Starting
shortly

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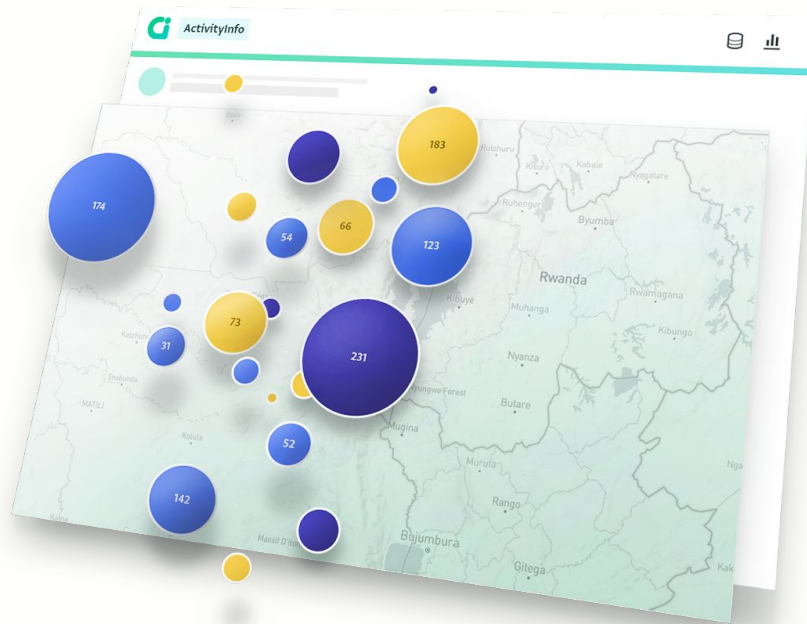
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How the FCRM contributes to strengthening
accountability

Ci ActivityInfo

Presented by the ActivityInfo Team

Software for Monitoring & Evaluation

★ Track activities, outcomes
★ Beneficiary management
★ Surveys
★ Work offline/online

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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

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Feedback, Complaint and Response Mechanism

Feedback, Complaint and Response Mechanism

Incentive for this webinar

★ 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.
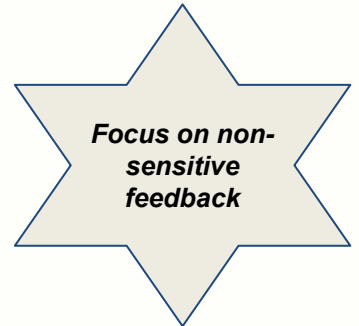
[The state of humanitarian system 2022](#)

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Feedback, Complaint and Response Mechanism

What?

Feedback, complaints and response mechanism, known also as feedback and complaints mechanism or feedback mechanism
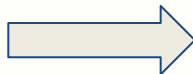
The mechanism which enables organization to request and respond to people's needs

Focus on non-sensitive feedback

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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

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Feedback, Complaint and Response Mechanism

## Why?

Accountability

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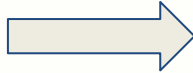
- ❖ FCRM is the means by which people can claim rights and responsibilities
- ❖ By maintaining open communication, an organization actively demonstrates respect and responsiveness
- ❖ The existence of appropriate communication channels balances the power dynamics by enabling local input to adjust operations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

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Feedback, Complaint and Response Mechanism

Why?

Protection and Safeguarding

→
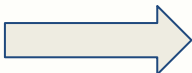
- ❖ Information which is critical for safe programming, such as protection and safeguarding concerns
- ❖ Enables information sharing which is critical to identify and address potential risks
- ❖ Enables reporting of allegation of abuse, corruption and exploitation

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Step-by-Step approach to Feedback, complaint and response mechanism

Step-by-step approach

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.

11

Step-by-step approach

Step 1	Step 2	Step 3	Step 4
Design	Start up	Implement	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

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Step-by-step approach

Step 1
Design

01 Determine Scope
- Consider participation, sustainability and collaboration during design

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

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Step-by-step approach

❖ 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.

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Step-by-step approach

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

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Step-by-step approach

- ❖ 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.

