Evaluation of Islamic Relief's field office complaints and feedback policy and its application

Final Report

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ABBREVIATIONS

AAP	Accountability to Affected Populations
CFFP	Complaints and Feedback Focal Person
CFM	Complaints and Feedback Mechanism
CHS	Core Humanitarian Standard
FGD	Focus Group Discussion
FO	Field Office
HR	Human Resources
IRW	Islamic Relief Worldwide
KII	Key Informant Interview
MEAL	Monitoring, Evaluation, Accountability, and Learning
PSEAH	Protection from Sexual Exploitation, Abuse and Harassment
SFP	Safeguarding Focal Persons

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EXECUTIVE SUMMARY

Islamic Relief Worldwide's (IRW) Field Office Complaints and Feedback Policy is a cornerstone of IRW's commitment to its core values of sincerity, compassion, social justice, custodianship, and excellence. It aligns with external standards such as the Core Humanitarian Standard (CHS) on quality and accountability, which IRW has integrated into its organizational systems through frameworks like Ihsan (Excellence) and the Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework.

The evaluation was initiated to understand how well the policy functions at both strategic and operational levels, and sought to explore the policy's clarity, accessibility, and alignment with international standards, as well as its effectiveness and application in addressing complaints and feedback from rightsholders and stakeholders. Given the diversity of contexts in which IRW operates, the primary objective of the evaluation was to examine the implementation of the Field Office Complaints and Feedback Policy at the country level, paying particular attention to local variations that affected the implementation and effectiveness of the policy. Insights were drawn from data collected through key informant interviews, document and desk reviews, group discussions with IR staff at both the HQ (here called IRW HQ staff) Field Office levels (here called IR Field Offices), as well as through focus group discussions with rightsholders in selected countries.

Specifically, the evaluation aimed to:
- o Evaluate how the policy and its associated mechanisms are implemented across different countries, considering local contexts and cultural nuances.
- o Assess the clarity and accessibility of the policy to ensure that it is understood and can be effectively aligned with country operations.
- o Determine the policy's alignment with relevant CHS commitments, ensuring that it meets international benchmarks for quality and accountability.
- o Examine the responsiveness and effectiveness of the system in addressing various types of complaints, including sensitive and partially sensitive issues, and feedback received from multiple sources.
- o Evaluate the effectiveness of the channels used for collecting and managing complaints and feedback, particularly focusing on their accessibility to vulnerable groups.
- o Analyse the capacity and commitment of field offices to receive, handle, and learn from complaints and feedback received.
- o Provide lessons learned and recommendations to inform policy, procedures, and communication strategies based on best practices and identified gaps.

The following main findings have emerged.

On the <u>functionality of complaints and feedback systems</u>:
1. **Clarity and Accessibility of Policies**: The Field Office Complaints and Feedback Policy demonstrates a strong emphasis on inclusivity, transparency, participation, and respect for communities' rights and dignity. It incorporates multiple channels, including SMS, WhatsApp, and face-to-face interactions, supported by established escalation and

resolution pathways. However, while 56.5% of Complaints and Feedback Focal Points (CFFPs) found the policy clear and accessible, 8.7% identified the need for further clarity.

2. **Local Implementation and Cultural Sensitivity**: Disparities in the adaptation of complaints and feedback systems across field offices have led to variations in the documentation and implementation of Standard Operating Procedures (SOPs). While the policy accounts for sensitive complaints effectively through consistent protocols that build trust and ensure timely interventions, handling of partially sensitive and non-sensitive complaints requires further improvement, particularly in culturally diverse contexts.

3. **System Responsiveness and Effectiveness**: Sensitive complaints are managed effectively, fostering trust within communities. However, gaps remain in addressing partially sensitive and non-sensitive complaints, with a need for greater attention and resources.

4. **Resource and Staff Capacity**: Resource limitations were a concern, with 65% of CFFPs indicating insufficient resources allocated to Complaints and Feedback Mechanisms (CFMs) and 48% reporting inadequate budgets to respond to and act on feedback and complaints effectively. Overlapping responsibilities among safeguarding focal points, complaints officers, MEAL staff, and inclusion officers exacerbate these challenges.

On the <u>meaningful participation and inclusion of communities in complaints and feedback system</u>:

1. **Channel Utilisation and Effectiveness**: In-person channels (100%), complaint boxes (87%), and hotlines (78%) are the most frequently used mechanisms. However, proactive channels, such as help desks (48%), community feedback committees (43%), Isight (30%), and social media (17%) were not as commonly adopted as the reactive channels, such as hotlines and suggestion boxes.

2. **Volume of Complaints**: Most field offices register few complaints and feedback, with 73% receiving between 0–100 submissions per month.

3. **Community Engagement**: Field offices implement initiatives tailored to local contexts to encourage participation. Despite this, nearly 50% of CFFPs reported that communities are only "sometimes" (35%) or "never" (13%) consulted about the design of complaints mechanisms.

4. **Accessibility and Safety**: 65% of respondents indicated that safety and confidentiality preferences for all demographic groups, including women, children, older people, and people with disabilities, are considered "all the time" (35%) or "nearly all the time" (30%). Community members expressed trust in IRW's CFMs, though cultural stigma, literacy challenges, and limited awareness remain barriers.

5. **Barriers to reporting**: Lack of trust in organisational responsiveness, cultural barriers and stigmas, and concerns about being identified discourage rightsholders from submitting complaints. Approximately 60% of staff noted that rightsholders hesitate to report safeguarding issues due to fears of identification or social stigma.

6. **Community Preferences**: Focus group discussions (FGD) did not yield a conclusive preference for how to provide feedback and complaints with different persons expressing their personal preferences and reasons for favouring some channels because of anonymity, speed, or in-person interactions over others.

On the <u>clarity in roles and responsibilities in the Field Office Policy</u>:

1. **Roles and Responsibilities**: 87% of CFFP respondents agreed that roles and responsibilities are clearly outlined. However, the processes for escalating and de-

escalating complaints between HQ and field offices were found to cause complications and delays in complaint resolution.

2. **Awareness of Reporting Methods**: Significant efforts have been made to inform field offices about reporting methods, yet some offices lack a full understanding of when and how to use specific reporting channels.
3. **Staff Training**: IRW has implemented various training efforts, including workshops, safeguarding-focused sessions, and the dissemination of policy materials. Despite these initiatives, 45% of field staff highlighting challenges in this area.
4. **Capacity to Manage CFMs**: Approximately half of field staff reported insufficient resources, infrastructure, and staffing to effectively manage complaints, particularly safeguarding cases.
5. **Safeguarding Mechanisms**: Reporting mechanisms for safeguarding concerns are generally viewed positively and reflect IRW's strong commitment to a survivor-centred approach. However, some SFPs and CFFPs expressed challenges in addressing culturally sensitive issues and maintaining confidentiality.
6. **Challenges for Safeguarding Focal Points**: SFPs reported feeling overburdened by dual responsibilities in safeguarding, HR, and general complaints handling, which limits their ability to focus on critical safeguarding concerns.

On monitoring and improving complaints and feedback mechanisms:
1. **Data Inconsistencies**: The complaints register, intended as a standard repository, is frequently modified by field offices, resulting in data inconsistencies, with some complaints left uncategorised or marked as "blank."
2. **Lack of Oversight**: There is no single individual at the field level responsible for maintaining a complete overview of feedback and complaints, nor is this oversight provided by Country Directors or IRW's HQ Complaints team.
3. **Limited Focus on Qualitative Metrics**: Existing tools prioritise quantitative metrics, such as the number of complaints received or resolved, rather than capturing qualitative aspects, including the experiences and perceptions of vulnerable groups.
4. **Stakeholder Satisfaction**: IRW does not have a standardised mechanism in place to measure stakeholder satisfaction and perception across all offices, limiting insights into the inclusiveness and effectiveness of the complaints process.

On learning and improvement based on complaints and feedback received:
1. **Impact on Programme Design**: Complaints and feedback are increasingly used at the field level to refine project designs and address operational challenges. 56% of CFFPs confirmed that complaints and feedback processes lead to changes and innovations in programme design, with 35% reporting that this occurs "nearly all the time" and 31% " all the time." Feedback is also used to inform future proposals and projects.
2. **Organisational Learning**: While feedback and complaints contribute to organisational learning and guides future projects, the process remains inconsistent and lacks standardisation. In some offices, feedback specifically is isolated within individual projects or departments, limiting its potential to influence broader organisational learning and global strategy development.
3. **Trend Analysis and Decision-Making**: Reviews and analysis of complaints and feedback are not uniformly conducted across field offices. Resource constraints and inconsistent

reporting practices hinder the integration of trends into decision-making processes and the ability to inform HQ policies or strategies.

4. **Escalation Processes**: A lack of structured processes for escalating feedback to the HQ level (like it is done for complaints) limits its potential to contribute to policy adjustments and strategy development across IRW.

The evaluation of IRW's complaints and feedback systems reveals a solid foundation of trust, responsiveness, and commitment to community engagement. While challenges exist, they present significant opportunities to build on the progress made and to transform complaints and feedback mechanisms into a cornerstone of IRW's programme quality, organisational learning, and accountability. By implementing the recommendations outlined at the end of this evaluation—such as standardising processes, strengthening community consultation, and fostering organisational learning—IRW can enhance programme quality, deepen community trust, and reaffirm its commitment to putting rightsholders at the heart of its work.

INTRODUCTION

IRW is an independent humanitarian and development organization founded in 1984 in Birmingham, United Kingdom. Working through a network of field offices and local partners, over the past four decades, IRW has expanded its operations to over forty countries across Africa, Asia, the Middle East, and Eastern Europe.

As a signatory to the Core Humanitarian Standard on Quality and Accountability (CHS), IRW is dedicated to delivering high-quality humanitarian assistance that is accountable to affected populations. Recognizing the importance of accountability to the communities they serve, IRW has established comprehensive Complaints and Feedback Mechanisms (CFMs) at both the organizational and field office levels to operationalize the Field Office Complaints and Feedback Policy. These mechanisms aim to provide channels for rightsholders and stakeholders to voice concerns and feedback, while at the same time ensuring transparency and responsiveness in addressing complaints, upholding the dignity and rights of all individuals involved in IRW's programs.

The evaluation concentrated on key thematic areas essential for assessing the effectiveness of IRW's Field Office Complaints and Feedback Policy, associated mechanisms, and its alignment with international standards.

Policy Implementation and Alignment with CHS Commitments: The evaluation assessed how effective the policy has been implemented across field offices and its alignment with the CHS; examining to what extent the policy covers CHS requirements, adapts to local contexts, and inconsistencies that may exist.

Clarity, Accessibility, and Awareness of the Policy: This theme evaluated the clarity and accessibility of the policy to staff, rightsholders, and stakeholders, and to what extent it is understandable and known to affected populations, particularly vulnerable groups.

Functionality and Effectiveness of Complaints and Feedback Mechanisms: The evaluation examined how responsive and effective the systems are in collecting and addressing complaints

and feedback, evaluating the various channels utilized, allocated resources, capacity of staff, and barriers that hinder stakeholders from providing feedback and complaints, particularly on sensitive issues like safeguarding.

Meaningful Participation and Inclusion: This thematic area assessed the inclusiveness of the complaints and feedback mechanisms, focusing on accessibility for women, children, older people, and persons with disabilities, and how cultural sensitivities are integrated to ensure safety and encourage active participation from rightsholders.

Clarity in Roles and Responsibilities: The evaluation assessed to what extent roles and responsibilities are clearly defined and understood, particularly regarding the escalation of complaints across different levels of the organization.

Monitoring, Learning, and Continuous Improvement: This theme examined if there were current mechanisms in place or a process for continuous evaluation to identify areas for improvement.

Utilization of Complaints and Feedback for Organizational Learning: The evaluation analysed how complaints and feedback informed decision-making and to what extent it contributed to organizational learning.

Capacity and Commitment of Field Offices: This thematic area evaluated the capacity and commitment of field offices to manage complaints and feedback by understanding how field offices allocated resources, invested in training, and prioritized learning and adaptation.

Challenges and Barriers: The evaluation identified internal and external factors that may hinder the effective implementation of the policy, including staff capacity, resource constraints, cultural norms, and barriers to access.

By focusing on these thematic areas, the evaluation sought to provide a comprehensive understanding of the policy's strengths and weaknesses and offer recommendations to improve its overall effectiveness and application.

METHODOLOGY

The evaluation consisted of three complementary and overlapping phases: 1) a desk review of internal policies, procedures, and tools that were collected across HQ and field office levels; 2) the design and implementation of quantitative and qualitative data collection methods; and 3) an analysis of all data collected during the evaluation. During the desk review, a global survey was administered to field office CFFPs to gather broad insights into the implementation of the Complaints and Feedback Policy across different field offices. The findings from the desk review and survey informed the development of Key Informant Interview (KII) and Focus Group Discussion (FGD) tools. This approach ensured that each phase of data collection was informed by the previous one, enabling the evaluation to adapt and concentrate on the most relevant areas of interest as they emerged.

Desk Review: To establish a foundational understanding of the Complaints and Feedback Policy and its implementation across IRW's field offices, a comprehensive desk review was conducted of internal documents provided by IRW. This review of HQ and field office level documentation was critical for informing the design of both the qualitative data collection tools, particularly guiding the KIIs and FGDs. For a full list of all documents consulted, please refer to Annex: Bibliography and References Consulted.

HQ Documentation Review: The desk review began with a review of IRW's HQ complaints and feedback policies, procedures, and frameworks, including but not limited to the: Complaints Management and Feedback Policies at both the IRW and Field Office levels, Safeguarding Policy, Child Safeguarding Policy, Whistleblowing Policy, Serious Incident Reporting Policy, Grievance Policy, Protection from Sexual Exploitation, Abuse, and Harassment Policy, IHSAN Framework, and MEAL Framework.

Field Office Documentation Review: The second part of the desk review consisted of an analysis of field office documents. Documents were requested from nine (9) field offices, with the following seven (7) providing supporting documents: Bangladesh, Jordan, Ethiopia, Mali, Nepal, Somalia, and Yemen. Documents were organized and reviewed according to the following typologies:
- o Country Specific Complaints and Feedback Strategy
- o Country CFM Standard Operating Procedures
- o Specific procedures or guidelines for complaints and feedback channel(s)
- o Guides for staff managing CFM
- o Workflow visualization(s) for the CFM (including for sensitive complaints)
- o Feedback and Complaints form
- o Referrals or SEA/GBV form used for sensitive complaints
- o Guidance to staff utilizing data collection software/technologies for CFM, including analysis/reporting software/technologies
- o Database access of the Feedback and Complaints register (anonymised)
- o Documentation or guidance for affected populations to inform them how to access the CFM
- o Tracking sheet or tracking documents to follow up on Feedback and Complaints, including guidance on how to respond and close the feedback loop
- o Learning or Action Plans documents that capture learning and adaptation as a result of Feedback and Complaints received

Data Collection: The data collection phase involved designing a range of tailored quantitative and qualitative data collection tools that were executed across IRW HQ and field office operations. A sampling framework was established with the IRW MEAL team that included twenty-nine (29) countries: 6 countries in East Africa, 4 countries in West Africa, 5 countries in Eastern Europe, 6 countries in MENA, and 9 countries in Asia. Of the twenty-nine (29) countries, only twenty-six (26) were selected by the MEAL team to be eligible for participation in the evaluation. All twenty-six (26) countries were invited to participate in the CFFP survey, with 23 of the 26 countries responding. As a pre-requisite to participate in KII, FGD and document review, field offices must have had participated in the CFFP survey administered in KoBo. Additionally, given both time and budgetary constraints of the evaluation, conducting KII's with all field offices as well as

organizing FGDs in all field offices was beyond the scope of this evaluation. After evaluating the twenty-three (23) participating countries who completed the CFFP survey, the MEAL team with the support of the evaluators selected counties for further inquiry based on the following criteria: 1) balance of countries across region; 2) operational size of country; 3) operation context of complaint and feedback mechanism; 4) implementation modality; and 5) volume of complaints and feedback.

CFFP Survey: An initial survey was administered to collect quantitative data and broader perspectives from CFFPs in twenty-six (26) country operations, resulting in the participation of twenty-three (23) field offices (88.5% participation rate): 35% of respondents were represented for the MENA region, 30% from Asia, 22% from East Africa, and 13% from West Africa.[1] The survey, which was designed and administered using KoBo Toolbox, measured use, understanding, and implementation of the

Graphic 1: Location of CFFP Survey Respondents

Complaints and Feedback Policy among staff, and collected data on resource allocation, training needs, and staff capacity. Informed from the desk review, the survey was also used to inform the KIIs with regional and country based IRW staff, and to analyse differences across regions, roles, and levels of the organization, while also helping to identify commonly underutilized communication channels and barriers to effective implementation.

