



COUNTY GOVERNMENT OF NYANDARUA OL KALOU MUNICIPALITY

GRIEVANCE REDRESS MECHANISM FRAMEWORK

NOVEMBER, 2025

OL KALOU MUNICIPALITY – NYANDARUA COUNTY GOVERNMENT

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Ol Kalou Municipality Grievance Redress Framework

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ACKNOWLEDGEMENT

On behalf of the Municipal Board, I wish to formally acknowledge receipt and adoption of the Grievance Redress Mechanism (GRM) Policy for Ol Kalou Municipality.

This policy represents a significant step toward enhancing accountability, transparency, and responsiveness within our municipality. It provides a structured and fair process for addressing grievances raised by citizens, staff, and stakeholders, ensuring that concerns are handled promptly, impartially, and effectively.

The Municipal Board commends the collaborative efforts of the technical team, staff, and partners who contributed to the preparation of this important policy. Your commitment to fostering good governance and citizen-centered service delivery is highly appreciated.

As we move forward, all departments are encouraged to familiarize themselves with the policy's provisions and to implement its guidelines diligently. The Board will continue to provide oversight to ensure that the grievance management process remains fair, accessible, and consistent with our principles of good governance.

Thank you for your dedication to strengthening our municipality's governance systems and service delivery standards.

Chairperson, Municipal Board
Ol Kalou Municipality

Preamble

Ol Kalou Municipality recognises the importance of ensuring accountability, transparency, and inclusivity in the management of urban development projects and service delivery. In line with the Urban Areas and Cities Act (UACA, 2011; Revised 2022), this Grievance Redress Mechanism (GRM) has been established to provide a structured and accessible channel for addressing grievances from individuals, groups, and other stakeholders who may be affected by the Municipality's operations or decisions. The mechanism strengthens stakeholder engagement and promotes good governance by ensuring that concerns are addressed fairly, promptly, and transparently. It also serves as a feedback tool to guide the Municipality in improving service delivery and compliance with environmental and social safeguards. This document outlines the framework, processes, roles, and responsibilities of the Grievance Redress Committee (GRC) and provides standard forms to facilitate effective grievance handling. Ol Kalou Municipality remains committed to continuous improvement and community participation in line with the principles of devolution and sustainable urban management.

DEFINITION OF KEY TERMS

Complaint - An expression of dissatisfaction by a person or persons or a group, institution or organization about an unsatisfactory or unacceptable situation, including an act or omission, or about the standard of a service; whether the action was taken or the service provided by the person, the institution itself or a body acting on behalf of the public institution.

Complainant- A person, group of persons, organization or institution making a complaint within the meaning of this guide.

Lodging - For the purpose of this guide, lodging is the making of a formal or official complaint about a public institution or a public officer.

Resolution- A situation where an institution has provided sufficient information or a remedy or solution to the satisfaction of the complainant, or where the complainant is unsatisfied and the public institution has taken the complaint through due process and made a just decision.

Grievance Redress or Complaints Mechanism - For the purpose of this guide, a grievance redress mechanism/ complaints mechanism refers to the institution, procedure and process that has been adopted by a public institution to handle complaints.

Complaint's desk- Any service point at the Municipality.

CHAPTER 1: OL KALOU MUNICIPALITY (GRM) GRIEVANCE REDRESS MECHANISM FRAMEWORK

1.1 Introduction

The Ol Kalou Municipality Grievance Redress Mechanism (GRM) Framework is designed to address complaints and grievances raised by municipality residents concerning municipal services, governance, and local development projects. This framework is structured to ensure that residents have a clear, accessible, and responsive process to express their concerns, seek resolutions, and hold municipality authorities accountable.

1.2 Background of the Policy.

Effective complaints handling mechanism is a crucial part of quality service delivery in any institution. Lodging of complaints help institutions to identify weak areas and spurs the motivation for continual improvement. Handling of complaints provides an opportunity for the Municipal Board to understand its customers and ensure that the issues raised are adequately resolved. Proper handling of complaints will therefore improve the municipal's reputation.

Additionally, complaints provide the management with a clear platform for transparency and accountability.

