

A Step-by-Step Guide to Develop Feedback and Complaint Mechanisms to communities



Pakistan Community Feedback Table, ACF 2017.

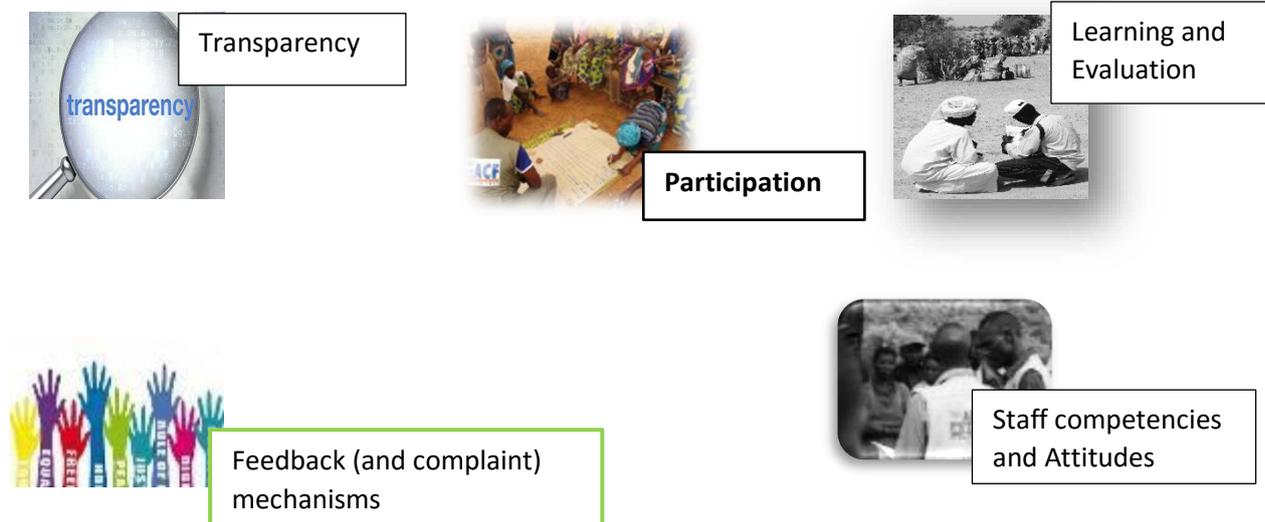
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Introduction

Accountability “is about using power responsibly. It involves taking account of the needs, concerns, capacities and disposition of affected parties, and explaining the meaning of, and reasons for, actions and decisions. Accountability is therefore also about the right to be heard and the duty to respond.”¹

Accountability is based on five dimensions:



Why this guide?

This guide focuses on Feedback and Complaint Mechanisms (FCM). It aims to help Action Against Hunger staff in the design and set up of Feedback and Complaint Mechanisms to communities in a practical and efficient way. Its intention is to be an easy and quick read as well as to provide enough reference documents and tools for practitioners.

It complements the content and tools on Accountability available through Action Against Hunger’s Multi-Sector M&E Guidelines.²

Why it is important to establish Feedback and Complaint Mechanisms?

In Action Against Hunger, communities are integrated in the working process of the organization as the main and final clients or partners of our services and interventions. Their opinion and feedback is, therefore, essential in achieving success in our work.

Action Against Hunger promotes accountability systems and it has created Feedback and Complaint Mechanisms to increase participation of communities we work with, to achieve transparency and efficiency in the use of our means, and to reduce the possibility of corruption and abuse of power taking place. Action Against Hunger ensures that appropriate and accessible channels exist so that people impacted by our programmes are able to give us feedback and complaints.

¹ HAP International.

² Action Against Hunger Multi-Sector M&E Guidelines (2016).

<http://www.actionagainsthunger.org/publication/2016/08/multi-sectoral-monitoring-evaluation>

“More than half (53%) of aid recipients were satisfied with the speed at which the aid arrived. Most recipients also reported that they were only partly satisfied with the quality and quantity of the aid they received; 44% of surveyed recipients reported not having been consulted by aid agencies on their needs prior to commencement of the aid programming, while only 33% said they had been. However, only 19% of those that had been consulted said that the agency had acted on this feedback and made changes.” The state of the humanitarian system report, 2015 Edition, ALNAP.

