How the FCRM contributes to strengthening accountability
Presented by the ActivityInfo Team

Software for Monitoring & Evaluation

★ Track activities, outcomes
★ Beneficiary management
★ Surveys
★ Work offline/online
Today’s session outline

- Feedback, Complaint and Response Mechanism
  - What is Feedback, Complaint and Response Mechanism?
  - Why is Feedback, Complaint and Response Mechanism important?
- Step-by-step approach
  - How can we design appropriate Feedback, Complaint and Response Mechanisms?
- Evidence-based approach
  - How can we use ActivityInfo to enable real-time use of information?
- QandAs
Feedback, Complaint and Response Mechanism
Consultation, participation and feedback continue to be strongly linked to aid recipients’ perceptions of the relevance, dignity and effectiveness of aid.

While agencies continued to gradually increase their use of feedback mechanisms, these are not seen as being used effectively to influence decision-making. Both the 2015 and 2018 editions of the SOHS found that ‘while there are a number of initiatives and approaches that show potential, they have not yet delivered greater accountability or participation’.

COVID-19 provided a challenging context for communication and feedback with affected populations due to the shift to remote formats. Some agencies used the pandemic to strengthen ties with communities by enlisting community members as proxies for face-to-face messaging.
Feedback, Complaint and Response Mechanism

What?

Feedback, complaints and response mechanism, known also as feedback and complaints mechanism or feedback mechanism

*The mechanism which enables organization to request and respond to people’s needs*

Focus on non-sensitive feedback
Feedback, Complaint and Response Mechanism

Why?

Program Relevance and Quality

- Listening, requesting and addressing feedback generates information that can be used in decision making
- Addressing feedback in a timely manner acts as a “vehicle” for program improvement by making programs more targeted, more adaptive and relevant to the context
Feedback, Complaint and Response Mechanism

Why?

Accountability

- FCRM is the means by which people can claim rights and responsibilities
- By maintaining open communication, an organization actively demonstrates respect and responsiveness
- The existence of appropriate communication channels balances the power dynamics by enabling local input to adjust operations and programs
Feedback, Complaint and Response Mechanism

Why?

Protection and Safeguarding

- Information which is critical for safe programming, such as protection and safeguarding concerns
- Enables information sharing which is critical to identify and address potential risks
- Enables reporting of allegation of abuse, corruption and exploitation
Step-by-Step approach to Feedback, complaint and response mechanism
Step-by-step approach

Categories

01 Request information
- Question about activities and services or the organization

02 Request services
- Request to receive service

03 Suggestion and appreciation
- Feedback on the service quality
- Request to change how service is provided
- Appreciation of current activities

04 Out-of-scope
- Request for support not provided by the project

05 Sensitive
- An allegation of misconduct involving staff
- An allegation of exploitation or abuse that does not involve staff
- Information related to safety and security

Out-of-scope:
- Record and acknowledge the request.
- Refer it to other actors if feasible.
- Notify that the request falls outside of the project’s scope if no referral is possible

Misconduct or safeguarding:
- Escalate to the EthicsPoint / country representative (or designate) or staff safeguarding focal point immediately (within 24 hours).
- Ensure confidentiality by limiting access to or removing PII
- Appropriate referral for follow-up and support will be determined by the CR or designate.
Step-by-step approach

- **Step 1**
  - Design
- **Step 2**
  - Start up
- **Step 3**
  - Implement
- **Step 4**
  - Close-out

- **★ Design**
  - Context analysis
  - Selection of channels
- **★ Start-up**
  - Development of standard operating procedures
- **★ Implementation**
  - Training of relevant staff and real-time program adaptations
- **★ Close-out**
  - FCRM is integrated into the larger systems
  - Evaluation results are shared with relevant stakeholders
## Step-by-step approach

### Step 1: Design

<table>
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<tr>
<th>Step 1</th>
<th>Design</th>
<th>01</th>
<th>Determine Scope</th>
<th>● Consider participation, sustainability and collaboration during design</th>
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</table>
|        |                 | 02 | Context analysis | ● Consult with local community and partners  
|        |                 |    |                 | ● Review secondary data  
|        |                 |    |                 | ● Confirm needs, risks, preferences, barriers |
|        |                 | 03 | Select channels  | ● Select appropriate channels: suggestion box, helpline etc  
|        |                 |    |                 | ● Enable fate-to-face and anonymous communication |
|        |                 | 04 | Allocate resource | ● Allocate staff  
|        |                 |    |                 | ● Incorporate FCRM into budgets |
Step-by-step approach

Example: Scope of FCRM

❖ Country program FCRMs: Shared by projects and responses within the Country program and exist beyond the project cycle.

❖ Project FCRMs: Used by individual projects and tied to project timelines.

❖ Partner-led FCRMs: May build on existing partner FCRMs or be created from scratch with the intention that partner organizations will sustain them beyond the life of a project.