1.3 Purpose

The importance of this framework is to establish a formal, transparent, effective and efficient grievance redress mechanism. This will ensure that citizens complaints are timely addressed hence improving governance and service delivery.

1.4 Scope

The framework applies to all municipal departments services and issues managed by the municipality, including: physical planning and urban development, Ol Kalouing and infrastructure, environment and solid waste management, social services and gender and Finance, revenue and administration.

1.5 Objectives

- o To provide citizens with an accessible way to file grievances.

- o To ensure that grievances are handled in a fair, transparent, and timely manner.
- o To enhance citizen satisfaction by improving service delivery and community engagement.
- o To ensure transparency and accountability in municipal operations.

1.6 Benefits of the Ol Kalou municipality GRM framework

- Improved Citizen Trust:

A transparent and responsive system helps build trust between citizens and Government authorities.

- Efficient Service Delivery:

Identifying and addressing recurring grievances helps improve municipal services and policy decisions.

- Stronger Accountability:

Municipal authorities are held accountable for addressing and resolving complaints, fostering better governance.

- Empowered Citizens:

A well-structured GRM enables citizens to actively participate in local governance, ensuring that their voices are heard.

1.7 Principles of the GRM

The Ol Kalou Municipality GRM is built on the following core principles:

Accessibility:

The mechanism must be available to all citizens of Ol Kalou Municipality, including all gender and vulnerable groups, and be easily accessible through multiple channels.

Transparency:

The process should be clear and open, with regular updates provided to complainants on the status of their grievance.

Timeliness:

Grievances should be addressed and resolved within a reasonable period, with set timelines communicated to the complainant.

Impartiality:

The process should be free from bias and should ensure that all grievances are treated fairly and without discrimination.

Accountability:

Municipal authorities responsible for handling grievances must be accountable for the resolution of complaints and service improvements.

Responsiveness:

The municipality must respond to grievances promptly and ensure appropriate corrective actions are taken where applicable.

The parties involved in managing grievances should be trained to understand the gender dynamics involved in complaints, particularly in cases of gender-based violence, harassment, or discrimination.

They must be sensitive to the unique experiences of marginalized gender groups.

1.8 Legal Framework

1 The Constitution of Kenya (2010)

Article 10 Establishes national values and principles of governance, including transparency, accountability, and public participation. These constitutional provisions form the foundation for all grievance redress systems in public institutions.

2 Statutory and Policy Framework

Urban Areas and Cities Act (UACA, 2011; Revised 2022):

Provides for governance and management of urban areas and municipalities. It requires municipalities to establish structures that promote accountability, transparency, and public participation, including grievance redress mechanisms.

a. County Governments Act (2012):

Mandates counties to facilitate citizen engagement, responsiveness, and complaint management as part of public participation in county governance.

b. Public Service (Values and Principles) Act (2015):

Guides public officers to provide efficient, transparent, and accountable services, and to establish mechanisms for handling complaints from the public.

c. Access to Information Act (2016):

Supports the right of citizens to access public information — crucial for fair and transparent grievance handling.

d. Fair Administrative Action Act (2015):

Provides the legal procedures for fair and just handling of grievances, reinforcing Article 47 of the Constitution.

3. Oversight and Regulatory Institutions

- 1) Commission on Administrative Justice (CAJ) – “Office of the Ombudsman”:
- 2) Established under the Commission on Administrative Justice Act (2011) to handle complaints of maladministration, unfair treatment, and abuse of power by public institutions.
- 3) Ethics and Anti-Corruption Commission (EACC):

- 4) Handles grievances related to corruption or unethical conduct in public service.
- 5) Kenya National Commission on Human Rights (KNCHR):
- 6) Addresses grievances relating to violations of human rights.
- 7) National Environment Management Authority (NEMA):
- 8) Manages environmental grievances, particularly in development projects requiring environmental compliance.

4. International and Regional Legal Instruments

1. United Nations Guiding Principles on Business and Human Rights (UNGPs, 2011):
2. Emphasizes access to effective remedy through judicial and non-judicial grievance mechanisms.
3. African Charter on Human and Peoples' Rights (ACHPR):
4. Guarantees the right to seek redress and remedy for violations of rights.
5. World Bank Environmental and Social Framework (ESF):
6. Requires borrowers to establish GRMs in all development projects to handle stakeholder complaints effectively and transparently.