Thus, Feedback and Complaint Mechanisms to communities are considered across Action Against Hunger Network as a Monitoring Evaluation Accountability Learning (MEAL) Minimum Standards and is part of the Action Against Hunger MEAL Strategic Plan³ and therefore should be included in any Action Against Hunger MEAL system to facilitate the provision of communities’ feedback (including concerns or complaints) about Action Against Hunger and its work.

What is a Feedback and Complaint mechanism (FCM)?

Feedback and Complaint mechanism (FCM) can be defined as *“a set of procedures and tools formally established and used to allow humanitarian aid recipients (and in some cases other crisis-affected populations) to provide information on their experience of a humanitarian agency or of the wider humanitarian system. Feedback and Complaint Mechanisms can function as part of broader monitoring practices and can generate information for decision-making purposes.”* (ALNAP).

The feedback and complaints mechanism is a formalized mechanism that provides safe, accessible and effective channel for individuals to get information feedback and to raise complaints and for a response or remedy to be given.

Note:

The FCM is not a rigid system; it must be adapted to the context, population and project. This guide will help you to setting up a FCM but it is important to remind that the main objectives of such mechanisms is to improve participation and accountability towards communities, and to strengthen our relationship with communities.

Communities are the core of such mechanisms:

- the FCM must be adapted and designed with communities;
- communities receive information about the FCM and express their opinion;
- and finally that communities see that feedback and complaints are taken into account.

The objective is not to get a perfect and 100% impartial mechanism with no any bias (which is impossible) and reaching every vulnerable sub-groups. The system is adapted to the local conflict resolution system and social context!

³ Action Against Hunger France MEAL Strategic Plan: S4: Improve accountability to communities and their participation : Missions establish Feedback and complaint mechanisms to communities

General principles

Feedback: People have a right to have their voices heard in judging our response to their needs. Asking for the views of the affected population can help us understand the difference we are making during the course of the response, and not just at the end of a project, or when the crisis is over.

Complaint: A complaint is an objection made by an individual(s) who believes that the organization (Action Against Hunger, partner or other stakeholders involved in the delivery of our work) has failed to meet a stated commitment. This commitment can relate to a program or project plan, beneficiary selection, an activity schedule, a standard of technical performance, a legal requirement, or any other point. Less serious complaints may relate to poor quality or performance, and complaints that are more serious relate to fraud, abusive behavior or sexual exploitation.

Non-sensitive Complaint is defined as a complaint relating to concerns on the implementation of activities, decision taken, or advocacy / policies (ACF, Partners, Government) impacting complainants. 'non-sensitive' complaints will be dealt with in an open and transparent way in liaison with the community, where possible. They can be defined into three categories: 1/Information and feedback requested; 2/Minor complaint on programme; 3/ Major complaint on programme. More details are provided in section "3. Step 3: Design a process for handling feedback and complaints".

Sensitive Complaint is defined as a complaint about non-etic behavior, abuse, misconduct, corruption, misappropriation of assets, fraudulent communication, sexual exploitation or malpractice. Given the risks associated with sensitive complaints, Action Against Hunger will ensure a valid mechanism designed in such a way that complainants feel safe to provide any type of sensitive complaints. Sensitive complaints will be handled following the Fraud and Abuse Alert system.