❖ Joint FCRMs: Can be set up with consortia members and peer organizations to share roles and responsibilities for feedback and complaints collection, analysis, response, and agency-specific or collective action.
Step-by-step approach

Example: Scope of FCRM

Key aspects to consider for the decision:

- Do we have available staff to implement the country program FCRM?
- Is the country program accessible similarly to the project FCRM?
- Can the project FCRM support the efficient escalation of sensitive feedback?
- Is there a well integrated data management system across projects to determine wider trends?
- Have the implementing partners relevant policies in place?
- Is the consortium in the maturity level to determine roles and responsibilities?
Step-by-step approach

Example of channels

❖ Helpline
❖ Suggestion boxes
❖ Community meetings
❖ Helpdesk (drop in visits)
❖ Complaints forms
❖ Letters or emails

Recommendations:
❖ FCRMs should include multiple response channels to respond to a range of feedback and complaints.
❖ FCRMs should incorporate an individual response channel to respond to both programmatic and sensitive complaints.
❖ FCRMs should incorporate a community response channel to respond to programmatic feedback and complaints. These are usually community meetings, radio announcements and signboards.
Step-by-step approach

Step 2: Start-Up

01. Establish channels and procedures
   - Integrate FCRM with MEAL and project management processes
   - Establish referrals processes
   - Develop data management process and protocols

02. Create enabling environment
   - Determine roles and responsibilities
   - Train relevant stakeholders

03. Inform
   - Inform community members on the role of FCRM
   - Inform community of the rights and how to report

Crucial the collaboration amongst of Country Representative, Program Manager and MEAL
## Step-by-step approach

### The importance of enabling environment

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<th>Step</th>
<th>Element</th>
<th>Actions</th>
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<tbody>
<tr>
<td>01</td>
<td>Culture of feedback and responsiveness of staff</td>
<td>- Senior leadership to lead by example and enable two-way communication</td>
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</table>
| 02   | Use of evidence                              | - Review of FCRM data  
- Request of information that can be used to improve operation and programs |
| 03   | Information sharing                          | - Senior leadership to share relevant feedback with all stakeholders |
| 04   | Increase capacity and resources              | - Include implementing partners  
- Enable resource allocation to FCRM |
| 05   | Mainstream at institutional level            | - Internal processes (i.e. recruitment) reflect commitment to protection, safeguarding and accountability |
Step-by-step approach

Step 3: Implement

01 Request feedback
- Be open and request feedback and complaints

02 Respond
- Respond timely using appropriate channels
- Escalate safeguarding complaints as per internal policies
- Use referral pathway

03 Manage data
- Apply data management and data protection protocol

04 Use data
- Analyze regularly FCRM data
- Monitoring actively satisfaction with FCRM
- Triangulate with MEAL data to inform decision making

05 Effectiveness assessment
- Implement effectiveness checks to ensure that FCRM is safe, accessible and trusted
- Use evaluations
Step-by-step approach

Step 4: Close out

01 Communicate close-out plan
- Ensure sustainability
- Communicate close-out plan with communities

02 Archive data and document learning
- Apply data protection principles
- Communicate evaluation results for future programming
Evidence-based decision making
Our programming team has determined the scope of FCRM and has selected the FCRM channels. The program coordinator uses to use an project-based FCRM while involving implementing partners.

Now we are in the start-up phase and we are discussing how we can implement the FCRM in a way that enables data protection and management best practices and facilitates the timely use of information for program adaptation.

Our MEAL colleagues explore various tools and they have decided to test ActivityInfo for non-sensitive feedback.
Evidence-based decision making

How can we operationalize data collection within ActivityInfo?

- Beneficiary registration
- FCRM Registration
- Non-anonymous satisfaction survey

Implementing partners use one integrated data collection system

Tip: For anonymous feedback, you may use the collection links.
Evidence-based decision making

How can we operationalize data use within ActivityInfo?

The use of dashboards

Enables

★ FCRM quantitative analysis to identify larger trends and how those change by month or by quarter
★ Summary of key points in feedback received
★ Analysis of FCRM data by each channel, sex, age and other key characteristics, FCRM category and geographic area
★ Analysis of satisfaction levels with the FCRM
★ Monitoring of the response rate to feedback and complaints
★ Identification of any errors in the completion of the FCRM registry
Feedback, Complaint and Response Mechanism

Key Messages

★ It is crucial to conduct context analysis prior to mechanism design
★ Standard Operating Procedures support the clarification of roles and responsibilities within the system
★ Training of relevant staff plays a crucial role in receiving feedback of high quality
★ Use of ICT4D technology facilitates data collection and data use
Measurement methods

Resources

CRS Guidance

State of humanitarian system

Action Against Hunger Guidance
Time for Q&A!
Thank you!