5. Municipal and Institutional Policies

At the municipal level, such as Ol Kalou Municipality, the legal framework should align with:

1. The Municipal Charter and By-Laws
2. The County spatial plan(CSP) County Integrated Development Plan (CIDP), Intergrated strategic urban development plan(ISUDP), Intergrated development plan(IDEP).
3. The Municipality's Grievance Redress Mechanism Policy or Framework

These institutional policies operationalize the national legal frameworks, providing practical guidelines for complaint handling, escalation procedures, and reporting.

6. Key Legal Principles Supporting GRM

1. Right to be Heard (Audi Alteram Partem): Every complainant deserves a fair chance to present their case.
2. Right to Information: Transparency in procedures and outcomes.
3. Equity and Non-Discrimination: Equal treatment for all complainants.
4. Confidentiality: Protection of complainants' identity and sensitive information.

5. Accountability and Timeliness: Duty of institutions to resolve complaints promptly and report outcomes.

CHAPTER 2: GRIEVANCES REDRESS MECHANISM CHARTER

2.1 Introduction

Grievance redress requires a systematic approach through which a step-wise procedure is followed and the responsibility for handling is assigned to specific individuals, competent and adequately empowered for the task

2.2 The Grievance Redress Process

These steps are:

Step 1: Grievance Uptake (Submission)

A grievance can be submitted by any individual or group, free of charge. Channels for submission include:

In-person:

At the Municipal Office, Ward Administrator's office, or any active project site office.

Written:

By filling out the Grievance Redress Form (Annex A) and depositing it in a designated "Complaints Box" or submitting it to the Municipal Registry.

Digital:

Via the Nyandarua County e-Grievance portal or a dedicated municipal email address (e.g., complaints.Ol Kalou@nyandarua.go.ke).

Telephone:

Through a dedicated municipal office line.

Complain/Compliment box:

Ensure it is a well mounted ,labbed and easily accessible by public.

Step 2: Logging and Acknowledgement

Logging: All grievances, regardless of the channel, must be logged into the central Grievance Register Log (Annex B) by the GRM Focal Person (Secretary) within 2 working days of receipt.

Acknowledgement:

The complainant shall receive a formal acknowledgement (in writing, SMS, or email) within 3 working days, including a unique grievance tracking number.

Registration Process: When a grievance is received, it shall be registered into a central database for tracking purposes. The complaint will be assigned a unique reference number.

Response Time: Each grievance will be categorized based on its urgency (e.g., safety concerns or health issues) and type (e.g. waste management). A response time will be provided based on the category (e.g., 24-72 hours for urgent issues, 7-14 days for standard grievances).

Step 3: Assessment and Triage

The GRM Focal Person will assess the grievance and categorize it:

Categorization: Grievances will be classified based on their nature (e.g., infrastructure, utilities, health & safety, etc.) and priority (e.g., urgent, high, medium, or low priority).

Investigation and Analysis: Once a grievance is registered, the concerned municipal department (e.g., public health, roads, etc.) will investigate the complaint.

Level 1 (Simple): Can be resolved immediately by providing information or a simple administrative action.

Level 2 (Moderate): Requires investigation by a specific Department head.

Level 3 (Complex): Requires a full review by the M-GRC (e.g., involves multiple parties, policy issues, or serious allegations).

Step 4: Resolution and Action

Timelines for resolution begin from the date of acknowledgement:

Level 1 (Simple): Target resolution within 5 working days. The GRM Focal Person or relevant Ward Admin resolves and communicates the outcome.

Level 2 (Moderate): Target resolution within 14 working days. The grievance is forwarded to the head of the relevant department (e.g., Municipal Ol Kalou) for investigation and proposed action. The GRM Focal Person tracks progress and communicates the outcome.

Level 3 (Complex): Target resolution within 30 working days. The grievance is tabled at the next M-GRC meeting. The M-GRC investigates, may call for hearings, and recommends a binding resolution to the Municipal Manager.

5: Feedback and Close-out

The final resolution shall be communicated to the complainant in writing (or their preferred medium).