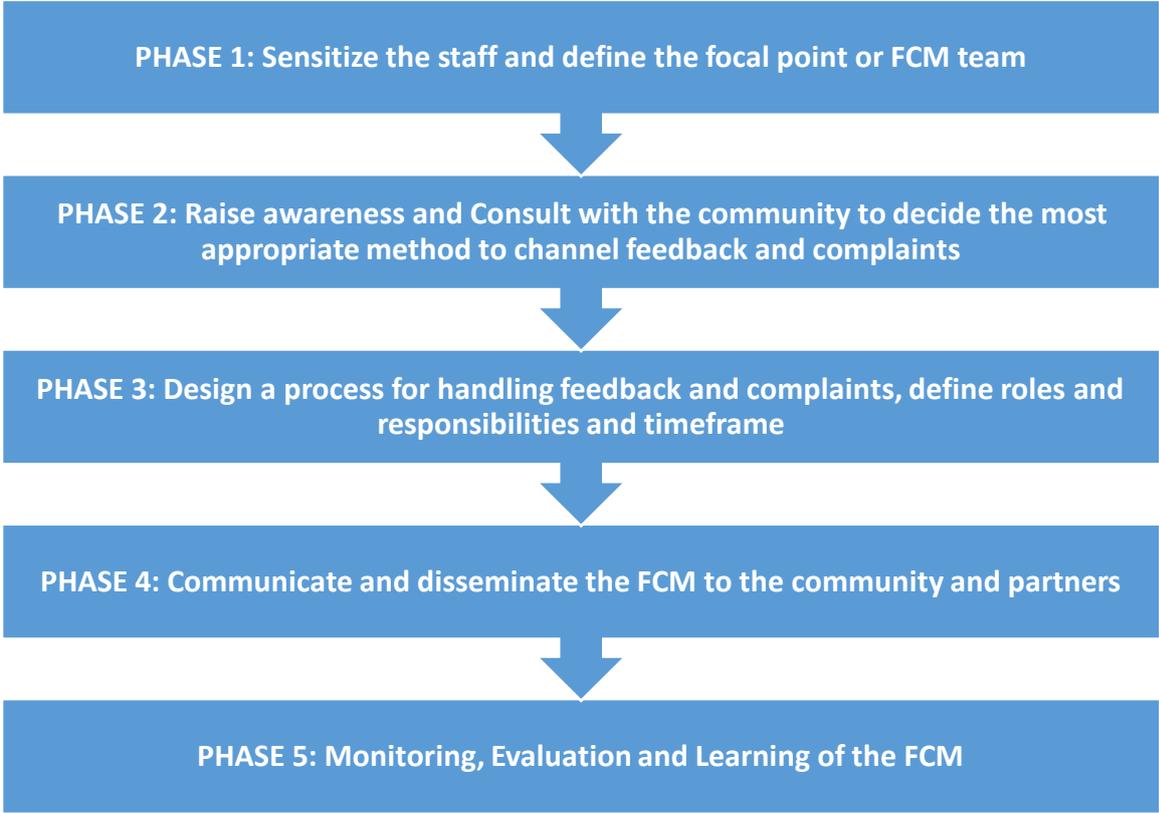
Valid complaints relate directly to the commitments made and actions engaged by Action Against Hunger, or partner's action on which Action Against Hunger has control or leverage. Such complaints will be registered and timely processed by Action Against Hunger to seek an appropriate solution and response.

Invalid complaints relate at the opposite to issues outside the control of the ACF. Such complaints will be referred back to the complainant, assisting them to find an appropriate solution or complaints source.

Who's eligible to complaint?

- Originate from someone we work with, who has a concern about the quality of programme delivery, about the behaviour of ACF staff and/or volunteers, etc.;
- be directly related to specific project/programme, where ACF has full control to address the complaint and make restitution if needed.

Five phases to set up a Feedback and complaints mechanism⁴



⁴ Adapted from Save the Children “Program Accountability Guidance Pack” and CHS “Guidelines for investigations”

PHASE 1: Sensitize the staff and define the focal point or FCM team

1st step: sensitization session or training on FCM

All country's staffs must attend a sensitization or a training on FCM (and accountability). This training aims to sensitize staff on accountability and importance of FCM and all the steps to follow to setting up a FCM.



It is important to make staffs understand that FCM is not a way for the organization to police their work but a process to support accountability toward communities and to contribute to high quality programs

It is also key to secure management and organizational commitment to seek and act on feedback and complaints. If you there is a lack of management commitment, you will not be able to follow up on the feedback and complaints you receive. If you let the communities down, this will affect your relationship with them, the running of the project and long-term relationship.

Examples of sensitization and training sessions on NHF in Annex 2: Documents of references.

2nd step: focal point or FCM team

First things first. Engagement is a central factor for this step. Let's set up the team willing to lead the way in the mission. CD, DCD, MEAL HoD, Field Coordinators with the support of relevant senior staff discuss and appoint a Feedback and Complaint mechanisms Focal Point and a team of collaborators to be responsible for the FCM at project/base/mission level.