KIIs at the HQ Level: At the HQ level, seventeen people were interviewed, grouped based on the team they worked on. The HQ staff included the Director for International Programmes and the Head of Orphan, Child Welfare and Seasonal Programmes, Internal Audit Department, Audit and Finance Committee, Safeguarding team, Governance/Complaints Team and the International Human Resources (HR) team. The entities responsible for technical guidance and support included the Programme Quality Department composed of technical advisors and the Global MEAL Team.

KIIs with Field Offices: At the field office level, twenty-four (24) KIIs were conducted across six (6) participating countries with CFFPs, Country Directors, Programme staff, MEAL staff, Safeguarding Focal Persons (SFPs), Protection and Inclusion Leads, PSEAH Leads, and Child Protection Leads. KII selection was based on a range of sampling factors, and the general acknowledgement that the scope of the evaluation did not warrant the collection of qualitative information from all IR Field offices. Field office selection ensured KIIs were representative of: IRW's four regions; varying operational sizes (small to large) and contexts (urban and rural); and varying volume of feedback and complaints submissions. The following six (6) field offices participated in the KIIs: Asia (Bangladesh and Nepal), MENA (Jordan and Yemen), West Africa (Mali), and East Africa (Somalia).

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[1] The following is a list of the 23 participating field offices in the CFFP Survey: Asia (Nepal, Philippines Bangladesh, Pakistan, Indonesia, Afghanistan, and Sri Lanka), East Africa (Ethiopia, Kenya, Somalia, South Sudan, and Sudan), MENA (Bosnia, Iraq, Jordan, Kosova Lebanon, Palestine - Gaza, Turkiye / Syria, and Yemen), West Africa (Malawi, Mali, and Niger).

Focus Group Discussions (FGDs): Focus Group Discussions with rightsholders and community members were conducted by IR Field staff in select countries to better understand how different groups access and perceive the complaints mechanisms, while at the same time identifying barriers to participation, especially among vulnerable and marginalized groups. Participating field offices must have participated in both the quantitative survey and KII, shared documents as a part of the desk review, and demonstrated their willingness to attend a FGD training and subsequently dedicate time and resources to organize a minimum of three (3) FGDs in their respective operational settings. Based on the above, the following six (6) field offices were selected to participate in the FGD: Asia (Bangladesh and Nepal), MENA (Jordan and Yemen), West Africa (Mali), and East Africa (Somalia). Eighteen (18) FGDs were conducted with 201 persons consisting of 129 females and 72 males participating in total. Each country organized three (3) focus groups, and on average focus groups consisted of eleven (11) persons. Collectively focus groups were conducted in nine (9) different languages: Arabic, Awadhi, Bangla, Bambara, Bhojpuri, English, Nepali, Rohingya, and Somali, and approximately 7% of FGD participants identified as having a disability.

Data Analysis: The Data Analysis phase involved systematically examining the quantitative and qualitative data that was collected during the phases to identify patterns, trends, and insights to inform conclusions and recommendations. Data collected from the surveys was analysed to identify trends, patterns, and potential correlations, while data from KIIs, FGDs, and desk review documents sought to identify recurring themes, strengths, weaknesses, and opportunities for improvement within the CFM.

Ethical Considerations: The evaluation of IRW's Field Office Complaints and Feedback Policy involved engaging with a diverse range of stakeholders, including staff members, rightsholders, and potentially vulnerable groups. Ethical considerations were adhered to throughout the evaluation, focusing on informed consent, confidentiality and anonymity, and data protection. These measures fostered trust with participants, encouraged open and honest feedback and complaints, and contributed to the overall quality and credibility of the evaluation findings.

Limitations of the Evaluation: While the evaluation aimed to provide a comprehensive and insightful assessment of IRW's Field Office Complaints and Feedback Policy by utilizing research methods that collected data across varying levels of analysis, the evaluation was constrained by certain limitations. Both quantitative and qualitative data collected from participants was largely self-reported, which may introduce response bias. Given that at times participants may have provided socially desirable answers or may have been reluctant to share negative feedback, the evaluators conducted numerous interviews and had a sample size that sought to minimize this risk. Finally, while purposive sampling allows for targeting individuals with specific knowledge and experience, it may not capture the full diversity of perspectives within the organization or the communities they work with.

FINDINGS AND ANALYSIS

Functionality of complaints and feedback system

Is the Field Office Complaints & Feedback Policy and procedure sufficiently clear and accessible for field offices to align their operations effectively?

The Field Office Complaints and Feedback Policy aligns closely with CHS Commitment 1, which emphasizes inclusivity, transparency, participation, and respect for communities' rights and dignity. The policy integrates these principles, ensuring that the rights and preferences of people and communities are central to its implementation. It encourages field offices to use a variety of channels, such as SMS, WhatsApp, and face-to-face interactions, making it accessible to a wide range of stakeholders. This approach was validated by CFFPs, with 56.5% confirming that the policy and procedures were clear and accessible, though 8.7% noted the need for further clarity.

The desk review identified opportunities for refinement in the policy. While it ambitiously merges operational and policy aspects to address feedback and complaints under AAP and internal accountability, this dual focus has led to complexity in role allocation and responsibility delineation. Clarifying these aspects would enable IRW to better assess its performance in relation to AAP versus broader organizational accountability, striking a balance between safeguarding its reputation and prioritising community concerns.

Despite its strengths, the policy faces challenges in translation and adaptation to diverse linguistic and cultural contexts. Some field offices reported difficulties in implementation due to a lack of translated materials or simplified guides, resulting in inconsistent interpretations. Additionally, cultural barriers, such as the stigmatization of complaints, hinder the policy's effectiveness in certain regions.

Graphic 2: Extent to which the Field Office Policy is clear and effective - CFFP Survey (1 lowest; 5 highest)
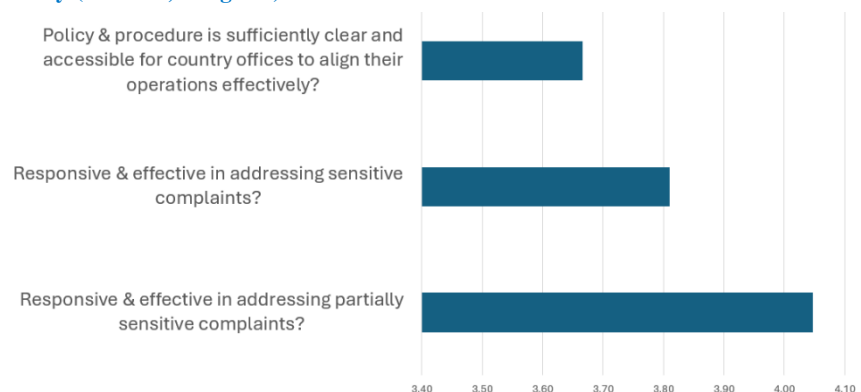
In conclusion, while the Field Office Complaints and Feedback Policy provides a robust framework aligned with CHS Commitment 1, opportunities to enhance its clarity, adaptability, and consistency will ensure greater alignment between HQ standards and local implementation and foster a more effective and inclusive mechanism.

What is the approach to policy implementation at the country level, and does it account for local variations and cultural sensitivities?

The Field Office Complaints and Feedback Policy demonstrates a strong commitment to safe and accessible mechanisms for reporting complaints, aligning with CHS 5.1. It incorporates multiple and complaints channels, including in-person, telephone, and digital options, along with proactive

community-based mechanisms such as help desks and/or consultations during distribution events. These measures address diverse community needs and reflect good practices in cultural adaptability. Additionally, the policy prioritises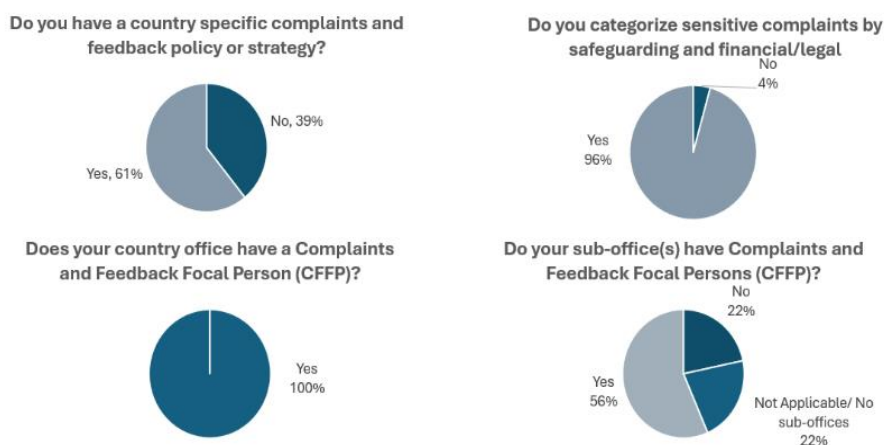 confidentiality and data protection, ensuring complainants' information is safeguarded, which supports safe reporting at the field level.

The desk review confirmed that the policy emphasises inclusivity and flexibility, allowing for local adaptations tailored to specific contexts. IRW's HQ teams agreed that the policy provides flexibility for field offices to adapt while maintaining alignment with local legal frameworks and cultural sensitivities. For example, many offices

Graphic 3: Field office Policy Implementation and CFM Management - CFFP Survey

Do you have a country specific complaints and feedback policy or strategy?
No, 39%
Yes, 61%

Do you categorize sensitive complaints by safeguarding and financial/legal
No 4%
Yes 96%

Does your country office have a Complaints and Feedback Focal Person (CFFP)?
Yes 100%

Do your sub-office(s) have Complaints and Feedback Focal Persons (CFFP)?
No 22%
Yes 56%
Not Applicable/ No sub-offices 22%

have tailored feedback and complaints systems to reflect community practices, using local languages and culturally familiar communication channels. The review also identified variation in documentation and implementation of Standard Operating Procedures (SoPs) at the country level. Only 61% of field offices have a country-specific complaints and feedback policy, while 20% lack procedures altogether, and 30% have only partial documentation for their feedback and complaints channels.

Despite these strengths, the evaluation revealed disparities across field offices. The diverse tools designed and implemented by field offices demonstrate efforts to adapt feedback and complaints systems to local contexts. However, this high level of customisation has created challenges for aggregating and complaints at regional and HQ levels. For example, some offices classify complaints and feedback in varying ways, making it difficult to consolidate data. Field staff also noted that cultural sensitivities, such as gender dynamics and community power structures, are not always adequately addressed. In some cases, community members resisted mechanisms perceived as unfamiliar or misaligned with local norms.

HQ teams identified leadership variability and resource constraints as contributing factors to inconsistent implementation, resulting in unequal outcomes across field offices. These challenges highlight the need for clearer guidelines, standardised tools, and enhanced cultural sensitivity training to support the policy's adaptation to diverse cultural and operational environments.

In conclusion, the policy provides a solid framework for local adaptation, but its inconsistent application reveals gaps in standardisation and practical support. Addressing these gaps would strengthen its implementation and ensure greater alignment between HQ standards and local practices.

How responsive and effective is the system in addressing and incorporating various types of complaints (Sensitive and Partially-sensitive) and feedback received from multiple sources?
The Field Office Complaints and Feedback Policy demonstrates strong alignment with CHS Commitment 5, focusing on safety, accessibility, and responsiveness in complaint-handling processes while maintaining a survivor-centred approach. The policy outlines clear mechanisms for managing sensitive and partially sensitive complaints, supported by established escalation and resolution pathways.

Documentation from field offices shows that most field offices categorise sensitive complaints under safeguarding (e.g., protection, safety, modern slavery) and financial/legal issues (e.g., corruption, fraud, abuse of power), with only one exception. KIIs with IRW staff confirmed that sensitive complaints are generally well-handled through consistent protocols, fostering trust within communities and ensuring timely interventions in critical cases.

The policy's accessibility is also widely praised by field staff, with more than half reporting that it effectively incorporates multiple channels—such as toll-free numbers, suggestion boxes, and direct community engagement—to manage sensitive and partially sensitive complaints. Clear timelines, such as the 30-day resolution period, were highlighted as a positive feature that reinforces accountability and trust.

However, challenges remain in handling partially sensitive complaints and general feedback. Delays in resolution often result from fragmented reporting systems, inconsistent adherence to processes, and resource constraints. Communities have reported dissatisfaction due to incomplete feedback loops, with outcomes and resolutions not consistently communicated. Additionally, 40% of field staff identified challenges in the system's overall effectiveness, particularly in the inconsistent management of different complaint types. Sensitive complaints are prioritised, but partially sensitive complaints can be overlooked or delayed. Resource constraints, including insufficient staffing and limited training, further hinder the system's responsiveness. In some regions, delays in resolving complaints frequently exceed the 30-day period, especially where field offices lack dedicated personnel to manage high complaint volumes.

In conclusion, while the policy is effective and responsive in addressing sensitive complaints, greater attention and resources are needed to improve the handling of partially sensitive and non-sensitive complaints. Enhanced staff capacity, better adherence to processes, and improved communication with communities would strengthen the overall effectiveness of the system and ensure greater accountability to affected populations.

Do we have sufficient resources allocated towards complaints and feedback management?
The Field Office Complaints and Feedback Policy implicitly aligns with CHS Commitment 5 by recognising accountability as a core function and demonstrating an organisational commitment to maintaining feedback systems. The policy suggests that resources are allocated to managing complaints and feedback, reflecting IRW's intent to sustain effective mechanisms.

However, resource adequacy remains a point of contention. IRW HQ staff believes that resource allocation is not a significant issue, citing the integration of and complaints systems with existing

community structures as an effective optimisation strategy. This view contrasts with feedback from CFFPs; 65% of whom expressed concerns over insufficient resources allocated to complaints and feedback management. Nearly half (48%) felt that they lacked the appropriate budgets to respond to and act on feedback and complaints effectively.

Graphic 4: Appropriate Resources - CFFP Survey

Do you feel you have the appropriate staff to be able to respond to and implement feedback and complaints received?

No 30%
Yes 70%

Do you feel that the roles and responsibilities are clearly defined?

No 13%
Yes 87%
Yes 52%

Do you think that you have the appropriate budget to be able to respond to and implement feedback and complaints received?

No 48%
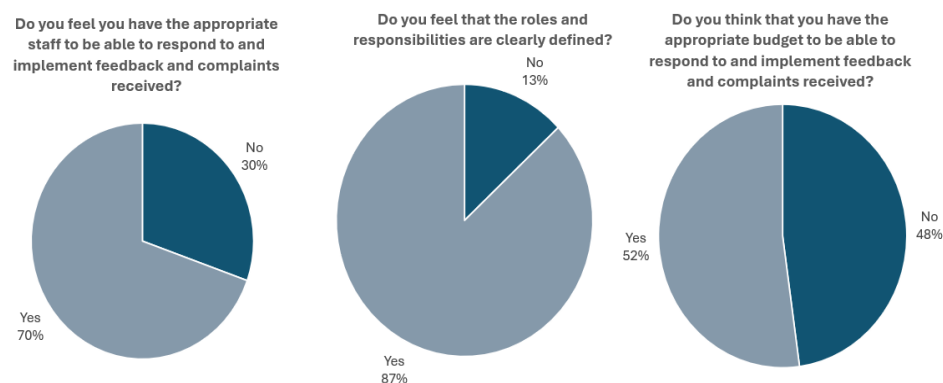
While some field offices noted the availability of safeguarding officers and basic operational tools, they emphasised that these resources are insufficient to meet the demands of the system. Several field offices highlighted the need for increased funding to raise community awareness about the CFMs and to conduct assessments. Additionally, the lack of fully dedicated staff and financial support at both HQ and field levels further limits the system's effectiveness.

Overlapping responsibilities among safeguarding focal points, complaints and feedback focal persons, MEAL staff, inclusion officers, and others exacerbate resource limitations, leading to inefficiencies. Many field offices lack a dedicated complaints and feedback focal person, resulting in overburdened staff juggling multiple roles. This issue is particularly pronounced in rural and underfunded locations, where there is a disparity in resource distribution across regions and limited resources create bottlenecks and inefficiencies.

In conclusion, the evaluation found that while IRW demonstrates a commitment to accountability through its policy framework, resources for complaints and feedback management are not always sufficient. To address these challenges, IRW needs to adopt a more strategic approach to resource allocation, ensuring equitable distribution across field offices and providing dedicated staff and funding to strengthen the system's effectiveness and responsiveness.

Do we have sufficient staff capacity allocated towards complaints and feedback management (i.e. CFFPs available at the field and project level)?