The complainant will be asked to confirm their satisfaction, ideally by signing a Grievance Close-out Form (Annex C).

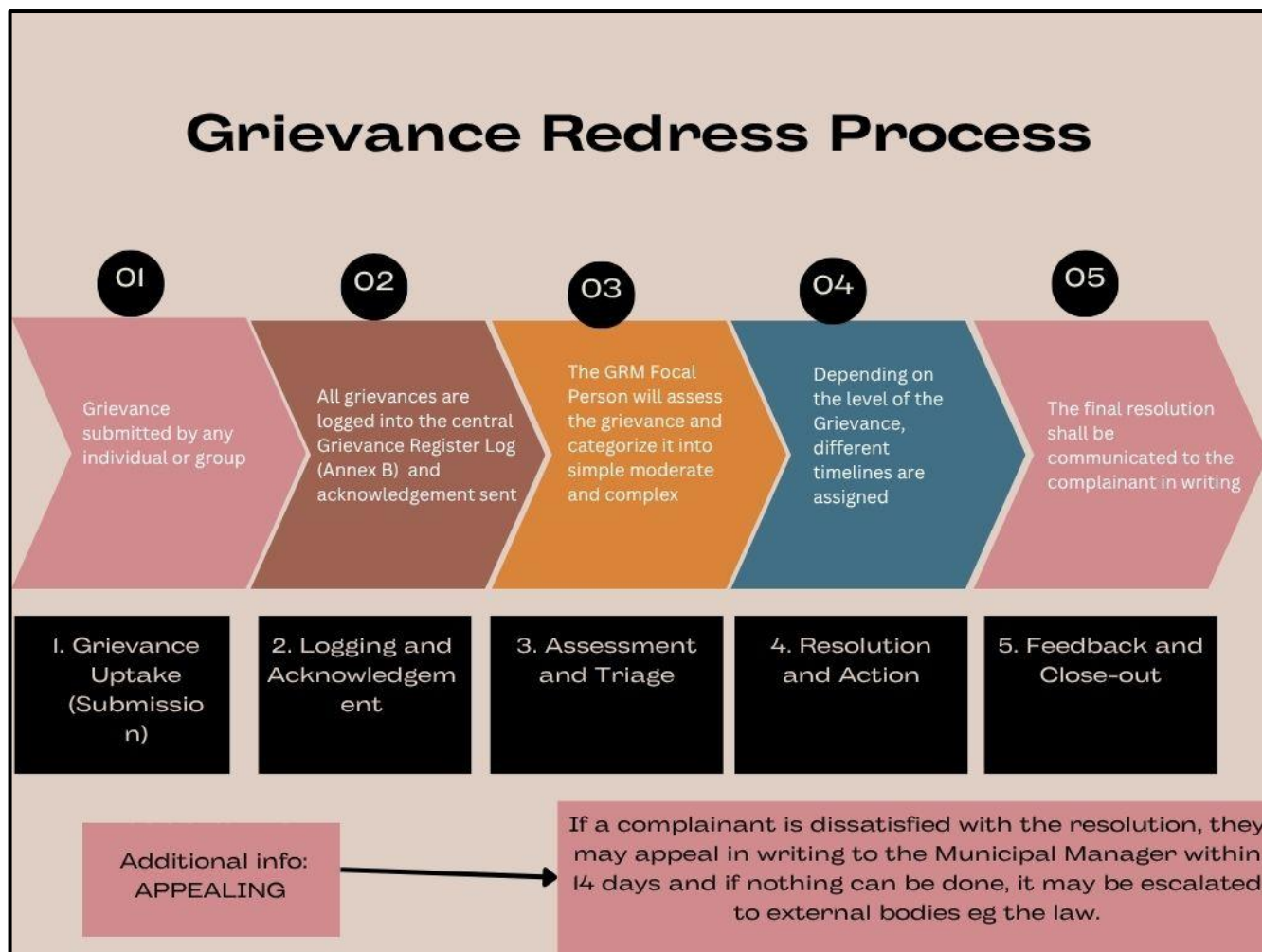
If the complainant is satisfied, the grievance is formally closed in the register.