This could be done through a specific meeting where the following elements are discussed:

- Principles of accountability
- Benefits of having FCM as accountability tool
- ACF Resources and ACF Network support key staff (MEAL advisors, Accountability advisors, Risk manager)

At the end of the meeting

- Focal Point and a team of collaborators are appointed
- Draft Action Plan with milestones and provisional deadlines

The selected focal point at mission level will ideally 1) Discuss with the Accountability Focal Point (MEAL advisor, Accountability advisor) at HQ or Regional level (MEAL Regional advisor) for general information about FCM and 2) Review ACF Network and HQ policy documents, as well as other relevant documents developed by ACF missions and others on the subject.

See an example of Job Description in Annex 2: FCM tools.

PHASE 2: Raise awareness and Consult with the communities to decide the most appropriate method to channel feedback and complaints

Why this step is key?

- This step is one of the most important: raise awareness within the communities on accountability and above all their right to share opinion on the programme to make suggestions, to express disagreement.
- Involving communities at this stage will help to have FCM more efficient and sustainable
- Setting the geographic, programmatic and time-bound scope for the FCM from the start will save us time from answering these questions later as well as making the necessary adjustments.

Tips: For missions with limited or no experience with FCM, it could be reasonable to limit the scope of the mechanism to a certain project or geographic area (one base for example) at the beginning with the aim of pilot testing. However, the Feedback and Complaint Mechanism should be applicable and integrated to all projects/programs within the mission in the long term as having different FM for different projects/geographical areas could create confusion and management issues.

How to consult communities?

- This step should be done at the beginning of the programme when Action Against Hunger's team is explaining the role of the organization and the project objectives and results. During organization's presentation, staff should explain rules that Action Against Hunger is committed to respect and professionalism of staffs.
- Present to the communities all different formal and informal channels that can be set up and select at least two channels with communities with due attention to how women, children and minority groups will have access to.⁵ Programmes shall use more than one method to ensure that different groups in the communities are being reached. Don't be afraid to try different approaches to succeed!

Communication and Listening

Communication is the key! Always explain to all actors what, why, how and make sure that they understand! Use simple words and simple concepts, pay attention to the translation and listen what people say.



In some societies⁶, complaining or expressing negative feedback is not a natural thing. Likewise, participation is alien to their culture. Some societies are based on very normative and hierarchical

⁵ See Tool: Present and select channels for feedback and complaints to the community, ACF-France.

⁶ « In Sri Lanka some people perceive ideas about participation to be alien to their culture. Relations between people in different social groups and categories tend to be both prescriptive and hierarchical. Few people are

organization that influence social interactions and as consequence individuals are not used to take decision or being involve into taking decision. In such case, we do not impose a participatory approach that would force people to act in a non-logical way or opposite to their social norm and representation. That why is important to understand how communities as a group is dealing with collective action and as individual how decision are made and action is decided.

How to select the most appropriate channels?

In order to choose the most appropriate formal and informal channels (see below table of feedback channels), please take into consideration the following advices:

- Feedback and Complaint Mechanisms should be designed to reduce barriers to access by offering **different means of, and access points** to providing feedback.
- Context sensitive: **build on existing local or traditional communication and dispute resolution mechanisms**. Integrate new feedback channels with existing one. Adapt tools to the local context. Find out about the traditional mechanisms for handling complaints that already exist and explore the possibility of using them in the project.
- Consultation on setting up the mechanism: communities should be consulted about the issues and **most appropriate ways for providing feedback and complaints**. The mechanism should be defined **with partners**, especially for joint mechanisms.
- When choosing between different channels, **at least one should provide communities with a formal way to contact Action Against Hunger independent of the program implementation team**.

Feedback channels table⁷

| Formal | Informal |
|---|---|
| Secured Feedback Boxes | Face to face suggestions or complaints: |
| Community Committee | From communities |
| Designated “Feedback Days” for the Local Office to receive feedback | From community leaders |
| Information Booths | From facility staff |
| Monitoring visits focused on stakeholder feedback (e.g. PDMs) | |
| Focus Group Discussions | |
| Online Feedback (email) | |
| Posted Mail | |
| Phone Feedback (Hotline) | |
| SMS Feedback | |
| Interview with questionnaire | |

accustomed to exercising choice, or to being involved in decision-making. Even the notion of consultation seems foreign, thus creating real challenges for using participatory approaches.»), Participatory Handbook, URD.

⁷ For more details: SOP Feedback and complaint mechanisms.

