



GOVERNMENT OF SOMALILAND

MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGY

Grievance Redress Mechanism (GRM)

Three-Years Action Plan for the Eastern Africa Regional Digital Integration Project (EA-RDIP)

in Somaliland.

Year 1: Establishment and Operationalization.

Objective: Set up the structural, legal, and technical foundations of the GRM.				
Key Activity Description	Timeline.	Responsibilities/Lead actors	Deliverables/Outputs	Follow-Up Indicators
1. Appoint around 15 GRM Focal persons.	Quarter 1	PIU, Social Development Specialist (SDS)	Confirmed list of staffed focal points in Hargeisa and Regions.	Official appointment letters/emails of Focal Points on file and dashboard. .
2. Finalize GRM Manual based on WB comments and translate into Somali. .	Quarter 1	PIU, Legal advisor or consultant	Final WB-Cleared GRM Manual (English & Somali).	Manual shared with WB and uploaded to website.
3. Train 15 GRM focal points of all project target locations.	Quarter 2	PIU, Social Development Specialist (SDS) and GRM Facilitator	Train all 15 GRM focal points in all project locations	Training report with signed attendance sheets.
4. Develop and deploy the centralized Grievance Redress Mechanism Management Information System (GRM-MIS and grievance register system	Quarter 1 2	PIU, IT unit, consultant	Operational digital grievance tracking system (Go-Live).	System Go-Live Report and user access logs
5. Set up multiple reporting channels (hotlines, SMS/WhatsApp, suggestion boxes, online portal)	Q2 and Q3	PIU, Social Development Specialist (SDS)	Fully functioning channels including Online Portal	Photos of Suggestion Boxes and Link to Online Portal.
6. Train local Grievance Redress Committees (GRCs) and community liaisons on GRM, mediation, confidentiality, and cultural sensitivity	Q2 and Q3	PIU, Social Development Specialist (SDS)	3 training workshops will be conducted in the regions.	Workshop Reports including participant lists.

7. Develop GBV/SEA/SH referral directories and train GRM staff on survivor-centered approaches	Quarter 3	PIU, Social Development Specialist (SDS) with help of MoLSA	Updated Directory and 100+ staff sensitized.	Signed Codes of Conduct and Training Registry.
8. Prepare accessibility for persons with disabilities	Quarter 3	PIU, Social Development Specialist (SDS) specialist with help of MoLSA	Ensure GRM physical offices have ramps/easy access, and provide simplified/audio versions of reporting forms for persons with visual or literacy impairments.	Social Development Specialist (SDS) will oversee progress via the monthly GRM-MIS Dashboard..
9. Launch campaign on citizens' rights, types of reportable grievances, and protection from retaliation targeting all 6 regions of Somaliland, reaching approx. 50 community members)	Q 3-Q4	PIU, Social Development Specialist (SDS) , Local media and Elders will receive a half-day orientation on their role as facilitators, but will not 'lead' the legal process.	GRM introduced to over 50 communities	PC will lead to follow up through tracking system.
10. Baseline assessment of grievance landscape and legal alignment	Quarter 4	External Consultant, PIU Legal Advisor	GRM baseline report will be submitted	SDS will verify reports via Client Connection (World Bank's portal).

Year 2: Strengthening and Scaling up.

Objective: Improve effectiveness, increase outreach, and embed GRM in project operations.

Key Activity Description	Timeline.	Responsibilities/Lead actors	Deliverables/Outputs	Follow-Up Indicators
1. Conduct quarterly reviews of GRM performance (response time, satisfaction, escalation rates)	Quarterly	PIU and M&E	4 Quarterly GRM Review Reports	Reports will be submitted to WB via Client Connection.
2. Review and adherence to established grievance handling timeframes	Quarterly	SDS, Regional GRM Focal Points assigned to each governor's office and M&E	Standardized process with adherence to 14-day timeline.	Grievance Logbook data showing % resolved on time.
3. Review case closure statistics and adjust processing timeframes if necessary.	Quarterly	GRM officers, M&E and PIU	Improved staff competency and consistent handling.	Minutes of Annual GRM Review Meeting..
4. Scale up GRM reporting and Grievance Redress Committee (GRC) presence to additional project districts	Q1–Q3	PIU, Regional Offices	5 new GRCs operational	Official Appointment Letters for new GRC members.
5. Organize refresher training for all GRM focal points and GRCs	Quarter 2	Social development Specialist Lead & informing WB	100+ participants will be trained	Training Report with signed attendance sheets. SDS will lead the training. WB to be notified 3 weeks prior to training