Approximately half of field staff interviewed stated there was sufficient staff capacity dedicated to complaints and feedback management at the field and project levels. Those who agreed highlighted the presence of focal points and safeguarding officers who ensure the system functions adequately, particularly in offices with established structures and support.

Offices who mentioned there was insufficient capacity, stated a lack of dedicated personnel to manage feedback and complaints, and lack of necessary training or experience to handle sensitive issues appropriately. Staff shortages were also mentioned, particularly in rural areas, where the absence of trained personnel not only delays responses but also affects the overall quality of complaint resolution.

Respondents noted that this has contributed to a perception among community members that their concerns are not taken seriously, undermining trust in the system. Furthermore, the lack of standardized training modules for addressing both complaints and proactive feedback gathering, particularly from marginalized groups, limits overall effectiveness.

Graphic 5: Staff Training and Capacity - CFFP Survey

How often is staff training organized for complaints and feedback management?
- Annual 22%
- Quarterly 22%
- When required 56%

How often is information shared to improve staff knowledge and capacity?
- Annual 43%
- Monthly 9%
- Never 9%
- Quarterly 39%
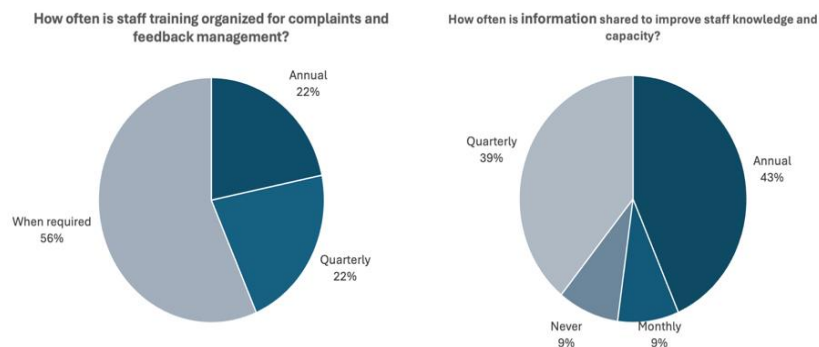
In conclusion, the evaluation found that IRW does not have sufficient staff capacity allocated towards complaints and feedback management, which impact the ability of country operations to properly allocate resources where needed.

Do we have sufficient staff capacity allocated towards proactive measures to gathering feedback (i.e. feedback sessions with vulnerable groups including children)

The IR Field Office Policy strongly aligns with CHS Commitment 7 by integrating feedback systems into learning and adaptation processes. The policy emphasises proactive engagement, particularly with marginalised groups, and highlights the role of staff in facilitating meaningful dialogue with communities.

IRW HQ staff recognised the importance of initiatives like community awareness campaigns and inclusive reporting mechanisms, reflecting efforts to engage vulnerable populations, such as women and children. However, they also identified capacity and cultural barriers as challenges in effectively reaching marginalised groups. External factors, including environmental and infrastructural barriers like mobility restrictions in conflict zones, further hinder consistent feedback collection efforts.

The desk review revealed a reliance on reactive feedback channels, with limited use of proactive measures like focus groups or feedback sessions with vulnerable groups. Marginalised populations, particularly individuals with disabilities or low literacy levels, are often underrepresented in feedback systems. Field staff reported that only 35% believe there is sufficient capacity for proactive feedback gathering, including organising sessions with vulnerable groups. The dominance of reactive channels leaves little room for field offices to implement proactive measures, particularly given the lack of staff and resources.

When proactive feedback sessions do occur, they are often constrained by logistical challenges, such as accessing remote areas or securing safe venues. Additionally, inadequate staff training on facilitating such sessions further limits their effectiveness. Vulnerable groups, including women, children, and marginalised populations, are disproportionately affected by these gaps, as their voices are less likely to be captured without deliberate and consistent efforts to engage them. Respondents highlighted the need for greater investment in dedicated staff and resources to strengthen proactive feedback mechanisms. Without such investment, valuable insights from

vulnerable groups will continue to be missed, reducing the system's ability to address their unique needs and contribute to equitable programming.

In conclusion, while the Policy aligns with CHS 7, limited staff capacity and resources for proactive feedback gathering hinder its consistent implementation. Addressing these gaps through increased investment and structured guidance is essential to ensure that all voices, particularly those of vulnerable groups, are heard and acted upon.

Meaningful participation and inclusion in complaints and feedback system

How effective are the various channels employed for the collection and management of complaints and feedback?

The Field Office Complaints and Feedback Policy demonstrates a strong commitment to inclusivity and accessibility, employing structured mechanisms to capture a wide range of complaints and feedback. KIIs with IRW staff highlighted the use of diverse channels. The following are some of the most common responses from IRW, though are not reflective of all channels that may be utilized across all field offices: SMS, WhatsApp, toll-free lines, complaint boxes, and face-to-face interactions, tailored to different contexts to improve accessibility for diverse populations.

Field staff reported moderate effectiveness of these channels, with 58% acknowledging that they facilitate timely and structured feedback and complaints collection. Toll-free lines were particularly praised for offering an accessible option for individuals unable to visit offices, while community meetings were valued for fostering dialogue and addressing complaints in culturally appropriate ways. FGDs revealed positive perceptions of the system, with most participants appreciating its ease of use, quick response times, and trustworthiness. Those who had submitted complaints reported satisfactory resolutions and expressed confidence in using the system again.

However, the evaluation revealed variability in the effectiveness of these mechanisms across different contexts. Reactive channels, such as toll-free lines and suggestion boxes, dominate due to their convenience, while proactive channels—designed to engage communities more actively—remain underutilised, particularly in remote areas. This underutilisation limits the inclusion of vulnerable groups, such as individuals with limited mobility or low literacy.

Challenges were also identified in the functionality and monitoring of certain channels. Suggestion boxes, although widespread, are often neglected or inconsistently monitored, leading to delayed responses. Digital tools, such as the Isight Portal and online forms, face underutilisation due to technical barriers, limited staff training, and low digital literacy among rightsholders. Fragmentation between reporting mechanisms further creates inefficiencies, with complaints not always reconciled across different systems. Additionally, manual registers used in some regions contribute to delays and hinder streamlined case management.

Despite these challenges, community members largely expressed trust in IRW's complaints and feedback mechanisms. While a few participants reported issues such as delays in opening suggestion boxes or busy signals on toll-free lines, these concerns highlight areas for improvement.

In conclusion, the evaluation found that while IRW's diverse channels for collecting complaints and feedback are effective, incorporating more digital solutions, providing greater proactive engagement opportunities, and addressing inefficiencies in monitoring and management would strengthen the system. These improvements would enhance inclusivity, better support vulnerable populations, and make the feedback and complaints process more responsive to community needs.

Which communication channel is predominantly utilised, and which remains underutilised across various settings, such as at the field office versus the field or project level?

The Field Office Complaints and Feedback Policy offers flexibility with multiple channels feedback and complaints, including verbal, written, and electronic methods, allowing field offices to adapt to local contexts. Commonly used channels, such as face-to-face interactions and complaint boxes, are valued for their accessibility in areas with limited digital literacy and infrastructure, and for being culturally appropriate.

Graphic 6: CFM Channels utilized - CFFP Survey
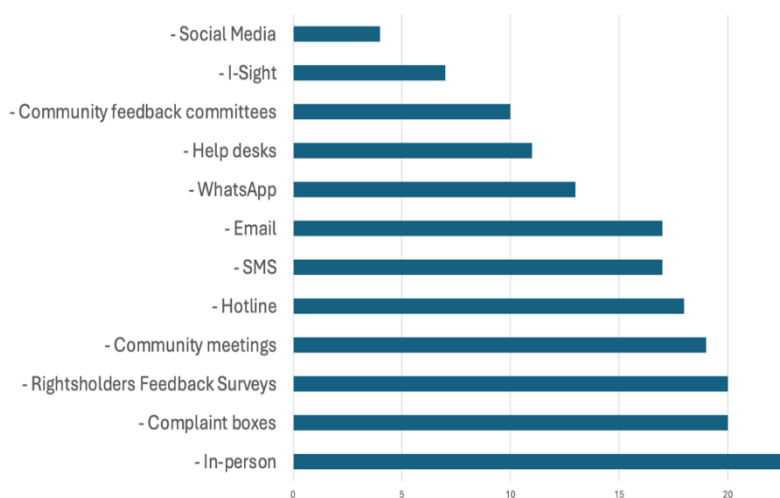
While 48% of respondents reported the daily collection of complaints and feedback, the CFFPs survey revealed that most offices register few complaints and feedback, with 73% receiving between 0-100 submissions per month. In-person channels (100%), complaint boxes (87%), and hotlines (78%) are the most frequently used, and other mechanisms like help desks (48%), community feedback committees (43%), Isight (30%), and social media (17%) are less utilised.

Digital tools, such as email and online forms, are rarely used due to poor internet infrastructure and low digital literacy. A key challenge reported by field staff is the dual reporting system, which allows complaints to bypass local mechanisms and go directly to the HQ team, creating confusion and inefficiency.

FGDs revealed mixed preferences for reporting feedback and complaints, with some participants preferring anonymous complaint boxes, others valuing the speed of hotlines, and many appreciating in-person interactions. Participants consistently recommended increasing awareness of and complaints mechanisms, with suggestions like organising more community meetings, using promotional materials, and appointing community representatives as focal points.

The evaluation found that use and preference in channels varies by field office, improving awareness, promoting existing channels, and addressing barriers to both digital and manual tools are necessary to enhance the inclusivity and effectiveness of the complaints and feedback mechanisms.

How accessible are the current CFMs channels to various social groups including women, children, older people, and people with disabilities? Do rightsholders feel safe and secure in reporting complaints and feedback?

The Field Office Complaints and Feedback Policy aligns with CHS Commitment 5 by prioritising inclusivity and safeguarding protections, particularly through confidentiality and secure handling of complaints. This approach aims to foster trust and create a sense of safety, especially for vulnerable groups, in reporting sensitive issues.

KIIs revealed that IRW has made efforts to improve the accessibility of complaints and feedback mechanisms for diverse groups, such as through inclusive checklists and localized mechanisms. This is reflected in the CFFPs survey where 74% of respondents reported specific channels for women and girls, 61% for children, and 61% for people with disabilities. Additionally, 70% of CFFPs indicated that community groups felt safe using feedback and complaints mechanisms most of the time. However, challenges remain in reaching certain marginalised populations, which vary in each field office. Cultural barriers, such as gender restrictions, may limit access for women, while limited access to assisted devices may hinder the participation of older people and individuals with disabilities.

They noted that tools like suggestion boxes and written forms are unsuitable for individuals with limited literacy or visual impairments, and in conservative contexts, women hesitate to use formal channels due to confidentiality concerns and fear of repercussions. FGDs revealed mixed perspectives, with some participants stating that specific groups, such as women and vulnerable individuals, face fewer challenges providing complaints, thanks to the variety of available channels, particularly toll-free numbers. Others stressed the importance of direct outreach for highly vulnerable individuals.

In conclusion, while IRW's CFM channels are accessible to many social groups, there are conflicting views on the effectiveness of dedicated channels for vulnerable populations. Addressing these gaps by expanding targeted mechanisms, improving communication about confidentiality, and replicating successful practices from certain offices would enhance the inclusivity and equity of the system, ensuring all rightsholders can engage meaningfully with the feedback and complaints processes. Some field offices, such as Yemen, have demonstrated good practices in raising awareness and reaching vulnerable individuals through proactive methods like phone calls and home visits. These initiatives could serve as models for other field offices.

What are the main barriers hindering rightsholders and stakeholders from providing feedback or complaints?

The policy's emphasis on trust and safeguarding highlights IRW's commitment to overcoming barriers and building confidence among rightsholders. However, obstacles persist, as identified in the desk review and KIIs. Key challenges include limited awareness of feedback and complaints mechanisms, logistical constraints, and cultural norms. Issues such as physical distance from feedback points, lack of transportation, and limited access to internet or mobile networks hinder participation, especially in remote areas. Cultural barriers, including gender hierarchies, further discourage certain groups—particularly women and marginalized individuals—from engaging

with mechanisms. Language barriers and low literacy also prevent some rightsholders from accessing mechanisms reliant on written or verbal communication in official languages.

Despite these challenges, proactive efforts by IRW staff have increased awareness of feedback and complaints mechanisms in some areas, improving participation. However, field staff noted a common perception among communities that complaints and feedback will not lead to meaningful change. This perception, reported by 48% of field staff, is particularly prevalent in regions where complaints and feedback mechanisms have been slow or ineffective. Delays in investigations also erode trust, with all field staff emphasizing the critical role of response times in maintaining community confidence.

CFFPs suggested several ways to overcome these barriers, including simplifying the submission process by using clear, concise forms, visual aids, or voice messages for individuals with lower literacy levels. Expanding the range of feedback and complaints channels to include more accessible and inclusive options would further address diverse needs. FGDs revealed that many community members view feedback and complaints mechanisms primarily as tools for reporting problems, not providing positive input. Those who had never used the mechanisms often cited not having "anything to complain about" as the reason for their lack of engagement. For those who faced challenges in reporting, illiteracy and mobility issues were identified as the biggest barriers, particularly for vulnerable groups.

In conclusion, the evaluation found that the primary barriers to feedback and complaint submission are lack of trust in the organisation's responsiveness, cultural stigma, literacy challenges, and limited awareness. Addressing these barriers through expanded awareness campaigns, simplified processes, and more inclusive mechanisms will be key to increasing engagement and ensuring that all voices are heard.

What are the main barriers hindering rightsholders and stakeholders from raising sensitive complaints such as safeguarding?
The Field Office Complaints and Feedback Policy demonstrates a commitment to safeguarding and confidentiality, providing a secure framework for managing sensitive complaints, including those related to safeguarding. While these measures are critical, the evaluation found that integrating more localised cultural considerations into operational processes, as highlighted under CHS 1 and CHS 7, could further encourage rightsholders to raise sensitive issues.

The desk review revealed several challenges associated with sensitive complaints. Cultural stigma and fear of social ostracization deter many individuals from reporting issues such as abuse or harassment. Field staff often lack the training and skills to handle these complaints in a trauma-informed and culturally appropriate manner. Stigma, particularly around sexual exploitation or abuse, inhibits reporting, and fear of retaliation or breaches of confidentiality prevents many from coming forward. These challenges persist despite clear safeguarding protocols, as noted in KIIs. While survivor-centred approaches are in place to protect vulnerable individuals, trust in the system is often unrelated to its actual efficiency.

Field staff reported that fear of retaliation and mistrust in confidentiality are the primary barriers to raising sensitive complaints. Approximately 60% of staff noted that rightsholders hesitate to

report safeguarding issues due to concerns about being identified or facing social stigma. This is especially true in small or close-knit communities, where anonymity is difficult to maintain. These challenges also extend to safeguarding issues reported within IR offices, where privacy can be hard to uphold.

Another critical barrier is the limited understanding of safeguarding protocols among rightsholders. Many communities lack awareness of what constitutes safeguarding concerns or how to report them, and cultural taboos further discourage reporting sensitive complaints. Some FGD participants expressed reluctance to provide feedback and complaints due to fears that doing so could jeopardise their access to assistance, or that it would not be handled confidentially or might lead to repercussions. These concerns underline the need for stronger communication and awareness efforts to build trust in the system.

In conclusion, the evaluation found that the main barriers to raising sensitive complaints, such as safeguarding concerns, are stigma, fear of retaliation, and lack of awareness. Addressing these challenges through enhanced cultural adaptation, increased staff training, and proactive community education on safeguarding protocols will be crucial for building trust and ensuring effective reporting and handling of sensitive complaints.

What strategies or community-based measures are employed to encourage active participation from rightsholders and stakeholders in providing feedback?
Previous evaluations of IRW's feedback and complaints systems highlighted efforts to foster active participation from rightsholders. Initiatives such as help desks at distribution sites, group discussions, community consultations, and the use of inclusive visual tools and adapted communication formats have been designed to cater to marginalised groups, particularly those with low literacy or specific accessibility needs. The policy's integration of community involvement into its framework reflects a clear commitment to building trust and encouraging active engagement among rights-holders and stakeholders.

KIIs indicated that IRW has acted on these recommendations, with several community-based measures now in place to promote participation. Examples include Community Hope Action Teams (CHATs),[2] helpdesks, regular community meetings, focus group discussions, and the involvement of trusted local leaders. These approaches foster inclusivity and enhance trust by ensuring that rightsholders feel their voices are heard and valued.