Communication of the selected channels to communities

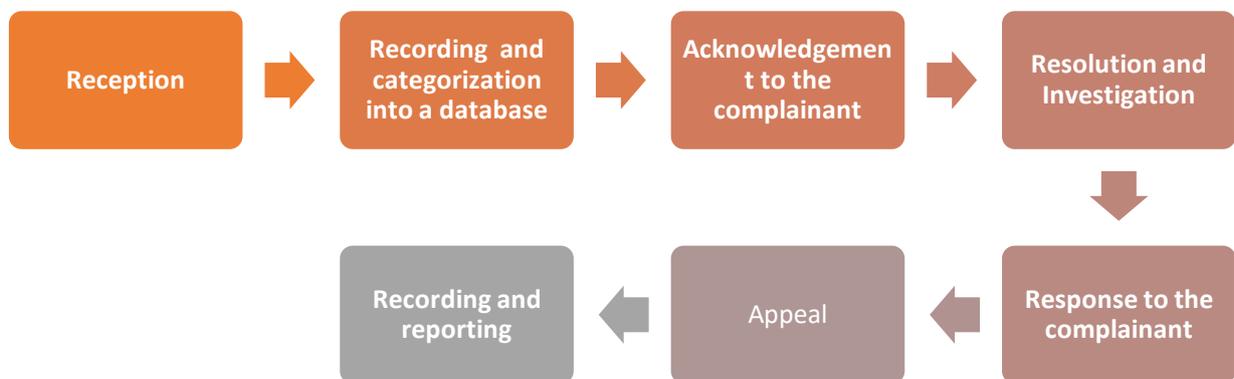
Once you have selected at least two channels with communities you must ensure that all community members get the information about the FCM and channels especially minority group such as women.

See examples in Annex 2: FCM tools into communication toolbox

PHASE 3: Design a process for handling feedback and complaints, define roles and responsibilities and timeframe ⁸

Design a process for handling feedback and complaints

Feedback and complaints process⁹



If you are working with partners, you will need to see if they will implement their own process or if you can define a common process to implement together.

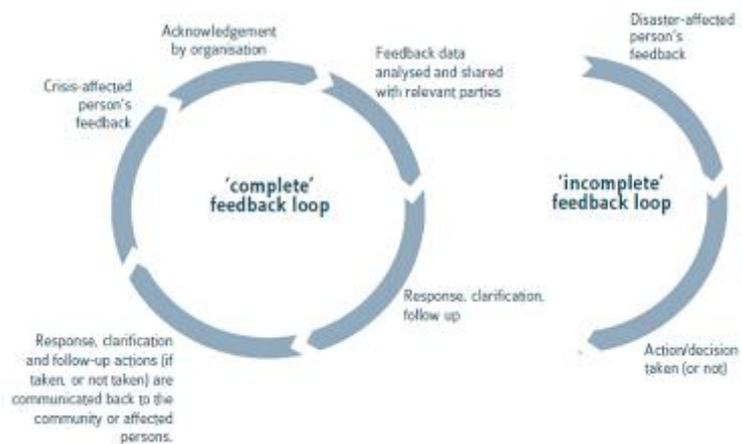
1. **Reception:** Complainants can submit their feedback complaints through several options to Action Against Hunger attention e.g. a complaints box; the telephone, letters, e-mails or at community meetings/individual meeting, etc.
2. **Recording and categorization:** Feedback and complaints should be recorded into a database. It is easier to categorize them in order to facilitate the categorization, processing and analyses trends afterwards. The database has to be analyzed and a report produced every month. The categorization of feedback and complaints has to be done in collaboration with the management staff (CD/DCD/HoD/FC). The recording, analysis and reporting can be done by an accountability officer if any or another staff appointed by the CD.

⁸ Adapted from Save the Children “Program Accountability Guidance Pack” and CHS “Guidelines for investigations”

⁹ More details are provided in the SOP Feedback and complaint mechanisms in Annex 2.

3. **Acknowledgment:** Acknowledge in written or verbally the person who made the complaint that you received it and let him know when he can expect to get a response (explain an investigation process will take place when necessary). The complaints can be acknowledged by different Action Against Hunger staff, to the discretion of the Country Director or Field Coordinator at the base level, and to discretion of the Country Director at mission level.
4. **Resolution and Investigation** of complaints: Feedback can be resolved informally, while complaints will require management follow-up and investigation. See the CHS guidelines¹⁰ or InterAction tools¹¹ for more information on investigation.
5. **Response** to the complainant: Corrected measures are adopted and complainant is acknowledge depending on the context by the Field Coordinator with the support of [discretion of the Country Director and the Field Coordinator], by the CD with the support of [discretion of the Country Director] at mission level. Feedback and non-sensitive complaints have to be discussed with communities when appropriated.