If the complainant is not satisfied, they will be informed of their right to appeal.

2.3 The Appeals Process

Internal escalation: If a complainant is dissatisfied with the resolution, they may appeal in writing to the Municipal Manager within 14 days. The Municipal Manager will review the case and provide a final decision within 10 working days.

External escalation: If still dissatisfied, the complainant retains the right to escalate the matter to external bodies, such as the Office of the Ombudsman (Commission on Administrative Justice), the County Assembly, or a court of law.



2.4 Recording

The Municipal Board shall maintain written records of all complaints received. Specifically, it will ensure that the records are not just recorded but also assigned a case reference number and allocated a file number, which will be categorized e.g:

018.1-Land and environmental issues

018.2-Employment and training

018.3-Access to property

018.4-Compensation

018.5-Drainage

018.6-Accidents

Upon resolution of the case, it will monitor and evaluate such cases so that they inform future decision-making processes.

CHAPTER 3: MUNICIPALITY GRM STRUCTURE

There shall be established committees to resolve and manage complaints emanating from service delivery within the municipality.

The Tiers shall be as follows;

3.1 Municipal GRM Steering Committee

This shall be the Apex municipal GRM committee and shall be appointed by the County Executive Committee Member responsible for urban development. The committee shall be reporting quarterly to the municipal Board.

The committee shall have the following membership;

- 1) Chief officer responsible for urban planning and development - Chairperson
- 2) Chief Officer responsible for public participation
- 3) Municipal board Members (considering gender parity)
- 4) County solicitor or representative
- 5) Municipal manager - secretary
- 6) Municipal Grievance Redress focal person

NB: In consultation with the board the committee may co-opt any other relevant person(s) on need basis.

Roles and responsibilities

- i. Coordinate grievance redress within the municipality.
- ii. Ensure budgetary allocation, equipping, and capacity building of GRM structures.
- iii. Provide policy guidance to the municipality GRM committees.
- iv. GRM Policy development for approval by the Municipal Board.
- v. Promote strategic partnerships for resource mobilization in GRM.

- vi. Promote the sensitization of staff, communities, and other stakeholders on complaints handling.
- vii. Approve processing of requests for access to information.
- viii. Ensure proactive disclosure of information held by the municipality.
- ix. Monitor, evaluate, and review complaints handling activities in the municipality and report to the Board.
- x. Submit quarterly and annual reports to the Board.

3.2 Municipal Technical GRM Committee:

The committee shall be appointed by the Municipal manager. The committee shall have the following membership;

- 1) Municipal Manager - Chairperson
- 2) Municipal Social Safeguard– Secretary
- 3) Municipal Ol Kalou
- 4) Municipal Planner
- 5) Municipal Public health officer
- 6) Municipal Legal officer
- 7) Municipal Environment Officer

NB: In consultation with the board the committee may co-opt any other relevant person(s) on need basis.

Roles and responsibilities

- a) Promote access to information on project implementation.
- b) Mainstreaming environmental and social safeguards in the programming.
- c) Provide regular status updates on grievances to cabinet claimants and other relevant stakeholders, as applicable;
- d) Provide technical support to GRM committees.
- e) Review, process, and propose solutions to complaints escalated by the project-level GRM Committee
- f) Capacity building of GRM Committees and other stakeholders
- g) Identify growing trends in grievances and recommend possible measures

- h) Create awareness, accessibility, predictability, transparency, legitimacy, and credibility of the GRM process;
- i) Ensure consolidation of quarterly and annual GRM reports for submission to the GRM steering committee.

3.3 Municipality focal person/GRM Desk Officer

This is a one-stop GRM office with a full-time designated GRM officer/social safeguard appointed by the Municipal Manager. The officer will be responsible for;

- a) Complaints receipt, documentation, acknowledgment, tracking/follow-ups, and resolution.
- b) Capacity development for all levels of GRM committees and desks.
- c) Provide feedback for complaints resolved to the complaints/petitioners/memoranda
- d) Capacity building of staff, communities, GRM committees, and desks on the GRM framework.
- e) Make referrals for cases outside the municipality GRM mandate
- f) Provide a central point for the municipality grievance redress mechanism.
- g) Capacity building of County staff, communities, and other stakeholders on County and donor/partner-funded programs
- h) Providing technical support to County departments, committees/desks, and other stakeholders on GRM
- i) GRM policy development
- j) Prepare monthly, quarterly, and annual reports for submission to the municipality technical committee.
- k) Monitor, evaluate, and review complaints handling activities in the municipality and report to the municipality technical committee.