In some instances, field offices have implemented culturally specific methods to increase engagement, such as storytelling and informal gatherings, which have proven particularly effective in reaching marginalised groups hesitant to engage with formal mechanisms. Field staff also highlighted that involving women facilitators in feedback sessions has significantly improved participation among women, demonstrating the value of gender-sensitive approaches.

Despite these efforts, field staff emphasised the need for further investment in community engagement initiatives to sustain and expand participation. They noted that field offices often adapt

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[2] A CHAT is a small group of four to eight people who coordinate who play a critical role in coordinating with local community-based groups to raise awareness on child protection, gender and safeguarding related issues in a faith-sensitive manner. These teams may act as a bridge between Islamic Relief programmes, communities and protection issues."

and implement specific strategies only when feedback and complaints levels are perceived to be insufficient, rather than as part of a consistent, structured approach.

In conclusion, the evaluation found that IRW does not rely on a single strategy or community-based measure to encourage participation from rightsholders and stakeholders. Instead, field offices implement a range of initiatives tailored to local contexts and participation levels. While these efforts have been effective in many cases, consistent investment and a more structured approach to community engagement would further enhance participation and ensure a broader range of voices is included in feedback and complaints mechanisms.

How are cultural sensitivities and local context integrated into the feedback and complaints handling process to ensure relevance and effectiveness?
The Field Office Complaints and Feedback Policy emphasises flexibility and adaptation, indirectly supporting CHS 1 and CHS 7 by allowing feedback and complaints systems to be tailored to cultural norms and practices. Though this flexibility demonstrates an understanding of integrating cultural sensitivities and contextual relevance into feedback and complaints mechanisms, the desk review revealed that this process is applied inconsistently.

IRW HQ staff highlighted that the policy permits field offices to adapt mechanisms to local contexts through tools such as safeguarding focal points and flexible complaint channels. About 62% of field staff reported that culturally appropriate practices, such as using local languages and organising community meetings, help ensure that feedback and complaints systems are relevant. Some offices also align feedback and complaints mechanisms with traditional decision-making structures, fostering acceptance and trust within communities.

Despite these efforts, the evaluation noted variability in the application of cultural sensitivities. While some offices actively adapt their systems—for example, by involving community leaders in consultations—others lack clear strategies for contextual adaptation. In some cases, mechanisms are implemented without sufficient consultation with local communities, resulting in processes that feel foreign or irrelevant to rightsholders. This inconsistency is reflected in survey responses, where 50% of CFFPs reported that communities are only "sometimes" (35%) or "never" (13%) consulted about the design of complaints mechanisms. However, 85% of respondents stated that safety and confidentiality preferences of all demographic groups are considered "all the time" (35%) or "nearly all the time" (30%), suggesting a reliance on surveys rather than active community participation in design processes.

Field staff also highlighted challenges in addressing cultural barriers, such as stigma around complaints or gendered restrictions on communication. Gender norms and power dynamics are not always adequately addressed, which limits the inclusivity of feedback mechanisms. In some contexts, the negative connotation of the word "complaint" discourages participation.

In conclusion, though the evaluation found that cultural sensitivities and local contexts are integrated into feedback and complaints mechanisms, additional training and resources would better tailor feedback and complaints systems to the unique needs of each community.

Clarity in roles and responsibilities

Are roles and responsibilities clearly defined, specifying who is responsible for what tasks and functions, particularly the process of escalating or deescalating complaints from IRW to field offices and vice versa?

The Field Office Complaints and Feedback Policy strongly supports CHS Commitments 1 and 5 by emphasising accountability frameworks and structured mechanisms for handling complaints. The policy's inclusion of centralised reporting systems and escalation procedures reflects an intent to create clarity in task allocation and responsibilities, particularly for sensitive issues. This structured approach is reinforced by the roles of Safeguarding Focal Points and CFFPs, which are critical in managing complaints effectively.

According to KIIs, the policy provides a robust framework with well-defined roles for Safeguarding Focal Points and CFFPs. Approximately 87% of CFFP respondents agreed that roles and responsibilities are clearly outlined, and many field staff expressed confidence in their understanding of their tasks. They highlighted procedural documents and guidelines that clarify how complaints are transferred between IRW headquarters and field offices, streamlining workflows and ensuring consistency in complaint management.

This issue is exacerbated by the use of the Isight global platform for feedback and complaints. Complainants can decide whether to escalate their complaints, which sometimes results in complaints being sent back and forth between IRW headquarters and field offices before they are resolved. This can potentially introduce confusion, particularly in cases requiring urgent attention.

In conclusion, while the Field Office Complaints and Feedback Policy provides clear role definitions, the processes for escalating and de-escalating complaints between headquarters and field office can create complications and contribute to delays in complaint resolution. Strengthening escalation protocols, providing illustrative examples, and ensuring alignment between HQ and field-level systems would enhance clarity and efficiency, ensuring complaints are managed more effectively and consistently.

How aware are FOs of the methods of reporting to IRW?

The IRW policy demonstrates a commitment to accountability and inclusivity in its reporting mechanisms, aligning with CHS 1 by ensuring clear communication channels. This commitment suggests that field offices are generally informed about their reporting obligations to IRW. The availability of multiple reporting options, such as the Isight Portal, safeguarding email, and dedicated reporting templates, reflects the organisation's intent to provide accessible and structured channels for reporting.

KIIs with IRW HQ staff indicated that significant efforts have been made to inform field offices about these reporting methods. Field staff also showed a solid understanding of the procedures, with 60% stating familiarity with the required channels. Commonly mentioned methods—email correspondence, online forms, and periodic communication from IRW headquarters—were described as straightforward and accessible.

Despite these efforts, gaps in clarity and awareness remain. According to IRW HQ staff, some field offices lack understanding of when and how to use specific reporting channels, leading to

underutilisation or misreporting. This was validated by the 40% of field staff who reported varying levels of uncertainty about reporting procedures, citing a range of factors, including but not limited to staff turnover, changes to updated guidelines, limited or infrequent training opportunities, as well as which complaints require direct reporting to IRW and which should be handled locally.

In conclusion, while field offices are generally aware of IRW's reporting mechanisms, there is room for improvement in operational guidance and training. Strengthening training efforts, providing clearer guidelines and more consistent updates, improving the promotion of reporting tools, and implementing automated reminders and systems to streamline reporting, especially regarding the escalation process, would enhance clarity and consistency.

Is the capacity of field offices sufficient to effectively implement the CFM, including the handling of sensitive complaints?
The IR Field Office (FO) policy aligns with CHS Commitment 5, underscoring the importance of safeguarding measures and structured processes for managing sensitive complaints. This foundational framework reflects IRW's commitment to accountability and confidentiality, supporting field offices in systematically addressing complaints.

However, the evaluation revealed variability in the capacity of field offices to implement CFMs and manage sensitive complaints effectively. Resource constraints—both in terms of staffing and finances—pose considerable challenges. According to KIIs, offices with dedicated CFFPs and safeguarding officers are generally better equipped to handle sensitive complaints, while offices in resource-limited settings face greater challenges, which undermines the effectiveness of CFMs and the handling of sensitive cases.

Approximately half of the field staff indicated that their offices lack sufficient resources, infrastructure, and staffing to manage complaints effectively, particularly safeguarding cases. Commonly cited issues include the absence of safe and private spaces for receiving complaints and prolonged investigation timelines, both of which erode the confidence of rightsholders in the system.

In conclusion, while the FO policy provides a structured framework to support safeguarding and complaint management, the capacity of field offices to implement these mechanisms is not always sufficient. Enhancing resources, increasing staffing levels, and providing specialised training for managing sensitive complaints are critical steps to strengthen the effectiveness and accountability of CFMs across all field offices.

What steps are taken to ensure that staff are adequately trained in implementing the complaints and feedback policy?
IRW has implemented various efforts to train staff in managing CFMs, including workshops, safeguarding-focused sessions, and the dissemination of policy documents and training materials. Over half of the field staff reported participating in capacity-building initiatives such as onboarding sessions or workshops, which provide guidance on handling complaints, understanding safeguarding protocols, and utilising feedback and complaints mechanisms effectively.

Despite these initiatives, gaps in training consistency and scope remain. Approximately 45% of field staff highlighted challenges, noting that existing training is often heavily focused on policy and lacks depth in practical application. In particular, field staff expressed feeling underprepared to manage real-life complaints, especially sensitive cases such as safeguarding issues. Many indicated that training rarely includes trauma-informed approaches or scenario-based learning, leaving them ill-equipped to address complex or sensitive complaints effectively.

Another key concern is the limited accessibility of training for project-level staff. Capacity-building initiatives are typically conducted at the field office level, which means staff working directly with communities often have little or no access to these opportunities. This gap further exacerbates inconsistencies in the implementation of CFMs across different contexts. Field staff recommended introducing more localised and frequent training programmes, complemented by scenario-based learning to strengthen practical skills.

In conclusion, while IRW has taken important steps to familiarise staff with the complaints and feedback policy through workshops and capacity-building initiatives, more operational and targeted training is needed. Introducing regular refresher courses, practical skill-building exercises, and localised training opportunities, particularly for managing sensitive complaints and applying trauma-informed approaches, would enhance staff readiness and ensure consistent implementation of CFMs across all offices.

What are the experiences and perceptions of Safeguarding Focal points (SFPs) and CFFPs regarding reporting mechanisms for safeguarding concerns?
KIIs with IRW HQ staff, SFPs, and CFFPs highlighted that reporting mechanisms for safeguarding concerns are regarded as a critical component of safeguarding roles and essential for protecting complainants and ensuring accountability. The majority of field staff in these roles reported that the mechanisms in place are effective, providing a structured framework for escalating issues to the appropriate authorities. Clear guidelines and communication channels were widely appreciated, as they help ensure accountability and compliance with safeguarding protocols.

However, experiences and perceptions among SFPs and CFFPs vary. While many acknowledged the effectiveness of current mechanisms, some expressed challenges in addressing culturally sensitive issues and maintaining confidentiality, particularly in tight-knit communities where privacy can be difficult to uphold. SFPs also reported feeling overburdened by the dual responsibilities of safeguarding, HR, and general complaints handling, which impacts their ability to focus on critical safeguarding concerns.

Additional logistical challenges, such as poor internet connectivity, delays in responses from headquarters, and a lack of psychological support or resources for SFPs themselves, were also noted. These factors hinder the smooth operation of safeguarding protocols and place additional strain on focal points, particularly in resource-limited settings.

In conclusion, while the reporting mechanisms for safeguarding concerns are generally viewed positively and reflect IRW's strong commitment to a survivor-centred approach, there are opportunities for improvement. Simplifying reporting processes, clarifying the distinctions between safeguarding and other complaints, and providing additional resources—such as

psychological support and training—would enhance the effectiveness and experiences of SFPs and CFFPs. These measures would strengthen IRW's ability to protect vulnerable individuals and maintain accountability within its safeguarding systems.

What are the potential barriers they may face?
SFPs and CFFPs face several barriers when managing safeguarding concerns, which hinder their ability to perform their roles effectively. Key challenges include cultural stigmas, a lack of confidentiality in some reporting mechanisms, limited training opportunities, and high workloads.

Another barrier is the limited awareness of safeguarding protocols among rightsholders and community members. Many individuals are unaware of what constitutes a safeguarding concern or how to report it, a gap that is compounded by cultural taboos around sensitive issues such as abuse or exploitation. This lack of awareness discourages reporting and reduces the reach and effectiveness of safeguarding mechanisms.

IRW HQ staff also identified resource constraints as a key factor limiting the efficiency of focal points. High workloads, competing responsibilities, and a lack of essential resources—such as secure documentation systems, private spaces for interviews, and dedicated safeguarding tools—undermine the effectiveness of safeguarding mechanisms. Despite these barriers, the policy's strong safeguarding framework and confidentiality measures provide a solid foundation for SFPs and CFFPs to overcome these obstacles. The inclusion of structured processes and clear protocols reflects IRW's commitment to accountability and the protection of vulnerable individuals.

In conclusion, while the evaluation identified challenges in the management of safeguarding concerns, it also highlighted key opportunities for improvement. Strengthening the escalation processes and roles outlined in the Field Office Policy, investing in targeted training, enhancing infrastructure, and implementing community awareness initiatives will empower focal points to perform their roles more effectively. These measures will ensure that safeguarding mechanisms are robust, responsive, and trusted by both staff and the communities they serve.

Monitoring and improving complaints and feedback mechanisms

How effective are the mechanisms in place to ensure that feedback and complaints are tracked, recorded, and documented systematically?
The Field Office Policy demonstrates strong alignment with CHS Commitment 5 by emphasising accountability and systematic tracking of complaints. Structured mechanisms such as the Isight Portal and safeguarding email reflect IRW's commitment to transparent and consistent documentation and escalation of issues.

While these mechanisms are well-designed, the desk review revealed challenges in implementation. The complaints register, intended as a common repository, is often modified by field offices, resulting in data inconsistencies, with some complaints left uncategorised or marked as "blank." Fragmented systems at the country level further exacerbate this issue, as complaints logged locally are not always reconciled with central records, leading to duplication or tracking gaps.

Approximately 60% of field staff reported that centralised databases, logbooks, and digital tools are effective for maintaining organised records, especially in well-resourced offices. However, 40% of staff highlighted a reliance on manual methods such as paper logbooks that leads to errors and inefficiencies. Additionally, as opposed to complaints, feedback is often handled exclusively at the project level using parallel local registers. These registers are sometimes stripped of resolved issues before being shared, resulting in lost data about community preferences, questions, and suggestions.

In conclusion, while the mechanisms for tracking, recording, and documenting feedback and complaints are functional, their effectiveness can be improved through enhanced data management, standardisation, training, and tools. These improvements would ensure greater reliability, consistency, and utility of feedback and complaints mechanisms across IRW operations.

How are complaints monitored to ensure they are addressed, closed and that complainants are responded to?
The policy links complaints management to organisational learning, emphasising the importance of tracking and monitoring complaints through resolution. This commitment ensures complaints are systematically followed up, reinforcing safeguarding and accountability while maintaining robust monitoring practices to ensure complaints are effectively addressed and resolved.

KIIs with IRW HQ staff revealed that the organisation employs escalation pathways and designated focal points to monitor complaints, with safeguarding complaints given priority and tracked to closure. Field staff also acknowledged the existence of monitoring mechanisms, with half describing them as effective. Standard practices, such as complaint logs and escalation protocols, are widely used to track complaints from receipt to resolution.

However, gaps in oversight remain a key challenge. Field staff reported that there is no single individual at the field level who has a complete overview of all feedback and complaints, nor is this oversight provided by Country Directors or IRW's HQ Complaints team. Another issue is the absence of a centralised monitoring system that integrates data from multiple feedback and complaints channels. Offices often rely on fragmented or ad hoc methods to track complaints, resulting in delays and inconsistencies. Additionally, some staff highlighted that monitoring processes are not always transparent, resulting in the unknown status of complaints and further eroding trust in the system.

In conclusion, the evaluation found that while sensitive complaints are regularly monitored to ensure they are addressed, gaps in oversight, centralisation, and communication with complainants remain. Enhancing transparency, integrating feedback and complaints systems, and ensuring better visibility at both field and HQ levels would strengthen the effectiveness and reliability of monitoring mechanisms.

What tools and templates are in place to monitor the inclusiveness and effectiveness of the CFM?