Completing the feedback loop refers specifically to sharing the results of Investigations / response actions with communities. Indeed sometimes people sharing feedback or complains with organizations, never hear back from humanitarian actors - thus leaving the loop feedback incomplete.



Source: *Humanitarian Feedback and Complaint Mechanisms* (Alnap/ODL, 2014)

6. **Appeal:** During response process, the complainant will be clearly informed about their rights to appeal against it or to share their concerns. If response was not accepted/resolution is not reached – the complainant can appeal against the response. Investigation and action processes will be including validity of the complaints re-examined by senior staff as well different set of staff. This will demonstrate impartiality and safety to the complainants and will help maintain trust in the FCM.
7. **Recording and reporting:** All feedback and complaints must be recorded, analyzed and reported on regular basis, by the accountability officer and the focal point. The feedback and suggestions and non-sensitive complaints must be shared at different level of the organization for continuous learning, program improvements and to ensure the program is adapted according to the communities. For instance, same complaints from one area on the lack of

¹⁰ CHS Alliance: [GUIDELINES FOR INVESTIGATIONS](#). Serious misconduct require possible investigation, it includes (but not limited to) the following: fraud and corruption, bullying and harassment, safeguarding incidents, actual or potential harm or risk in programming.

¹¹ InterAction tools: [Managing an Investigation](#), [Investigations Planning Tool](#), [Investigations Reporting Outline](#)

information on the program clearly show that the program team should communicate more or in a different way to this area’s community.

While communicating about feedback, taking into account main project/program stakeholders is crucial. Planning how we would like communicating with donors, partners, communities and staff, reporting tools more appropriate for each stakeholder and establishing the frequency are important questions to be defined before running the system.

Example:

| Stakeholder | Reporting tool | Frequency |
|------------------------------------|---|-------------|
| Beneficiaries / communities | <ul style="list-style-type: none"> - One-on-one follow up with communities on their complaints, e.g. by the accountability focal points, - Town hall/community meetings - Meetings with community leaders - Radio program | Ad hoc |
| Mission staff | - Internal reports, lessons learned WS | Monthly |
| HQ, Regional office | - HQ report | Quarterly |
| Partners | - External report, lessons learned presentation | Bi Annually |
| Donors | - Donor report | Ad hoc |

Details of feedback and complaints categories and resolution / investigation process

| | Feedback | Complaints | | |
|----------------------------|---|---|---|---|
| What / Categories | Feedback reflects perceptions (positive or negative) from stakeholders about what is and is not working in a project ¹² | A complaint is an objection made by an individual(s) who believes that the organization (ACF, partner or other stakeholders) has failed to meet a stated commitment related to a program or project. | | |
| | <p>Category 1 Information and feedback requested</p> <ul style="list-style-type: none"> - about targeting criteria, - place and time of distribution, - suggestions of changing food basket distribution, - etc. | <p>Category 2: Minor complaints</p> <ul style="list-style-type: none"> - missing items from NFI distribution, - issue with amount transferred on the smart card, - absent when the outreach team surveyed the village/camp/shelter, - etc. | <p>Category 3: Major complaints</p> <ul style="list-style-type: none"> - bad quality of items distributed, - gross favoritism towards a beneficiary or a category of beneficiary, s - unsafe construction site, - latrines not sufficiently protected, - etc. | <p>Category 4: Sensitive complaints</p> <ul style="list-style-type: none"> - non-etic behavior, - abuse, - misconduct, - corruption, - misappropriation of assets, - fraudulent communication, - sexual exploitation or malpractice. <p>(see Fraud and Abuse Definition for more details)</p> |
| Resolution / Investigation | In most cases, the staff who receive the feedback on the field or the accountability focal point should be able to respond informally to those immediately as they are being shared. In some cases, s/he may need to share it or consult with other program colleagues. It is advised – although not mandatory - to record these categories in the complaints database. | <p>Management follow-up and Investigation mandatory. The nature and seriousness of the complaint will determine how the investigation should be conducted.</p> <p>In the case of a non-sensitive complaint, the complaint will need to be taken to a small committee of project/program managers who are familiar with the project and the community context to be able to come up with a response.</p> <p>When suspicion or discovery of a sensitive complaint, the complaint fall into the category 4 Sensitive complaint.</p> <p>See category 4 for a sensitive complaint. </p> | Investigation mandatory. This will have to be dealt following the Fraud and abuse alert system and/or HR Grievance system before any response to the complainant. | |