				dates to allow for technical input.
6. Develop training manuals, toolkits, and e-learning modules covering: GRM procedures and timelines Confidentiality and data protection Communication with vulnerable groups	Quarter 2	SDS	Final Training manuals, e-learning modules and toolkits developed .	Finalization of the manuals on file The link/site for the e-learning modules will be available
7. Establish biennial refresher training workshops Participants and Leads (starting Year 3)	Quarter 2	SDS and Project Coordinator (PC) will lead	Workshop conducted for hotline operators	Training Report with signed attendance sheets..
8. Develop and deliver cultural awareness modules covering: ➤ Local customs and traditions ➤ Community norms and taboos ➤ Respectful communication with marginalized group	Quarter 2	SDS (Social Development Specialist) to lead with IT Support PC tracks via encrypted secure server logs	1. SDS leads. Measure via Pre- and Post-training evaluation scores and a 'Community Trust Score' in the annual satisfaction survey	%of staff passing competency tests. Annual satisfaction survey scores on staff behavior. PC and SDS quarterly audit of the GRM-MIS 'Behavioral Grievances' module..
9. implement a confidential GBV digital reporting system with privacy safeguards	Q1–Q3	SDS lead, IT Consultants	Secure platform operational	SDS to monitor system uptime, data security compliance, and anonymized resolution rates via the Secure GBV Module of the GRM-MIS..

10. Update and validate referral directories and MOUs with service provider	Quarter 2	SDS Specialist	Signed MOUs with GBV service actors	Copies of Signed MOUs
11. Conduct GRM satisfaction surveys among communities and workers	Quarter 3	M&E team	At least 70% satisfaction will be the baseline	SDS to monitor participation trends, feedback analytics, and follow-up on required system improvements via the GRM-MIS M&E Module .
12. Host community dialogue forums to reinforce trust and transparency	Q2–Q4	Local Elders, Civil Society Organizations (CSOs) CSOs in the target Project locations.	12 forums conducted	PC will lead to follow up through tracking system.
13. Establish mobile outreach caravans that visit remote villages with information, services, and awareness campaigns.	Q2	Remote villagers, pastoralists, women, youth	mobile caravans will be established to remote area	SDS to monitor outreach frequency, GPS-verified coverage of remote areas, and participation metrics via the Field Engagement Dashboard of the GRM-MIS .
14. Integrate grievance trends into project planning and adaptive measures	Ongoing	PIU, M&E, Contractors	Risk mitigation actions implemented	PC to verify the documentation of corrective actions and project adaptations triggered by grievance analytics via the Quarterly

				Management Action Module of the GRM- MIS.
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Year 3: Sustainability and Institutionalization.

Objective: Institutionalize best practices, embed lessons learned, and transition to long-term mechanisms.				
Key Activity Description	Timeline.	Responsibilities/Lead actors	Deliverables/Outputs	Follow-Up Indicators
1. Review and revise GRM Manual based on lessons learned	Quarterly 1	SDS lead, World Bank,	Updated GRM Manual	WB Clearance of updated Manual.
2. Institutionalize grievance reporting in Ministry of Information Communication Technology MICT governance structure	Q2–Q3	MICT	MICT-led GRM unit established	Official Decree/Memo establishing Unit.
3. Conduct independent evaluation of GRM effectiveness (including GBV/SEA/SH component)	Quarterly 3	External Evaluator	Final GRM evaluation report	Report submitted to WB.
4. Document and publish anonymized case studies and lessons learned	Q3–Q4	PIU, M&E,	GRM lessons publication	Publication link or printed copy.
5. Conduct final awareness and accountability event (public debrief)	Quarter 4	PIU, WB, MICT	EA-RDIP GRM Results Forum	Forum Report and Photos.
6. Continue updating and digitizing the grievance data archive	Ongoing	PIU, IT Unit	Fully digitized grievance archive	System Log verifying data integrity.
7. Develop standardized reporting formats GRM with confidentiality	Ongoing	PIU, IT Unit and SDS	Draft standardized reporting templates (case	Templates active in Management

			intake, tracking, closure reports)	Information System MIS.
8. Integrate grievance trends into project planning and adaptive measures	Ongoing	PIU, M&E, Contractors	Risk mitigation actions implemented	Quarterly Progress Reports (QPRs) detailing mitigation actions.
9. integrate specific KPIs for objectively measuring the effectiveness of a GRM	Quarter 4	PIU, and M&E	Developed Key Performance Indicators (KPIs) for GRM Effectiveness	KPI Dashboard active in MIS.
10. Compile quarterly reviews, KPIs, case statistics, and lessons learned	Quarter 4	SDS, PIU, M&E, and PAPs (Project Affected Persons), Ministry heads, and local elders	Transparent reporting; evidence-based decision-making	Annual GRM Report.
11. Flag high-priority/sensitive cases in intake system (e.g., child protection, threats, harassment)	Quarter 2	SDS, PIU, M&E	Rapid response for sensitive cases; reduced risk of harm; accountability strengthened	Case Resolution Logs (Anonymized).