The policy aligns with CHS Commitment 1 by promoting inclusivity in complaints mechanisms through the use of tools and templates designed to standardise and monitor these processes. This reflects IRW's emphasis on accountability frameworks and its effort to provide structured resources for assessing the inclusiveness and effectiveness of the CFM.
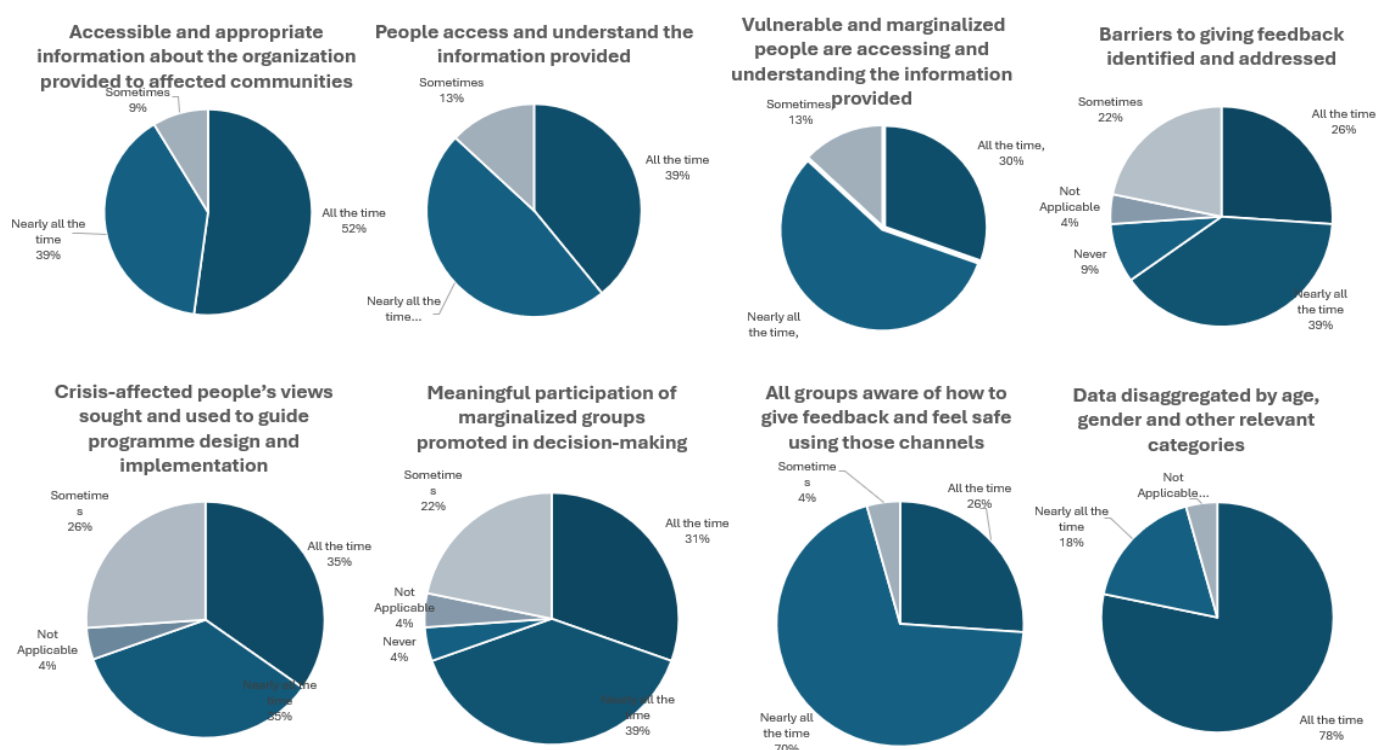
The evaluation confirmed that IRW employs a variety of tools and templates to support complaints and feedback management, including standard templates for logging complaints and feedback, and use of reporting channels to ensure the participation of diverse groups. Despite these strengths, gaps remain. Tools to disaggregate data by gender, age, and disability status are underutilised. Some offices use these templates to identify trends and adapt programs, but incomplete or inconsistent data collection in other offices reduces the ability to assess performance. At the HQ level, inconsistent use of tools and templates across field offices, combined with a lack of standardisation and training, hinders comprehensive monitoring efforts. Cultural and logistical barriers, such as limited mobility or language diversity, further challenge inclusive monitoring in certain contexts.

Field staff also noted that existing tools often focus on quantitative metrics, such as the number of complaints received or resolved, rather than qualitative aspects like the experiences of vulnerable groups. They recommended developing more inclusive monitoring tools that incorporate and complaints from marginalised populations and providing targeted training to ensure these tools are used effectively.

In conclusion, while IRW has tools and templates in place to monitor the inclusiveness and effectiveness of CFMs, their use is not standardised across field offices. Establishing clear processes, timelines, and operational indicators, alongside improved training and resources, would enhance the organisation's ability to systematically monitor and improve the inclusiveness of its complaints and feedback mechanisms.

How is the organisation measuring the satisfaction and perception of rightsholders and stakeholders regarding the complaints and feedback process? Are complainants kept informed of the progress of their complaint, especially if it is taken longer to address than IR timescales state?

The policy strongly emphasises feedback and complaints as a key driver of organisational learning and demonstrates a commitment to transparency and trust-building by including provisions for communicating with complainants. Structured complaints-handling processes ensure that the organisation acknowledges the importance of keeping complainants informed and addressing their concerns comprehensively.
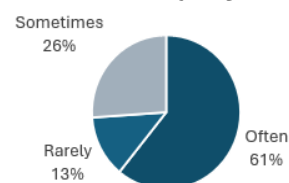
KIIs with IRW HQ teams revealed that some field offices conduct evaluations and surveys to measure the satisfaction and perceptions of rightsholders regarding the complaints and feedback process. These initiatives, along with periodic surveys and community feedback sessions reported by field staff, provide valuable insights into the effectiveness of the mechanisms and community trust.

However, the desk review and interviews indicate that IRW lacks a robust and standardised mechanism to systematically measure stakeholder satisfaction and perception across all offices. While some field offices conduct ad hoc surveys or informal feedback sessions, these efforts are inconsistently implemented. Many offices face resource and capacity constraints, preventing them from conducting regular and comprehensive satisfaction assessments. Vulnerable groups, such as women and people with disabilities, are particularly underrepresented in these evaluations due to logistical challenges and cultural barriers.

Graphic 8: Measuring Satisfaction and Perception of Rightsholders - CFFP Survey

Do you provide in-person opportunities to educate and inform affected populations about the country specific complaints and feedback policy?

Sometimes 26%
Rarely 13%
Often 61%

Has your country office ever surveyed affected populations on their level of satisfaction with the Feedback, Response and Complaint Mechanism?

No 17%
Yes 83%
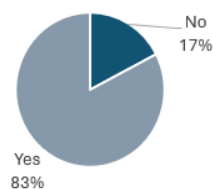
How often is analysis of complains and feedback shared with community members/ affected populations?

Sometimes 22%
Never 22%
Rarely 30%
Often 26%

Field staff reported that, in general, complainants are kept informed, and feedback loops are closed. However, challenges arise when investigations take longer than the policy's stated timelines, such as acknowledging complaints within 15 working days and resolving them within 30 working days. Delays often leave complainants uncertain about the progress of their cases, especially when complaints are divided into multiple issues handled by different teams.

Field staff suggested that introducing more robust communication protocols, as well as dedicated staff to manage follow-ups, could address these gaps. Documentation reviews also indicated that while some offices have protocols for providing updates and interim communication, these practices are not consistently followed across the organisation. Additionally, FGDs revealed gender disparities in engagement, with women more likely to be asked how they prefer to provide feedback and complaints compared to men, who reported lower rates of being consulted about their preferences.

In conclusion, the evaluation found that IRW lacks a standardised and consistent system for measuring stakeholder satisfaction and perception regarding the complaints and feedback process. Although complainants are generally kept informed, challenges persist in maintaining communication during prolonged investigations. Strengthening evaluation systems, enhancing communication protocols, and ensuring follow-ups are managed efficiently would improve stakeholder satisfaction and the overall effectiveness of complaints and feedback mechanisms.

Is there a process in place for continuous monitoring and evaluation of the complaints and feedback system to identify areas for improvement?
The policy aligns with CHS Commitment 7 by linking the complaints and feedback system to organizational learning and adaptation, which supports continuous monitoring and evaluation. This alignment underscores IRW's commitment to identifying and addressing areas for improvement and ensuring that the system evolves in response to stakeholder needs and feedback and complaints.

The desk review highlights that many field offices have implemented their own monitoring systems, ranging from monthly reports and meetings to ad hoc reviews that inform project design. However, despite the emphasis on monitoring and learning, the desk review revealed that IRW lacks a formalized complaints and feedback evaluation framework. While some offices undertake periodic reviews, these efforts are fragmented and lack a cohesive organizational approach. IRW HQ staff noted that resource and capacity constraints often limit the ability to conduct comprehensive evaluations of the complaints and feedback mechanism in place. Additionally, feedback loops are not consistently closed, meaning that communities may not see the outcomes of their input reflected in system improvements.

Field staff also identified gaps in the monitoring and evaluation process, particularly the focus on procedural compliance rather than on the outcomes or experiences of rightsholders. This narrow focus can miss opportunities to address systemic issues or make the system more inclusive. Field staff suggested a more proactive and participatory approach, adopting dynamic tools, such as dashboards or real-time feedback and complaints systems, to enable continuous improvement and responsiveness to evolving needs.

In conclusion, while a standardized process for continuous monitoring and evaluation of the complaints and feedback system is lacking, most field offices engage in some form of review using anecdotal evidence and existing planning tools. There is significant room to improve the formalization and consistency of these efforts to ensure a more structured and inclusive approach to system improvement by involving rightsholders and community representatives.

Learning and improvement based on complaints and feedback received

How are complaints and feedback used to inform decision-making at a project, programme, country, and HQ level? Are there reviews conducted of all complaints and feedback to analyse trends and inform decision-making?

According to the desk review, complaints and feedback play a crucial role in decision-making at various levels of IRW. At the project and programme levels, feedback and complaints are typically used reactively to address specific community concerns, such as improving service delivery or resolving operational issues.

Graphic 9: CFM Decision-making and Adaptive Management - CFFP Survey
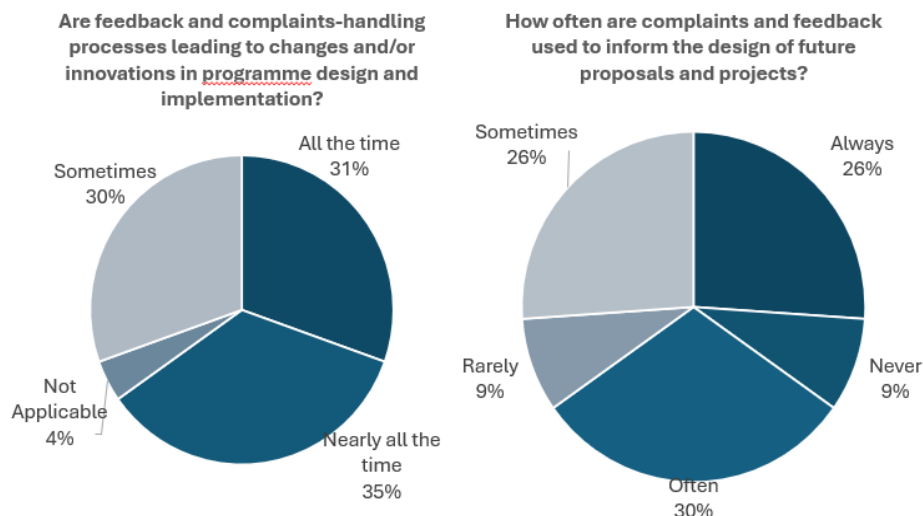
Are feedback and complaints-handling processes leading to changes and/or innovations in programme design and implementation?

- All the time 31%
- Sometimes 30%
- Not Applicable 4%
- Nearly all the time 35%

How often are complaints and feedback used to inform the design of future proposals and projects?

- Sometimes 26%
- Always 26%
- Rarely 9%
- Never 9%
- Often 30%

Interviews with IRW HQ teams confirmed that complaints and feedback are increasingly used in field offices to refine project designs and address operational challenges. Field office documentation also confirmed the use of standard tools like JCAD (65%), Isight (48%), and KoBo Toolbox (35%) for analysing feedback and complaints. This aligns with the views of 56% of CFFPs, who stated that feedback and complaints processes lead to changes and innovations in programme design and implementation. Similarly, 56% of respondents noted that complaints and feedback are used to inform the design of future proposals and projects.

Field staff agreed that complaints and feedback are increasingly being used to inform decision-making across various levels. Some field offices conduct quarterly or biannual reviews of complaints to identify trends, which are then used to guide strategic planning and operational decisions. However, while some offices consistently use feedback and complaints to refine programme adjustments, others face challenges due to limited tools, resources, or capacity for such analysis.

At the HQ level, the desk review revealed challenges in ensuring that feedback and complaints consistently informs decision-making. Reviews and analysis of complaints are not uniformly conducted, and the integration of trends into decision-making is often hindered by resource constraints. Inconsistent reporting practices further exacerbate these challenges, limiting the ability to aggregate insights from across field offices to inform broader organizational policies or strategies.

Field staff reported that in some offices, feedback, as opposed to complaints, remains isolated within individual projects or departments, limiting its potential to drive wider organizational learning. A lack of structured processes for escalating feedback to the HQ level also limits its ability to contribute to policy adjustments or global strategy development.

In conclusion, while complaints are used to inform decision-making at various levels within IRW, there are opportunities to improve the analysis and standardisation of these processes. Ensuring more tailored and targeted analyses and documenting these processes more effectively would strengthen the ability to leverage feedback and complaints for decision-making and improve overall programme outcomes.

To what extent do complaints and feedback contribute towards organisational commitments to its core values and overall programme management?
Communities view IRW complaints and feedback mechanisms as a means of holding IRW accountable and ensuring their voices are heard, which supports the organisation's commitment to transparency and ethical practices. The alignment with international standards like the CHS highlights the importance of these mechanisms in furthering IRW's organisational commitments.

Field staff largely agreed that the complaints and feedback processes align with the organisation's values, with many citing examples of how feedback and complaints led to adjustments in programmes to better address the needs of vulnerable groups. This demonstrates the organisation's commitment to inclusivity and responsiveness. Additionally, CFFPs reported that feedback and complaints handling contribute to changes and innovations in programme design and implementation, with 35% stating this occurs "nearly all the time" and 31% "all the time."

Graphic 10: CFM contributing to changes in programme design and implementation - CFFP Survey

Are feedback and complaints-handling processes leading to changes and/or innovations in programme design and implementation?
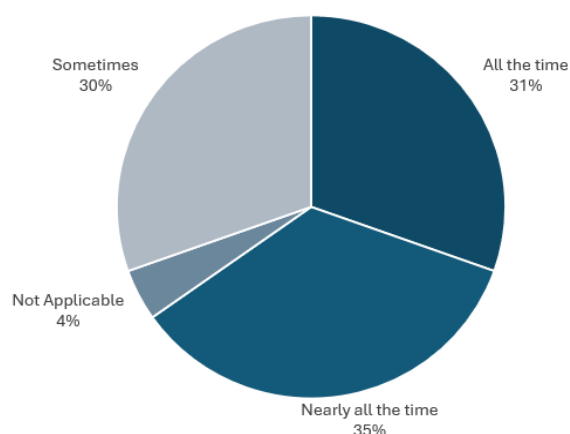
While feedback and complaints mechanisms are in place, their role in decision-making is not always systematic, and feedback is and complaints sometimes seen as a procedural requirement rather than an opportunity for program management and improvement. In some offices, feedback and complaints data is underutilised, limiting its potential to drive meaningful improvements.

In conclusion, the evaluation found that while complaints and feedback mechanisms contribute to organisational commitments and reflect the core values of IRW, the systematic integration of feedback into programme management is not always standardized or well-documented. Greater formalisation, consistency, and documentation of how feedback drives strategic decisions would

strengthen the alignment of complaints and feedback systems with IRW's organisational values and improve overall programme management.

How do complaints and feedback contribute towards organisational learning and how is it utilised to guide future projects, programmes, and general ways of working?
The policy strongly supports CHS Commitment 7 by linking feedback and complaints mechanisms to organizational learning, emphasising the importance of using stakeholder insights to inform future projects and programmes. This alignment ensures that complaints and feedback are integral to guiding ways of working and driving continuous improvement within the organisation.

IRW HQ teams confirmed that complaints and feedback help identify systemic issues and gaps in programme delivery. Some field offices use this data to adjust practices and improve future projects, demonstrating a commitment to continuous learning.

The majority of field staff reported that lessons from past complaints have been integrated into new projects, improving design and implementation. For instance, feedback and complaints have been used to address gaps in safeguarding practices, ensuring that future programmes are more sensitive to community needs. There is no standardized process, however, for documenting and sharing lessons learned from complaints and feedback, which limits their utility in guiding future projects and programmes.

Field staff noted concerns about the uneven utilization of complaints for learning purposes. In many cases, feedback remains siloed within individual offices or programmes, restricting its potential to inform broader organisational practices. A lack of formal systems for documenting and sharing lessons learned further hinders the organisation's ability to build on its experiences and avoid repeating mistakes. This issue is particularly prevalent in offices with limited capacity for data analysis or reporting.

In conclusion, the evaluation found that while complaints and feedback contribute to organizational learning and guide future projects, the process is not standardized or streamlined. It relies on the willingness, resources, and capacity of field staff, and unfortunately, much of this work is not adequately documented. To maximize the potential of complaints and feedback, a more formalized and consistent approach to capturing and sharing lessons learned is needed across the organisation.