3.4 Project-level Grievance Redress Committee.

This committee shall comprise of;

Project management committee (PMC) with representation outlined in County PMC Guidelines. The PMC secretary shall be the Municipality GRM Desk at the project site. The committee may invite the project manager, ward administrator, and respective village administrator to their meetings.

Their roles and responsibilities shall be;

- i. Receive, record, and resolve grievances reported at the project site. Thus, providing first link of grievance handling.
- ii. Sensitize the project beneficiaries on GRM mechanisms.
- iii. Updating and managing project GRM register log.
- iv. Escalation of complaints relating to the project for resolution.
- v. Provide feedback to the complainant or communities.

3.5 Capacity building and awareness

3.6.1 Staff Training: Frontline municipal employees should be trained to assist citizens with filing complaints and provide basic information on the grievance process.

3.6.2 Refresher training programs will be provided for municipal employees customer service, grievance handling, conflict resolution, and the use of the grievance tracking system.

3.6.3 Public Awareness Campaign: The municipality will conduct outreach programs to inform citizens about the GRM process, including through

CHAPTER 4: MONITORING, EVALUTION AND REVIEW

4.1 Feedback evaluation

4.1.1 Post-Resolution Feedback: After a grievance is resolved, the municipality will seek feedback from the complainant on the handling of the issue. This feedback will be used to assess satisfaction and identify areas for improvement.

4.1.2 Continuous Monitoring and Evaluation: The GRM will be regularly monitored to evaluate its effectiveness. Data from the grievance management system will be analyzed to identify trends, recurring issues, and systemic problems that need attention.

4.2 Monitoring and reporting

- Annual Reports: The municipality will produce annual reports on the

status of grievances, detailing the number of complaints received, categories of issues, resolution times, and overall satisfaction levels.

- Public Disclosure: To ensure transparency, the municipality will make certain information about grievance trends available to the public (e.g., common grievances and resolutions) through reports or community outreach.

4.3 Grm framework review

Annual Review: The GRM framework will be reviewed annually to assess its effectiveness and make adjustments as needed. Public feedback, performance data, and evolving needs will inform these reviews.

By implementing this GRM Framework, the local government can create a more accountable, transparent, and responsive administrative environment, improving the quality of life for residents and fostering stronger community engagement.

4.5 Policy approval

This Grievance Redress Mechanism (GRM) Policy is reviewed and approved by the Ol Kalou Municipal Board for implementation.

This policy shall take effect from the date of approval.

Approved by the Ol Kalou Municipal Board:

1. Chairperson, Ol Kalou Municipal Board

Name: _____

Signature: _____

Date: ____/____/20__

2. Municipal Manager, Ol Kalou Municipality

Name: _____

Signature: _____

Date: ____/____/20__

APPENDICES

Complaints Form - EN/GRM/001

Date: <i>(Date complaint is received)</i>	
Personal Details: <i>(Name, contact details, if necessary)</i>	
Nature of Complaint:	
Detail of Complaint:	
Who dealt with the complaint?	
How it was dealt with:	
Outcome: <i>(Outline of what has happened as a result of the complaint)</i>	
Follow-up required:	

Grievance Log Register – EN/GMC/GRM/002

S/No.	Date that complaint was received	Details of petitioner/ complainant	Nature of complaint/ details	Action Taken
1.				
2.				

3.				
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DRAFT

Acknowledgement Receipt (EN-GRM/003)

Complaint no.:

Date of issuing complaint:

Place of issuing complaint:

Ward/Ol Kalou Municipality/HQ Office:

Details of the Complainant:

Name:

Age:

Address:

Gender:

Emailaddress.....