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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

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Step-by-step approach

01 Culture of feedback and responsiveness of staff
- Senior leadership to lead by example and enable two-way communication

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

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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

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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

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Evidence-based decision making

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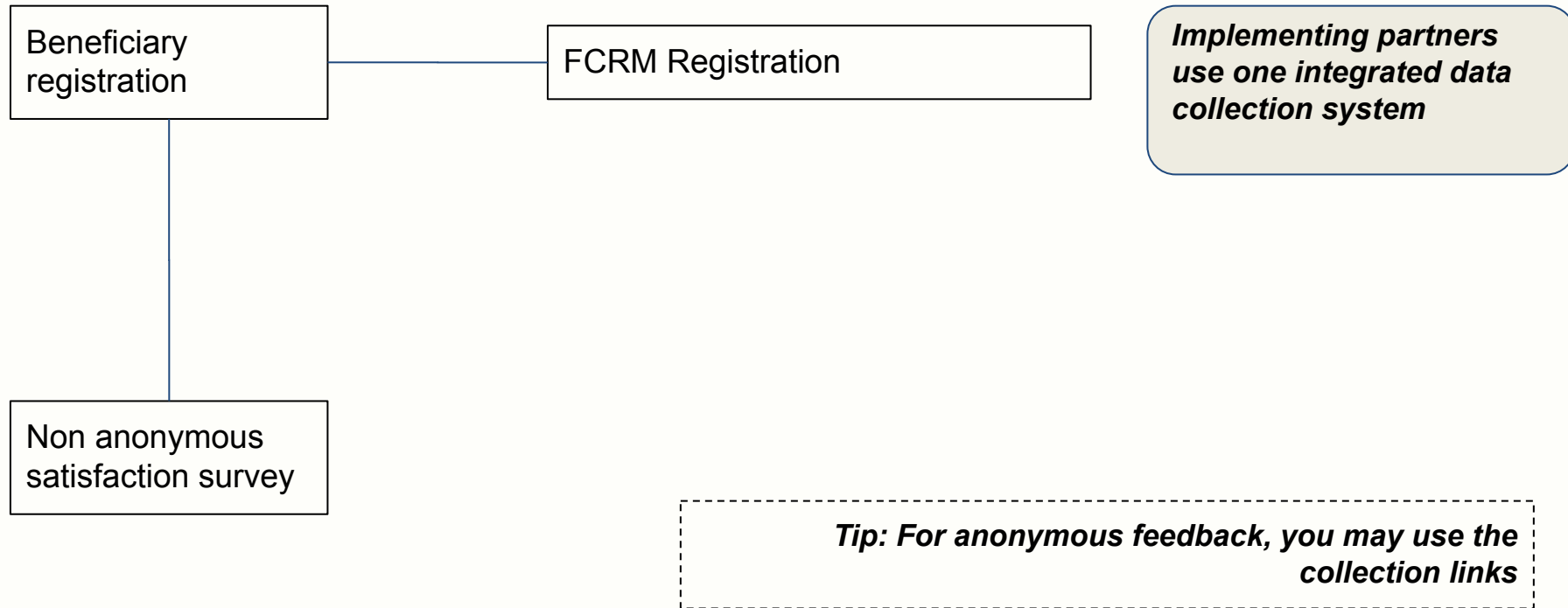
Now we are in the start-up phase and we are discussing how we can implement the FCRM in a way that enables data protection and management best practices and facilitates the timely use of information for program adaptation.

Our MEAL colleagues explore various tools and they have decided to test ActivityInfo for non sensitive feedback.

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Evidence-based decision making

How can we operationalize data collection within ActivityInfo?

Beneficiary registration

FCRM Registration

Implementing partners use one integrated data collection system

Non anonymous satisfaction survey

Tip: For anonymous feedback, you may use the collection links

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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

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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

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Measurement methods

Resources

CRS Guidance
https://www.crs.org/sites/default/files/tools-research/crs_fcrm_guide.pdf
State of humanitarian system
https://sohs.alnap.org/help-library/2022-the-state-of-the-humanitarian-system-sohs-%E2%80%93-summary
Action Against Hunger Guidance
https://knowledgeagainsthunger.org/wp-content/uploads/2018/11/A-Step-by-Step-Guide-to-Develop-Feedback-and-Complaint-Mechanisms-to-Communities.pdf

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Time for Q&A!

Thank you!