How can we further improve incorporating learning from complaints and feedback to ensure quality of ongoing and future projects and programmes?
The analysis of previous documentation and evaluations of feedback and complaints mechanisms within IRW suggests several ways to better incorporate learning from complaints and feedback. These include establishing a centralized system for documenting and analysing feedback and complaints trends across all field offices, conducting regular cross-office reviews to identify common challenges and successful practices, and emphasising training programmes that equip staff with the skills to translate feedback and complaints into actionable insights. Additionally, integrating feedback and complaints findings into planning cycles for future projects and programmes would help ensure continuous improvement and alignment with community needs.

IRW HQ staff agree that existing mechanisms provide a solid foundation for incorporating learning into program improvement. Regular reviews of complaints data and efforts to align feedback and complaints with program goals are steps in the right direction. However, they also suggested improvements in documenting learning and sharing insights across field offices, as well as enhancing field capacity to manage and act on feedback and complaints.

Field staff identified several opportunities to improve the incorporation of learning from complaints and feedback, such as enhancing greater access to feedback and complaints data and embedding feedback and complaints analysis into routine project management. Leadership buy-in was also seen as crucial, as the integration of feedback and complaints into programme planning often depends on the priorities set by senior management.

In conclusion, the evaluation found that IRW could improve its incorporation of learning from complaints and feedback by creating standardized and robust systems for learning and adaptation. This includes better use of data for analysis, decision-making, and informing future project designs, ensuring quality and continuous improvement in ongoing and future programmes.

Is there any effort to work with other NGOs to work together on complaints and feedback received from local communities?
While inter-agency coordination is recognized as valuable, there is no structured approach to jointly work on community feedback and complaints with other organizations. Interviews with IRW staff reveal that though there are some informal collaborations with other NGOs to address complaints and feedback, both the KIIs and the desk review found limited collaboration with other NGOs on complaints and feedback mechanisms.

Only 40% of field staff mentioned examples of joint initiatives, such as shared feedback and complaints systems or cross-agency referral pathways. These joint mechanisms were particularly effective in regions with overlapping programmes, as they helped reduce duplication and confusion for rightsholders. However, the majority of field staff noted that collaboration remains sporadic and informal with offices lacking established protocols for working with external partners.

In conclusion, the evaluation found that there are no specific, dedicated efforts to work with other NGOs on complaints and feedback. Formalizing and standardizing cross-NGO collaboration would improve the efficiency of complaints and feedback mechanisms and better address community needs.

Are there referral pathways established with other agencies for any complaints falling beyond scope of our projects and mandate?
The policy's structured escalation procedures and safeguarding focus demonstrate an intent to manage out-of-scope complaints. Interviews with IRW HQ teams confirmed that referral pathways are in place in some field offices, enabling IRW to connect rightsholders with specialized agencies or local organizations. These pathways are particularly effective for safeguarding concerns and unmet service needs.

Where referral pathways do exist, they often lack formal agreements or protocols, relying instead on informal networks and relationships. HQ teams confirmed the inconsistency of referral mechanisms across offices, with limited partnerships and a lack of formalized protocols. Field staff echoed these challenges, with only 50% confirming established partnerships with external agencies to handle out-of-scope complaints. They also noted that while robust referral pathways are available for complex issues like safeguarding concerns, similar mechanisms for other sensitive complaints are inconsistent or lacking. Field staff also reported that many offices lack clear guidelines or formal agreements for referral pathways.

In conclusion, while some referral pathways are established with external agencies for complaints beyond the scope of IRW's projects and mandate, these mechanisms are inconsistent across offices. Formalizing these pathways with clear guidelines and agreements would improve consistency and ensure that complaints are handled effectively and responsibly.

CONCLUSIONS AND RECOMMENDATIONS

The evaluation of IRW's complaints and feedback systems reveals a solid foundation of trust, responsiveness, and commitment to community engagement. While challenges exist, there are significant opportunities to build on the progress made and to transform complaints and feedback mechanisms into a cornerstone of IRW's programme quality, organisational learning, and accountability. By implementing the below set of 15 recommendations that address policy, tools, workflows, and community engagement and participation, IRW can enhance programme quality, deepen community trust, and reaffirm its commitment to putting rightsholders at the heart of its work.

Recommendations	Recommendation Type
Policy	
Recommendation 1: Consolidate the Complaints and Feedback Policies into a Unified Document	Strategic
Recommendation 2: Streamline the Complaints and Feedback Policy by Adopting Operational Guidelines	Operational
Recommendation 3: Streamline AAP and internal accountability	Strategic
Recommendation 4: Rethink about the current definition of Complaints and Feedback to align it with international standards and with partner organizations	Strategic
Tools	
Recommendation 5: Develop adaptable tools for the aggregation and analysis of feedback and complaints	Operational
Recommendation 6: Rethink about the use of Isight as a global platform for all feedback and complaints	Strategic
Recommendation 7: Promote Greater Digitisation of the Complaint Feedback Mechanism (CFM) Processes	Operational
Recommendation 8: Enhance feedback collection and monitoring mechanisms	Operational
Workflows	
Recommendation 9: Clarifying roles and responsibilities across all levels and ensure proper resource allocation	Operational
Recommendation 10: Strengthen the capacities of staff managing CFMs	Strategic

Recommendation 11: Enhance safeguarding mechanisms within complaints and feedback systems	Operational
Recommendation 12: Improve trend analysis and data-driven decision-making	Strategic
Recommendation 13: Develop a mechanism to track and measure stakeholder satisfaction	Operational
Community Engagement and Participation	
Recommendation 14: Establish a structured process for escalating feedback to the HQ level	Operational
Recommendation 15: Institutionalize learning from complaints and feedback	Operational

Recommendations on the Policy:

Recommendation 1: Consolidate the Complaints and Feedback Policies into a Unified Document

It is recommended that IRW consolidate the Complaints Management and Feedback Policy with the Field Offices Complaints and Feedback Policy into a single, unified document. Currently, these two policies share significant similarities and overlap, particularly with the Field Offices policy providing more detailed operational guidance for field teams. This consolidation presents an opportunity to streamline the policy framework, ensuring greater clarity and cohesion across the organisation. The consolidation would result in a single policy document that focuses on IRW's strategic commitments. It would clearly define what the organisation aims to achieve, outline roles and responsibilities at every level, and establish consistent definitions and benchmarks. Operational details such as process organisation, referral pathways, and mechanisms for learning and adaptation could be separated into an operational guidance document. This would allow the policy to remain focused and stable, while operational guidance can be adapted over time to meet evolving needs and contexts. Implementing this recommendation would lead to improved clarity, consistency, and efficiency in IRW's complaints and feedback mechanisms. By streamlining the policy framework, the organisation would achieve a better balance between standardisation and flexibility, ultimately enhancing both operational effectiveness and responsiveness to community expectations.

Recommendation 2: Streamline the Complaints and Feedback Policy by Adopting Operational Guidelines

It is recommended that IRW develop a separate operational guidance document to accompany the Field Offices Complaints and Feedback Policy. This document would provide clear, practical instructions on how to implement various aspects of the policy, supported by standardised templates and tools. By creating a standalone guidance document, IRW can ensure greater consistency across field offices while maintaining the flexibility to update operational practices regularly as new templates and tools become available. The operational guidance would prevent field offices from creating their own policies, which could lead to inconsistencies, duplication, or contradictions with the main policy. While the primary policy would focus on IRW's strategic commitments (the "what"), the operational guidance (the "how") would be tailored to address the specific needs of different contexts. Key components of the guidance could include standard training materials, templates for developing CFM Standard Operating Procedures (SoPs), referral pathway templates, and CFM checklists. By implementing this recommendation, IRW can strengthen its complaints and feedback mechanisms, ensuring they are both standardised across the organisation and adaptable to the realities of different operational contexts. This approach

would enhance both efficiency and accountability, ultimately supporting the organisation in meeting its commitments to affected populations.

Recommendation 3: Streamline AAP and internal accountability
It is recommended that IRW re-align its policy framework into two distinct but parallel systems, reflecting standard practice across the sector. One system could be managed under HR, focusing on complaints from individuals with contractual obligations to IRW, while the other could be managed under MEAL, focusing on AAP. This separation would create a more structured and streamlined approach, improving clarity and coordination across the organisation. Under this framework, policies related to internal organisational matters—such as the Grievance and Procedure Policy, Serious Incident Policy, Safeguarding and Child Safeguarding Policies, and the PSEAH Policy—could be grouped under the Code of Conduct and categorised as Misconduct. Meanwhile, policies like the Complaints and Feedback Management Policy and the Field Complaints and Feedback Policy would fall under the AAP umbrella, aligning them with external accountability commitments. To ensure successful implementation, the structure of Focal Points and workflows across the organisation should remain consistent, while clearly delineating responsibilities within each system. By adopting this dual-system approach, IRW would establish a robust and effective policy framework that aligns with sector best practices and strengthens both internal and external accountability mechanisms.

Recommendation 4: Rethink about the current definition of Complaints and Feedback to align it with international standards and with partner organizations
It is recommended that IRW refine its definitions of complaints and feedback to align more closely with those used across the humanitarian sector. This would involve adopting a broader, more inclusive definition of feedback and a more precise, targeted definition of complaints. Such clarity would not only align IRW's approach with sector standards but also streamline workflows by ensuring that input from communities is categorised appropriately, reducing the perception that all feedback is negative or critical. Additionally, it is recommended that IRW re-evaluate its current categorisation scale for complaints and feedback to ensure alignment with the [IASC Standard for Collective Feedback Mechanisms](). Particular focus should be placed on how feedback and complaints are [classified](), enabling IRW to adopt a consistent and standardised approach across its operations. By providing clear definitions and adopting standardised classifications, IRW would be better equipped to manage complaints and feedback in a way that supports accountability, transparency, and alignment with its global commitments. This adjustment would also ensure that communities feel heard and valued, further strengthening the organisation's commitment to accountability to affected populations.

Recommendations on Tools:
Recommendation 5: Develop adaptable tools for the aggregation and analysis of feedback and complaints
It is recommended that IRW develop more country-based tools and templates to strengthen alignment with organisational policies, enhance programme quality, and improve data aggregation and analysis at regional and organisational levels. These tools should be designed collaboratively, with the HQ team gathering direct feedback and complaints from CFFPs and organising workshops to collectively design complaint and feedback operational guidance. This process could also include redefining and standardising tools like the register to ensure they meet both HQ and local needs. Currently, limitations in the HQ register have led some countries to either adapt the tool to

their specific contexts or manage two parallel systems: the HQ tool and a country-specific version. Addressing these limitations by enhancing the HQ register would allow for more seamless integration and consistent usage across all levels of the organisation. Improvements to the register could include features that enable better analysis of multi-year trends, such as tracking data by country, region, and globally; identifying geographic patterns; differentiating between complaints and feedback; and gaining insights into demographic details of the individuals submitting the information (e.g. gender, age). By implementing these enhancements, IRW would create a more efficient, standardised, and data-driven system for managing complaints and feedback. This approach would support organisational learning, strengthen accountability, and ensure that policies are effectively operationalised across all contexts.

Recommendation 6: Rethink about the use of Isight as a global platform for all feedback and complaints.

It is recommended that IRW refine the use of the Isight platform to focus on specific, high-priority issues, similar to the approaches adopted by organisations like IOM and UNHCR with their HQ reporting platforms. For example, limiting the platform's scope to cases of misconduct would allow IRW to make the system more intentional, concentrating resources and attention on the most sensitive and critical matters. To further enhance the platform's functionality and utility, it is suggested that IRW grant tailored admin permissions to field staff, allowing them controlled access to the backend of the Isight system. This access would enable field teams to gain an overview of ongoing cases, track progress, and contribute to effective case management. Such transparency would strengthen accountability across organisational levels and ensure that field staff, who are often closest to the affected communities, have the insights necessary to support effective complaint and feedback management. By refocusing the use of Isight and enhancing its accessibility for field teams, IRW can create a more intentional, transparent, and effective system for managing high-priority complaints. This will ultimately strengthen the organisation's accountability to both staff and affected populations.

Recommendation 7: Promote Greater Digitisation of the Complaint Feedback Mechanism (CFM) Processes

It is recommended that IRW promote greater digitisation of its CFM processes, with a focus on enhancing data analysis to support more informed decision-making. Key initiatives for digitisation include adopting a standard entry form that is accessible both offline and online, implementing a digital register to replace manual systems, and introducing automated alerts for all types of feedback, not just complaints, to ensure timely action. To make this recommendation practical, IRW should also explore the use of advanced taxonomies, such as the IASC taxonomy, and leverage AI-driven tools to analyse trends, prioritise issues, and identify patterns in feedback and complaints. These technologies would offer valuable insights into community needs, enabling IRW to make data-driven decisions that enhance the quality of its programmes and improve overall organisational impact. A comprehensive review of current workflows across departments is also recommended to identify inefficiencies and bottlenecks. By digitising and enhancing data collection and analysis processes, IRW would improve its ability to meet the needs of communities more efficiently and in alignment with sector best practices. This transformation would also improve accountability, as it would allow for more timely responses to community feedback and complaints, increasing trust with affected populations and demonstrating IRW's commitment to continuous improvement and responsiveness.

Recommendation 8: Enhance feedback collection and monitoring mechanisms
It is recommended that IRW adopt centralised digital platforms for tracking, categorising, and analysing complaints and feedback. These platforms would enable real-time monitoring and data integration, providing a streamlined and efficient system for managing CFMs. Standardised templates and guidelines should be developed to document feedback, with mandatory fields to capture demographic data, ensuring inclusiveness metrics are accurately tracked and all population groups are represented in the feedback data. Additionally, digital systems could support automated reminders and tracking mechanisms to ensure timely resolution of cases and consistent communication with complainants and feedback providers. To complement this digital system, IRW should develop a formal evaluation framework with key performance indicators to measure the inclusiveness, effectiveness, and satisfaction levels of the CFMs. This framework would include regular reviews and audits to identify trends, gaps, and areas for improvement. The findings from these evaluations should inform evidence-based policy adjustments, training programmes, and resource allocation decisions. By implementing centralised digital platforms and a robust evaluation framework, IRW can enhance the inclusivity, effectiveness, and accountability of its CFMs, ensuring continuous improvement and alignment with organisational goals across all levels.

Recommendations on Workflows:

Recommendation 9: Clarifying roles and responsibilities across all levels and ensure proper resource allocation
It is recommended that IRW prioritise the allocation of dedicated resources—both staff and funding—for CFMs to address current challenges stemming from budget limitations and competing priorities at the field office level. The evaluation suggests transitioning from having numerous staff with a low level of effort (LoE) allocated to CFM responsibilities to appointing one or two full-time staff members who's entire LoE is focused on managing CFMs. This focused approach would ensure greater accountability, efficiency, and expertise in complaint and feedback management. To support this transition, IRW could adopt a more standardised approach to financing CFMs by establishing a dedicated budget line. For example, a minimum percentage of overall budgets could be allocated specifically to CFMs. In addition to field-level improvements, IRW could enhance overall capacity by establishing regional support hubs. These hubs would provide technical assistance, oversight, and mentoring to field offices with limited capacity, helping ensure consistent standards across all locations. Furthermore, regular training modules could be developed and implemented to strengthen staff capacity in managing complaints and feedback. By implementing these measures, IRW can strengthen its CFMs, improve engagement with affected populations, and ensure that all feedback and complaints are managed effectively and equitably across its global operations.

Recommendation 10: Develop a Consistent System for Case Escalation
It is recommended that IRW develop a straightforward and consistent system for determining when cases should be escalated to the HQ level. A practical approach could involve creating a simple checklist that enables cases—whether received at the field or HQ level—to be evaluated against predefined criteria. This checklist would ensure that escalation decisions are made transparently and consistently, while also outlining potential mitigation measures to address the risks associated with both escalating and not escalating cases. The development of this system should be a

collaborative effort between HQ and field teams. By involving both levels, IRW can ensure that the process reflects diverse perspectives and operational realities, fostering mutual understanding and stronger cooperation. The checklist could include criteria such as the severity of the case, potential reputational or operational risks, and the adequacy of local mechanisms to handle the issue. Such criteria would provide clarity on escalation thresholds and ensure that all cases are assessed using a uniform standard. By implementing this recommendation, IRW can create a more efficient and transparent escalation system, strengthen internal coordination, and build trust between HQ and field teams. This approach would enhance decision-making and ensure sensitive issues are managed in a way that aligns with organisational priorities and community needs.