¹² ACF M&E Guideline

Define roles and responsibilities for handling and responding to feedback and complaints

The team handling the Feedback and Complaint mechanisms also needs to decide on roles – who will receive and register feedback and complaints, who will investigate and how, who will respond, and by when. Response to non-sensitive complaint or feedback request can be given by any ACF team members that are working on the project with enough knowledge about project details (for technical information, the program manager will be the best person to give an answer). Depending on the likeability to receive big amounts of complaint, missions can open an Accountability Officer position or appoint an existing staff - independent from programs - to manage the Feedback and Complaint mechanisms. This position/staff is often in charge of the reception, recording and categorization, dispatching and reporting on feedback (please see JD attached). However when it comes to handling, investigating, making decisions and following up with complaints, other key senior staff is needed (i.e. Heads of Field Coordinator, MEAL HoD, HR HoD, Deputy and Country Director). A Job Description of FCM officer is in Annex 2 : FCM tools.

In the case of a complaint that must be investigated - as there is not sufficient evidence to give the appropriate response or to confirm its veracity. For the investigation process of non-sensitive complaints (which are not fraud and breaches of code of conduct¹³); it might be necessary to “create” a temporary committee to study facts and take a decision. This committee must be composed of key senior staff and community members (either community leaders or random community members) such as a judging panel.

Set timeframes for responding to feedback and complaint

Responding to the person or people who made the feedback and complaint within your agreed timeframe is to define (i.e. 10 working days). Updating them on the status of the complaint, and let them know when they can expect to receive a response is also key. Always inform communities and partner organizations of their right to appeal to the Country Director.



Non-retaliation, safety and confidential treatment of feedback/complaints

The FCM must comply with the principles of confidentiality and non-retaliation. Confidentiality means the name of the complainant and the person they complain about will be kept confidential by those involved in handling the complaint. The principle of non-retaliation means that the person will not lose access to our services as a result of complaining about our program or staff.

Maintaining confidentiality and thinking of how to ensure the safety of the complainant are crucial for building trust on the mechanism. This helps create a favorable environment enabling witnesses and staff to engage and give feedback. In this sense, information should be kept confidential to limited number of people. Equally, feedback and complaints should be processed by a designated team member who has been carefully trained in confidentiality and processing feedback.

¹³ For breaches of conduct, you must follow the HR Grievance system. For fraud and abuse you must follow ACF Fraud and Abuse Alert system

Let's take a look at few ideas on **how to respect confidentiality while not engaging us too far with false or unfounded complaints:**

- For **complaints linked to fraud, misconduct or abuse of communities:** An initial notification should be made to the DCD or CD and HR HoD (up to missions) that this complaint has been made. The information (name and complaint made) should be kept strictly confidential from all other staff. A preliminary interview should be arranged with the person who raised the complaint in order to verify the plausibility of the claim. If the complaint is found to be in any way probable, a formal investigation should be launched involving the approved group of senior staff. The person or people who raised the complaint must never be revealed except to this senior team to prevent retaliation.
- For **less serious (non-sensitive) complaints,** the issues could be discussed with the Field Coordinator or Program Manager. The person's name should not be revealed, only the complaint or feedback received.
- Feedback databases should be protected with password and access restricted. While sharing information, names and other personal identification data (i.e. telephone number) should be systematically erased to protect the identity of complainants.

PHASE 4: Communicate and disseminate the FCM to the communities and partners

Once the phase 3 is completed, team should present all the FCM to the beneficiaries and communities:

- Type of complaints (non-sensitive and sensitive)
- Investigation (what will be the process and for what kind of complaint)
- Treatment and response to feedback and complaints and timeframe
- Role and responsibilities on the process
- Confidentiality and non-retaliation

(For example: It might be good to install a public board with main rules or schema process into the village / geographical area). Find example in Annex 2: tools FCM into communication toolbox



Sensitization is an ongoing process: you should regularly disseminate the FCM to the communities during specific points of the project (at point of registration or service delivery, card distribution, cash disbursement, establishment of care groups, construction of WASH facilities, after PDMs, etc.).