Phoneno.:

Supporting documents submitted:

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

Summary Of Complaint:

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

Name of Officer receiving Complaint:

Designation:

Signature

Quarterly Report Template (EN/GMC/GRM-004)

(Municipality letterhead)

Level of Committee Date:

Reporting Period:

Details of complaints received

Complaint No.	Place of Issuing complaint	Name&Address of complainant	Location of complaint/concern	Date of Receipt

Details of Grievance Redress Meetings

Date of meeting	Venue of meeting	Name of participants	Committee Decisions/recommendation

Details of grievances addressed

Date of Issuing complaint	Category of complaints	Category of grievance	Brief description of the grievance	Date of complete resolution	REMARKS

Appendices – Minutes/GRM register log/complaints/petition

Petition Form

FORM OF A PUBLIC PETITION

To: The Ol Kalou Municipality

We/I, the undersigned and humble Petitioner(s) of

..... (Here insert the names or descriptions of the petitioner(s) and address including their status: residents of a particular area, workers, particular part of the community, minority or marginalized group, etc.)

DRAW the attention of the Ol Kalou municipality to the following:

(Here, briefly state the reasons underlying the petition and request for the intervention of the Government by outlining the grievances or problems and summarizing the facts that the petitioners wish the Government to consider)

THAT:

(Here confirm that the issues in respect of which the petition is made had not been pending before any court of law or constitutional or legal body.)

THEREFORE, your humble petitioners PRAY that the Ol Kalou municipality of Makueni

PETITIONED ISSUES

An attachment of all signatories of the petition shall be provided
(list of aggrieved community members, any other attachments)

2. Appendix 2: Data Update Form Complaint Number..... of 20....

1. Complainant's details Name (Dr/Mr/Mrs/Ms)

ID Number_____

Postal Address_____

Mobile_____

Email_____

County_____

Age_____

2.Respondent's details Name (Dr/Mr./Mrs./Ms.)

Staff

ID_____

Mobile_____

Email_____

County_____

Age_____

Details of the complaint

The facts of the complaint

Decision reached by the complaints officer

Root cause of the complaint

3. Appendix 3: Access to information Form or Request Information Form

Step 1	Step 2	Step 3	Step 4
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Decide if you need to make an informal request or a formal request under the Access to Information Act 2016. If it is a formal request, send your request to complaints.olkalou@nyandarua.go.ke	If you need to make a formal request under the Access to Information Act 2016, complete this form or a written request mentioning the Act. Describe the information being sought and provide relevant details to assist Ol Kalou Municipal find it	Forward the access request to Ol Kalou Municipal Administrator OR Information Officer. The address is listed as: complaints.olkalou@nyandarua.go.ke	When you receive an answer to your request, review the information to determine whether you wish to make any further request under the Act. You also have the right to complain to the office of the “Ombudsman” should you believe that you have been denied any of your rights under the Act
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Summary of the information being sought

Method of access preferred:

Receive copies of original.....Examine original in Ol Kalou Municipal offices.....

Name of applicant

Postal Address _____

City/County_____

—

Physical Address_____

Telephone No._____

Signature.....Date.....

.....

HEARING /PRONOUNCEMENT OF FINDINGS

To:

Complaint /Respondent

TAKE NOTICE that this complaint is scheduled for Hearing/Pronouncement of the committee's findings (delete as appropriate) before a committee of the Municipality at the offices of the Municipality situate at on the dayof 20 at

O'clock. Take further notice that you are required to appear in person or by your duly authorized representative and, in the case of a hearing, together with your witnesses (if any) to give evidence in support or defense of the complaint.

Please note that, in the event of your non-attendance, the committee shall take such action or make such orders and directions as the committee considers just.

Issued this day of 20

Name.....

Signature.....

Designation.....

Appendix 6: Investigations Report

Name and contact information of the complainant or complainants, as the case may be;

Name and contact information of the respondent or respondents, as the case may be; c) the nature of the complaint;

Date on which the complaint was lodged;

Date on which the complaint was admitted;

Date on which the authorised officer was appointed to undertake preliminary investigations;

Period within which the preliminary investigations were carried out;

Names and contact information of the persons interviewed;

Authorised officer's findings on the respective issues raised in the complaint;

Date on which the report is made; and

Name of the officer by whom the report is made.