Recommendation 11: Strengthen collaboration and referral pathways
It is recommended that IRW formalise HQ referral agreements or MoUs with other NGOs and agencies to manage complaints and feedback that fall outside of IRW's mandate. By establishing clear and efficient referral pathways, these agreements would ensure that community needs are comprehensively addressed, while reinforcing IRW's commitment to accountability and collaboration. Such formalised partnerships would also enable IRW to better manage cases that require the expertise or intervention of other organisations, providing a seamless and effective process for referring cases and ensuring they are handled by the appropriate entities. Furthermore, IRW should work with partner organisations to establish shared feedback and complaints mechanisms at the community level. This consolidation of efforts would reduce redundancy, improve coordination, and enhance the overall effectiveness of complaints and feedback systems. This approach would simplify the feedback and complaints process for communities and ensure that all concerns are acted upon in a timely manner. To support these efforts, it is also essential that IRW prioritise joint training sessions with partner agencies on referral protocols. This would ensure that all stakeholders are aligned in their understanding of procedures and standards, enabling smoother and more efficient handovers. Maintaining updated directories of referral pathways would also ensure that cases are referred without unnecessary delays. By implementing these measures, IRW can enhance its accountability to affected populations while fostering stronger partnerships, creating a more coordinated and responsive approach to addressing community needs. This would ultimately lead to a more effective and efficient feedback and complaints management system.

Recommendation 12: Systematically integrate feedback into decision-making processes
It is recommended that IRW integrate complaints and feedback data into its decision-making processes, ensuring alignment with the organisation's core values and strategic objectives. This integration would enhance transparency, accountability, and the effectiveness of community-centred programming, reinforcing IRW's commitment to serving affected populations. To achieve this, IRW should clearly articulate the role of feedback and complaints mechanisms in policy documents, emphasising their importance in fostering transparency, accountability, and responsive programming. Staff training should also be updated to reflect this emphasis, equipping teams with the knowledge and skills needed to effectively utilise feedback and complaints data in decision-making processes. Additionally, IRW should develop globally adopted and mandated performance indicators and benchmarks to measure the impact of feedback and complaints mechanisms on organisational commitments and programme outcomes. These indicators would provide a clear framework for assessing how feedback and complaints data contributes to programme improvements, accountability goals, and community satisfaction. By implementing this

recommendation, IRW can establish a robust framework that positions feedback and complaints mechanisms as a central component of its decision-making processes, ultimately strengthening its accountability to communities and its impact on programme outcomes.

Recommendation 13: Strengthening adaptive management practices
It is recommended that IRW strengthen its learning and adaptive management systems to better integrate complaints and feedback into the design of future proposals and projects. Tailored assistance and guidance should be provided to field offices, equipping them with best practices on how to utilise feedback and complaints data to inform programmatic decisions and enhance community responsiveness. To support this, IRW could enhance its HQ Complaints and Feedback register by distinguishing between external and internal complaints and feedback. This differentiation would provide valuable insights into trends and patterns, enabling the organisation to identify recurring issues or community concerns that require attention. Such data could be instrumental in designing more adaptive, community-responsive proposals and projects, ensuring that lessons learned from feedback and complaints are systematically incorporated into future initiatives. By implementing these measures, IRW can foster a culture of continuous improvement, ensuring its projects and proposals are aligned with community needs and grounded in adaptive, data-driven management practices.

Recommendations on Community Engagement and Participation:
Recommendation 14: Improve participation, utilization and inclusion of feedback and complaints channels
It is recommended that IRW increase community awareness and engagement with CFMs by implementing tailored approaches that specifically address the needs of marginalised groups. Feedback and complaints channels should be designed to be inclusive and accessible, incorporating child-friendly tools, accessible physical feedback and complaints points, and anonymous reporting options for sensitive complaints. These measures would ensure that all community members, particularly those who are often excluded, feel empowered to provide feedback or raise concerns. By making CFMs more inclusive, IRW will create an environment where all voices, especially those from vulnerable populations, are heard and valued. To further increase community awareness, IRW could implement culturally adapted outreach campaigns, using local languages and trusted community leaders. Additionally, it is essential that IRW enhances both its digital and physical infrastructure to ensure accessibility, focusing on people with disabilities and communities in remote or underserved areas. This could involve investing in alternative communication methods and expanding infrastructure to reach the most vulnerable, ensuring that barriers to participation are minimised. Successful implementation of these initiatives will require dedicated resources, both in terms of financial investment and staff training. By dedicating resources to these efforts, IRW can enhance the reach, inclusivity, and impact of its CFMs, ensuring that even the most marginalised communities are empowered to contribute to shaping the programmes and services that affect their lives.

Recommendation 15: Enhance community engagement and participation
It is recommended that IRW prioritise the design of participatory feedback and complaints mechanisms by actively collaborating with communities. Involving communities directly in the development process will ensure that the mechanisms are culturally appropriate, relevant, and trusted by those they aim to serve. This participatory approach not only fosters a sense of

ownership but also encourages sustained engagement, as communities are more likely to participate in systems they have helped shape and which address their specific needs. To further enhance community awareness and utilisation of feedback and complaints channels, IRW should allocate additional resources towards educating communities on the significance of these mechanisms. To incentivise participation, IRW could introduce recognition or small rewards, such as certificates or public acknowledgements, to encourage community members to engage more actively in the feedback and complaints process. These gestures would demonstrate IRW's commitment to valuing community input, strengthening collaboration and trust. Additionally, staff should be trained in trauma-informed approaches to handling sensitive complaints, ensuring that responses are both respectful and effective. Regular audits of feedback and complaints systems would ensure that these mechanisms are continually improved, addressing any gaps in confidentiality and accessibility for vulnerable groups. By implementing these measures, IRW can create trusted, effective, and inclusive feedback and complaints mechanisms, fostering deeper accountability and collaboration with the communities it serves.

Terms of Reference

Tender for the evaluation of Islamic Relief's field office complaints and feedback policy and its application, May 2024

Islamic Relief Worldwide

Islamic Relief is an international aid and development charity, which aims to alleviate the suffering of the world's poorest people. It is an independent Non-Governmental Organisation (NGO) founded in the UK in 1984.

With an active presence in over 40 countries across the globe, we strive to make the world a better and fairer place for the three billion people still living in poverty. As well as responding to disasters and emergencies, Islamic Relief promotes sustainable economic and social development by working with local communities – regardless of race, religion or gender.

Our vision: Inspired by our Islamic faith and guided by our values, we envisage a caring world where communities are empowered, social obligations are fulfilled, and people respond as one to the suffering of others.

Our mission: Exemplifying our Islamic values, we will mobilise resources, build partnerships, and develop local capacity, as we work to:
- Enable communities to mitigate the effect of disasters, prepare for their occurrence and respond by providing relief, protection and recovery.
- Promote integrated development and environmental custodianship with a focus on sustainable livelihoods.
- Support the marginalised and vulnerable to voice their needs and address root causes of poverty.

At the international level, Islamic Relief Worldwide (IRW) has consultative status with the UN Economic and Social Council and is a signatory to the International Red Cross and Red Crescent Code of Conduct. IRW is committed to the Sustainable Development Goals (SGDs) through raising awareness of the issues that affect poor communities and through its work on the ground. Islamic Relief is one of only 13 charities that have fulfilled the criteria and have become members of the Disasters Emergency Committee (www.dec.org.uk), and is certified against the Core Humanitarian Standard (CHS).

IRW endeavours to work closely with local communities, focussing on capacity-building and empowerment to help them achieve development without dependency.

Please see our website for more information http://www.islamic-relief.org/

BACKGROUND

Islamic Relief Worldwide (IRW) is dedicated to the delivery of its programs in alignment with its core organisational values, namely sincerity (Ikhlas), compassion (Rahma), justice (Adl),

accountability (Amanah), and excellence (Ihsan). Furthermore, IRW is committed to meeting the rigorous standards set forth by its membership in external charters and alliances, including the Core Humanitarian Standard (CHS) on Quality and Accountability. These standards have been incorporated and mainstreamed through organisational systems and processes such as IHSAN (Islamic Relief's quality management system) and the Monitoring, Evaluation, Accountability and Learning (MEAL) Framework, which serves as the organisational accountability framework.

The Complaints and Feedback Mechanism (CFM) stands as a foundational element in upholding these principles. The CFM aims to empower our rightsholders and broader stakeholders, granting them the opportunity to voice concerns and pinpoint shortcomings related to the implementation of our programmes. It also serves as a mechanism for continuous improvement and an assurance of standards. Embracing feedback and complaints from the communities and individuals we serve is vital in ensuring the relevance and appropriateness of our initiatives. It also empowers us to continually improve our operational practices.

IRW is committed to:
- Creating a welcoming, trusted, confidential and inclusive system to raise a complaint or give feedback throughout our field offices and project locations.
- Holding ourselves accountable to our rightsholders, of all ages, abilities and needs and to wider stakeholders, so that they will have confidence that any issues raised will be acted upon with due care and sensitivity and will inform and influence future decision making.
- Upholding the rights and dignity of rightsholders and stakeholders, ensuring these are always protected, respected, promoted, and upheld.
- Recording, taking remedial action, and providing feedback following complaints or concerns.
- Developing and continually improving complaints channels and organisational management of complaints, policies, and procedures.

To fulfil this pledge, IRW implements policies and procedures to systemise the complaints and feedback mechanism. The below policy outlines the broad principles which systemises the organisation's approach to complaints and feedback at the Field Office (FO) level:

IR Field Office Complaints and Feedback Policy
This policy articulates IRW's pledge and commitment to conduct its programmes in alignment with the organisation's core values and the Core Humanitarian Standard. It provides clear definitions for complaints and feedback, as well as outlines the categorisation of complaints. Broadly IRW categorises complaints along the following:
- **Sensitive complaints:** These include safeguarding (e.g. protection, safety and security, modern slavery, dignity at work) and financial/legal (e.g. corruption, fraud, legal, conflict of interest and abuse of power) concerns.
- **Partially Sensitive Complaints and/or Feedback:** These include any issues concerning programme effectiveness, quality, performance and inclusion/exclusion.

In addition, the policy mandates that all Islamic Relief field offices, projects and programmes have a designated point of contact to deal with complaints and feedback locally, known as the Complaints and Feedback Focal Person (CFFP). They should be accessible and available to support rightsholders and stakeholders in order to enable them to make a complaint or give feedback and ensure that the complaints policy and process are understood and are being consistently implemented.

This policy further details how complaints can be made. The process and mechanisms for receiving complaints and feedback from rightsholders and wider stakeholders should be included within each programme design with required budgets to support implementation. It is key that multiple feedback channels are established, to ensure inclusive accessibility by different community stakeholders, taking into consideration age, sex and disability. The primary channels include:
  o Complaints by Telephone/SMS
  o In person complaints and feedback
  o In writing/through post
  o Online – email
  o Other inclusive and proactive community-based channels.

Other policies, including the IRW Complaints Management and Feedback Policy, Safeguarding Policy framework, Grievance Policy and the Whistleblowing Policy contribute to the overall structure of the Field Office complaints and feedback system. **However, the focus of this evaluation is to exclusively assess the effectiveness of the FO Complaints and Feedback Policy.** To support the capture and management of complaints and feedback, IRW utilises a range of platforms and tools. These include the country complaints registers, JCAD (a risk management system), and Isight, which is used primarily for investigations.

Stakeholders involved
There are multiple stakeholders involved in the implementation of the complaints and feedback policies at the Field Office level. The listed stakeholders will engage with this consultancy to ensure the review is participatory and holistic. Stakeholders include:
- *Within Field offices:* Responsible individuals include Complaints and Feedback Focal Persons (CFFPs), Country Directors, Programme staff, MEAL staff, Safeguarding Focal Persons (SFPs) Protection and Inclusion Leads, PSEAH Leads, and Child Protection Leads.
- *At the HQ/Regional Level:* The HQ/regional stakeholders include Heads of Regions, and Regional Desk/Programme Coordinators, Director for International Programmes.
- *For Investigations:* The relevant parties consist of the Country Teams, Internal Audit Department, Audit and Finance Committee, Safeguarding team, Governance/Complaints Team, and the International Human Resources (HR) team.
- *For Provision of Technical Guidance and Support:* The entities responsible for technical guidance and support include the Programme Quality Department and the Global Monitoring, Evaluation, Accountability, and Learning (MEAL) Team.

OBJECTIVES OF THE REVIEW
The Field Office Complaints and Feedback Policy is implemented across 27 countries, engaging a multitude of diverse stakeholders with varying priorities. Despite this diversity, all are united in their dedication to upholding transparency and accountability through the complaints and feedback mechanism. In this context, Islamic Relief Worldwide is initiating an evaluation, assessing the effectiveness of the policy at the strategic-level, involving various stakeholders, as well as the efficiency of implementation at an operational-level, specifically at the country level.

The specific objectives include:
  o Evaluate the implementation of the policy and associated mechanism at the country level, considering local variations and cultural sensitivities. Additionally, identify, review and analyse overlapping, complementary or contradictory policies and procedures.

- o Assess the clarity and accessibility of the complaints and feedback policy.
- o Assess the policy's alignment to the relevant CHS commitments.
- o Examine the responsiveness and effectiveness of the system in addressing complaints and feedback received.
- o Evaluate the effectiveness of channels used for collecting and managing complaints and feedback from all vulnerable groups and individuals during all stages of a project and programme at CO level.
- o Analyse the field office's capacity and commitment to receive, handle and benefit from complaints and feedback received and processed during the last three years.
- o Make recommendations for improvements in policy, procedures, and communication strategies based on best practices and identified gaps.
- o Document any lessons learned on the application of the FO complaints and feedback policy.

REVIEW CRITERIA AND QUESTIONS

The review should take a focused approach to evaluate the application of the FO complaints and feedback policy This entails:

1. Evaluating whether IR FO Policy covers all requirements given with relevant CHS commitments.
2. Assessment and analysis of effectiveness and efficiency of existing CFM mechanisms established at CO level.
3. Reviewing the processes and approaches that support or hinder implementation of CFM from project, programme, country, region and global levels.

The review should respond to the following questions, and any others deemed appropriate by the review team, supported by evidence, triangulated with data and the views of key participants and relevant wider stakeholders.

Functionality of complaints and feedback system

- Is the Field Office Complaints & Feedback Policy and procedure sufficiently clear and accessible for field offices to align their operations effectively?
- What is the approach to policy implementation at the country level, and does it account for local variations and cultural sensitivities?
- How responsive and effective is the system in addressing and incorporating various types of complaints (Sensitive and Partially-sensitive) and feedback received from multiple sources?
- Do we have sufficient resources allocated towards complaints and feedback management?
- Do we have sufficient staff capacity allocated towards complaints and feedback management (i.e. complaints and feedback FPs available at the field and project level)?
- Do we have sufficient staff capacity allocated towards proactive measures to gathering feedback (i.e. feedback sessions with vulnerable groups including children)

Meaningful participation and inclusion in complaints and feedback system

- How effective are the various channels employed for the collection and management of complaints and feedback?
- Which communication channel is predominantly utilised and which remains underutilised across various settings, such as at the field office versus the field or project level?

- How accessible are the current CFM channels to various social groups including women, children, older people, and people with disabilities? Do rightsholders feel safe and secure in reporting complaints and feedback?
- What are the main barriers hindering rightsholders and stakeholders from providing feedback or complaints?
- What are the main barriers hindering rightsholders and stakeholders from raising sensitive complaints such as safeguarding?
- What strategies or community-based measures are employed to encourage active participation from rightsholders and stakeholders in providing feedback?
- How are cultural sensitivities and local context integrated into the feedback and complaints handling process to ensure relevance and effectiveness?

Clarity in roles and responsibilities
- Are roles and responsibilities clearly defined, specifying who is responsible for what tasks and functions, particularly the process of escalating or deescalating complaints from IRW to field offices and vice versa?
- How aware are FOs of the methods of reporting to IRW?
- Is the capacity of field offices sufficient to effectively implement the CFM, including the handling of sensitive complaints?
- What steps are taken to ensure that staff are adequately trained in implementing the complaints and feedback policy?
- What are the experiences and perceptions of Safeguarding Focal points and CFFPs regarding reporting mechanisms for safeguarding concerns? What are the potential barriers they may face?

Monitoring and improving complaints and feedback mechanisms
- How effective are the mechanisms in place to ensure that feedback and complaints are tracked, recorded, and documented systematically?
- How are complaints monitored to ensure they are addressed, closed and that complainants are responded to?
- What tools and templates are in place to monitor the inclusiveness and effectiveness of the CFM?
- How is the organisation measuring the satisfaction and perception of rightsholders and stakeholders regarding the complaints and feedback process? Are complainants kept informed of the progress of their complaint, especially if it is taken longer to address than IR timescales state?
- Is there a process in place for continuous monitoring and evaluation of the complaints and feedback system to identify areas for improvement?