Why: the success of the mechanism rely on how well we communicate the existence of this new system within and without the organization.

What: presentations, sensitizations, films, theater plays, radio messages, stickers, signboards, t-shirts, visit cards, etc. all of them are good means we could use to make sure the message passed.

Who: thoroughly all project communities, all ACF staff (drivers, maintenance, security, officers, managers, CD, etc.), partners of implementation and other relevant stakeholders.

When: in order to roll out the Feedback and Complaint mechanisms in the mission, communication should occur on a regular basis. It should be done more intensely at the beginning as well as when new staff is recruited, new project starts, etc. Recycling sessions must occur regularly.

Where: in all Action Contre la Faim bases and sub bases and their area of influence.

Staff should actively encourage partners and communities to provide feedback.

Ex. Sensitization on the toll free line, through fliers, banners and community volunteers.

To be able to explain properly the FCM set up, staff must be trained on the FCM and SOPs presentation. Once you get the FCM finalized, you can organize a training to present the finalized process (especially FCM focal point, the community channels) and explain all documents (SOPs, Feedback forms).

PHASE 5: Monitoring, Evaluation and Learning of the FCM

Accountability officer or FCM Focal Point and Support Team should undertake periodic reviews of the system, determining what works, what needs to be improved and taking decisions / making corrections.

The database and reports on feedbacks and complaints managed by the project team should be shared with the coordination team (and other bases) to promote exchanges on good and bad practices and lessons learnt.

For example, aspects to look at include usage of different modalities and community preferences, community and stakeholder awareness of the Feedback and Complaint Mechanisms, staff knowledge and understanding of the Feedback and Complaint mechanisms, trends in complaints, etc.

Once every 6 months for the first year and yearly during 2nd and further years could be a sensible timing for this. Participation of communities' representatives, project officers and other relevant stakeholders in the review would enhance transparency, improve quality and help people to buy-in the system.

ANNEX 1: Documents of references

Action Against Hunger documents of reference:

- a. ACF IN [M&E Guidelines](#): Chapter 4 (pg. 82) + Chapter 1 Section 1.4 + Accountability Toolkit
- b. [Examples of sensitization and training sessions](#)
- c. [Examples of missions FCM packages](#)
- d. [Fraud and abuse alert definition and system](#)
- e. [Improving Accountability Through Stronger Feedback Systems – Case Study from Uganda and Pakistan, Somalia](#)
- f. ACF Spain : [Beneficiaries Accountability System](#) and [Minimum Protocol](#)
- g. Others :
 - i. CHS Alliance: [GUIDELINES FOR INVESTIGATIONS](#)
 - ii. *InterAction* tools: [Managing an Investigation](#), [Investigations Planning Tool](#), [Investigations Reporting Outline](#)
 - i. [What makes Feedback and Complaint mechanism work - literature review \(ALNAP\)](#)
 - ii. [Listening and responding to those who matter \(World Vision UK\) - film](#)
 - iii. [Program Accountability Guidance Pack \(Save the Children UK\)](#)
 - iv. [Cluster WASH Accountability Resources](#)
 - v. [Tearfund Remote M&A](#)
 - vi. [Are you really listening? How Feedback and Complaint Mechanisms work \(or not\) in insecure environments](#)

ANNEX 2: FCM tools

| Tool | ACF Network examples |
|---|---|
| <p>1. FCM Standard Operation Procedure (SOP)</p> |  FCM SOP.docx and others on this NHF link : Examples of missions FCM packages |
| <p>2. Feedback Template – it is advisable to apply a similar template to all channels in order to manage feedback from all channels within the same database.</p> |  ACC 4 - Feedback Form Example.docx  Feedback - Complaint Submission |
| <p>3. Communication Tools</p> |  FBM Communications.zip  Select channels FCM to communities: |
| <p>4. Reporting Tools</p> |  FBM Report 2016 - June.docx  Reporting trimestriel Me__canisme plainte_ |
| <p>5. Feedback and complaints database</p> |  Database FCM.xlsx |
| <p>6. Accountability officer</p> |  job description FM officer.docx |