlines	Grant project implementation
		Support services provided in the grant project implementation
		Observance of published deadlines



11	What is the specific cause for the complaint?	
12	When did this occur?	
13	Who was involved and in what capacity?	
14	How did it happen?	
15	Why this has happened?	
16	What needs to be done to put things right?	
17	Please, provide any other relevant information ¹ , which is needed to resolve the grievance case.	
18	Enclosed documents:	1. 2. 3. 4.

Date:

Place:

Signature of the Complainant:

¹ Please, note that no additional information nor documentation should be provided and no such information shall be taken into consideration other than those provided with the original application.