Learning and improvement based on complaints and feedback received
- How are complaints and feedback used to inform decision-making at a project, programme, country, and HQ level? Are there reviews conducted of all complaints and feedback to analyse trends and inform decision-making?
- To what extent do complaints and feedback contribute towards organisational commitments to its core values and overall programme management.

- How do complaints and feedback contribute towards organisational learning and how is it utilised to guide future projects, programmes, and general ways of working?
- How can we further improve incorporating learning from complaints and feedback to ensure quality of ongoing and future projects and programmes?
- Is there any effort to work with other NGOs to work together on complaints and feedback received from local communities?
- Are there referral pathways established with other agencies for any complaints falling beyond scope of our projects and mandate?

IRW is a certified CHS agency and therefore this review should use the CHS as the foundational approach. The evaluation should thus assess how the Islamic Relief's FO Complaints and Feedback Policy performs against the CHS commitments.

METHODOLOGY AND APPROACH

We would like the evaluation consultant to outline their proposed methodology and requirements for this consultancy. The consultant should consider appropriate quantitative and/or qualitative methods in designing their review methodology.

The evaluation may require visits or remote interviews with IRW leadership and staff and physical visits to meet key stakeholders.

We are looking for a team/consultant to meet the above objectives and scope through a mixed-method (quantitative and qualitative) approach, including but not limited to:
- Desk review of secondary data including: IRW and CO policies and guidelines and documentation.
- Desk review and analysis of complaints and feedback registers (and associated analysis completed) over a 2-year period.
- Key informant interviews with IRW leadership, key stakeholders involved in the CFM, Country Staff and/or peer agencies.
- FGD with communities and rightsholders – with proportionate sampling.
- Staff survey, specifically targeting the country Complaints and Feedback Focal Persons and Safeguarding Focal Points.

REQUIRED COMPETENCIES

The successful team will have the following competencies:
- Demonstrates experience in evaluating complaints and feedback mechanisms.
- Demonstrates experience in conducting organisational and strategic reviews at a systematic level.
- Possesses deep knowledge and practical experience in mainstreaming Accountability to Affected Populations.
- Possesses deep knowledge and practical experience in using quality standards such as the Core Humanitarian Standard (CHS).
- Possesses strong quantitative and qualitative research skills.
- Have excellent written skills in English.

EXPECTED OUTPUTS OF THE ASSIGNMENT

The consultant is expected to produce:

1. A **detailed work plan and inception report** developed with and approved by IRW and set out the exact methodology, data collection tools (checklist, questionnaire), data collection protocols/guidelines, and deliverables before the desk review.

2. The work plan, inception report, draft report, final report, presentation, etc., and **communication language must be in English.**

3. Develop data collection tools and checklists.

4. Conduct distance/physical interviews with IRW leadership and physical interview (FGD, KII, Interview, etc.) with IRW (including: Internal audit, Governance, International HR team, Global MEAL team, International Programme Division) and country stakeholders (including: CO staff, community leaders and rightsholders)

5. Collation and analysis of evaluation data and submission of the first draft to IRW for comments and share the initial presentation of findings to IRW.

6. **Final report submitted to IRW**. A full report with the following section

   a) Title of Report: Evaluation of Islamic Relief's Field Office Complaints and Feedback Policy and its Application, 2024

   b) Consultancy organisation and any partner names

   c) Name of the person who compiled the report, including a summary of the role/contribution of others in the team

   d) Period during which the review was undertaken

   e) Acknowledgements

   f) Abbreviations

   g) Table of contents

   h) Executive summary

   i) Main report – max 40 pages – (Standard reporting structure will be shared at the inception stage, but the consultant is invited to propose the most suitable report structure layout)

   j) Annexes

      ● Terms of reference for the review

      ● Profile of the review team members

      ● Review schedule

      ● Documents consulted during the desk review

      ● Persons participating in the review

      ● Field data used during the review

      ● Additional key overview tables, graphs or charts etc. created and used to support analysis and inform findings

- Bibliography

7. Consultant(s) is expected to attend regular review meetings with the Review Steering Committee to provide updates on progress.

8. The consultant will be required to communicate with the IRW international office and provide feedback on and answer questions about the findings from the desk review. This meeting can be attended remotely by the consultant via video conference (Microsoft Teams or Zoom) where the consultant is outside the UK or based on the request from the consultant.

9. Consultant will **organise learning and sharing workshops with IRW (programme quality, MEAL team, heads of the region, desk coordinators and officers, technical advisors, internal auditors, Governance), respective IR field office staff, and** relevant staff.

10. A Covid-19 risk assessment with proposed mitigation measures related to conducting this evaluation, setting out different contingencies in case of challenges to the review due to Covid-19 or other issues.

Timetable and reporting Information

The evaluation is expected to run for **30 days**, starting by the 24th of June and ending before September 2024 (The proposed timeframe can be changed according to the need of the programmes and management).

Date	Description	Responsibility
29 May 2024	Tender live date	IRW
12 June 2024	Final date for submission of bid proposal	Consultant
19 June 2024	Proposals considered, short-listing and follow-up enquiries completed	IRW
26 June 2024	Consultant interview and final selection (+ signing contracts)	IRW
5 July 2024	Signing of Contracts	IRW/Consultant
8 July 2024	Meeting with the consultant and agreeing on an evaluation methodology, plan of action, and working schedule.	IRW
22 July 2024	Submission of Inception Report	Consultant
26th July 2024	Review Data collection/interview	Consultant
5th August 2024	Collation and analysis of evaluation data and submission of	Consultant

	the first draft to IRW for comments	
6th August 2024	Initial presentation of findings	Consultant
19th August 2024	IRW/IR field office responses to a draft report	IR field office/IRW
30th August 2024	Final report submitted to IRW	Consultant
4th September 2024	Final Presentation with IR key stakeholders	Consultant

Reporting information:
Contract duration: Duration to be specified by the consultant
Direct report: Director for International Programmes

Direct engagement: Evaluation Steering Committee

Job Title: Consultant, Evaluation of Islamic Relief's Field Office Complaints and Feedback Policy and its Application, 2024

The chosen evaluation team will be supported by the Review Steering Committee, which includes key stakeholders from the following departments: Safeguarding Team, Global Operations, Programme Quality, IRW Governance and IRW Internal Audit Departments. The committee will be chaired by the International Programmes Director.

Proposal to tender and costing
The consultant interested in carrying out this work must submit the following items as part of their proposal/bid:
  i.   Detailed cover letter/proposal outlining a methodology and approach briefing note
  ii.   Résumé(s) or CV(s) outlining relevant skills and experience possessed by the consultant who will be carrying out the tasks and any other personnel who will work on the project
  iii. Example(s) of relevant work done in PDF
  iv.   The consultancy daily rate (fill in appendix 1)
  v.   Expenses policy of the tendering consultant. Incurred expenses will not be included but will need to be agreed in advance prior to contract award (fill in appendix 1)
  vi.   Be able to complete the assignment within the timeframe stated above
  vii. Be able to demonstrate experience of outcome reviews, mapping and impact assessment/evaluation approaches for similar work

Please ensure all documents are supplied in PDF format unless specified above.

Terms and conditions
The consultant would provide a financial proposal outlining detailed break up of costs and charges. There would be formal agreement on payment schedule and funds transfer process once the consultant would be selected. Payment will be made in accordance with the deliverables and deadlines for this project so are as follows:
  ● 40% of the total amount – First upfront payment

- 30% of the total amount – submission of the first draft of the evaluation report
- 30% of the total amount – submission of the final evaluation report including all outputs and attachments mentioned above

We can be flexible with payment terms, invoices are normally paid on net payment terms of 30 days.

Additional information and conditions of contract
The following additional information will be expected from the consultant and be pursuant to the conditions printed beneath as well as the terms and conditions in the consultancy contract.

a) The ToR document is between the consultant and Islamic Relief Worldwide.
b) Islamic Relief Worldwide is a legally registered charity under the laws of the United Kingdom charity registration number 328158.
c) This document covers the consultancy project identified and described in this document and related correspondence and may not be expanded for any other purposes without the prior written approval of Islamic Relief Worldwide, Head of DRMD.
d) The consultancy will be carried out under the auspices of the Islamic Relief Worldwide, Programme Quality. The lead consultant will be working in the capacity of a freelance consultant, an individual or for an organisation.
e) Collected data, information, reports and reference documents should be submitted, along with any audio files and transcripts collected.
f) Intellectual Property Rights to all research, and data, conducted and collected and the final proposal belongs solely to Islamic Relief Worldwide.
g) In case of contraventions or breach of any of the terms of the agreement, any outstanding payments to the Lead Consultant or the organisation will be withheld.

During the consultancy period,
- *IRW will only cover:*
  - Consultancy fees
  - Any travel costs to visit IRW or any of our field offices if required.
- *IRW will not cover:*
  - Tax obligations as required by the country in which he/she will file income tax.
  - Any pre/post assignment medical costs. These should be covered by the consultant
  - Medical and travel insurance arrangements and costs. These should be covered by the consultant.

Consultancy Contract
This will be for an initial period that is to be specified by the consultant commencing in **June 2024** (exact date to be mutually agreed). The selected candidate is expected to work remotely and report to the IPD Director.

The terms upon which the consultant will be engaged are as per the consultancy agreement. The invoice is to be submitted at the end of the assignment and will be paid on net payment terms 30 days though we can be flexible.

All potential applicants must fill in the table beneath in **Appendix 1** to help collate key data pertaining to this tender. The applicant must be clear about other expenses being claimed in relation to this consultancy and these must be specified clearly.

For this consultancy all applicants are required to submit a covering letter and CV's of all potential consultants including the project lead.

A proposal including, planned activities, methodology, deliverables, timeline, and cost proposal (including expenses) are expected.

Other relevant supporting documents should be included as the consultants sees fit and this may include examples of similar work done.

All applicants must have a valid visa or a permit to work in the UK (if travel is required to the UK). A valid visa/work permit is also required for those areas required to be visited as part of this consultancy.

This consultancy is open to any persons, freelancers, sole traders, research firms, consultants, policy and research think tanks, universities, academics, SME's, large organisations and corporations including NGOs.

TENDER DATES AND CONTACT DETAILS
All proposals are required to be submitted by **Wednesday 12th June 2024 at 1.00pm UK time** pursuant to the attached guidelines for submitting a quotation and these be returned to;
tendering@irworldwide.org
For any issues relating to the tender or its contents please email directly to;
tendering@irworldwide.org
Following submission, IRW may engage in further discussion with applicants concerning tenders in order to ensure mutual understanding and an optimal agreement.
Quotations must include the following information for assessment purposes.
1. Timescales
2. Full break down of costs including taxes, expenses and any VAT and be able to demonstrate best value for money
3. References (three are preferred)
4. Technical competency for this role
5. Demonstrable experience of developing a similar piece of work including a methodology

Profile of the Evaluation Team Members

Anahi Ayala Iacucci is a highly accomplished consultant with over 16 years of experience working in more than 60 countries, specialising in Accountability to Affected People (AAP), digital inclusion, and the intersection of technology with humanitarian action. Her expertise lies in designing, implementing, and evaluating complex multi-country programmes, including feedback and complaints mechanisms, knowledge management systems, and capacity-building initiatives. With a deep understanding of fragile and conflict-affected settings, Anahi has consistently placed communities at the centre of her work, championing participatory and inclusive approaches that prioritise diversity and localisation.

Anahi's professional journey is marked by significant contributions to innovative responses in misinformation, disinformation, and hate speech (MDH) in humanitarian settings. Her leadership on projects such as the development of an MDH Impact Measurement Framework for Grand Challenges Canada exemplifies her ability to translate complex challenges into actionable strategies. She has also provided tailored recommendations for donor communities, strategically guiding funding for impactful innovations in conflict settings.

Her practical experience extends to the development of groundbreaking resources, including UNICEF's Toolkit for Community-Based Complaints Mechanisms, which continues to be a pivotal tool in strengthening age, gender, and ability-sensitive feedback systems. In collaboration with the IOM and the Inter-Agency Standing Committee (IASC), she spearheaded the creation of a blended AAP training programme for senior leaders, fostering systematic collective approaches to accountability.

Anahi is a proven leader in leveraging technology for community engagement, as demonstrated by her work with UNHCR on digital accountability systems. She has played a central role in digitising feedback mechanisms, ensuring safe digital spaces for engagement, and aligning interagency standards for complaints and response processes. Her contributions have been instrumental in crafting global standards for feedback and complaints mechanisms, strengthening interoperability and community participation.

Anahi's academic background, including advanced degrees from Columbia University and the University of Padua, underpins her thought leadership in humanitarian innovation and communication. Fluent in four languages, she collaborates effectively across diverse cultural and professional settings. Through her commitment to fostering trust, inclusion, and meaningful participation, Anahi continues to drive impactful change in humanitarian and development efforts globally.

Adam Levin has over 15 years of global experience working in the aid and international development sector, providing research and analysis, strategic planning, project design and implementation, organizational development, business development, monitoring & evaluation, and communication services to governments, international NGOs, private sector, universities, and development partners.

Levin is a passionate leader and brings a wealth of institutional experience. Through his consultancy firm, [Transformative Development International (TDI)](#), he has provided a range of research, operational, and business development services to clients in over 30 countries including but not limited to: American Refugee Committee/ALIGHT, Broederlijk Delen, CARE, Chemonics, ChildFund, Church World Service, Counterpart, East-West Management Institute, FHI360, FilmAid Kenya, Food Enterprise Solutions, Goal, Humanity & Inclusion, International Fertilizer Development Center, IMPACT Initiatives/REACH, Internews, International Rescue Committee, Mercy Corps, TechnoServe, UNHCR, and others.

Levin has deep technical experience in emergency response and accountability with a focus on the design and management of multi-channel, feedback, complaints, and response mechanisms. Levin currently serves on the Communication with Disaster Affected Communities (CDAC) roster of experts and previously served as a Protection Advisor for UNHCR's MENA Regional Bureau where he led regional learning agendas, provided technical support and guidance to field operations with a focus on feedback and complaint mechanisms, built coordinated approaches across operations in MENA, supported regional AAP strategies and priorities, and actively engaged with a range of stakeholders in inter- agency processes and fora.

Additionally, from 2012-2020, Levin launched USAID projects across Latin America and Africa, serving as an Acting Chief of Party across numerous countries, a Deputy Chief of Party in South Sudan for a $75 million USAID-funded project (2015-2018), and a Regional Manager for Latin America.

Over the course of their careers, Ayala Iacucci and Levin have demonstrated extensive knowledge of qualitative and quantitative research methodologies, and conducted hundreds of assessments, surveys, FGDs, Key Informants Interviews and Desk Reviews. Both Ayala Iacucci and Levin have developed recommendations for improvements in AAP policies and procedures, including operationally, for leading UN agencies and international NGOs and humanitarian organizations, such as UNHCR, UNICEF, Internews, IRC, and others.

As a research team, Ayala Iacucci and Levin worked together in 2020 in Uganda, where they conducted a mapping of Feedback and Complaint Mechanisms for the DFID funded U-LEARN project. This assessment included a desk review of existing district-level efforts (e.g. needs assessments, safety audits, U-Report, satisfaction surveys, and many others) and an evaluation of more than 30 humanitarian organizations' AAP policies, and their implementation, including associated mechanism at the national and local levels, considering local variations and cultural sensitivities.

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Evaluation Schedule

#	Description	October 7-11	14-18	21-25	28-1	November 4-8	11-15	18-22	25-29	December 2-6	9-13	16-20	23-27	30-3	January 6-10	13-17	20-24	27-31
0	**Inception Report**																	
0.1	Draft Inception Report	•																
0.2	Add IRW feedback to Inception Report	•	•															
1	**Desk Review**																	
1.1	Review all materials shared by IRW	•	•	•														
1.2	Curate all documents in a folder	•	•	•														
1.3	Create Bibliography	•	•	•														
1.4	Draft Desk Review Document		•	•	•	•	•											
1.5	Submit Desk Review to IRW							•	•									
2	**Creation of Data Collection Tools (Quantitative + Qualitative KIIs HQ)**																	
2.1	Create Staff Survey (Quantitative Tool)		•															
2.2	Create KIIs for HQ staff data collection tool (Qualitative)		•															
2.3	Share data collection tools with IRW for Feedback		•	•														
2.4	Incorporate feedback into IRW tools			•	•													
2.5	Final signoff of data collection tools			•														
2.6	Distribute Staff Survey (Quantitative Tool)				•	•	•											
2.7	Conduct KIIs for HQ staff				•	•	•											
3	**Analysis of Quantitative Survey**																	
3.1	Cleansing of survey data						•	•										
3.2	Analysis and generation of charts							•										
3.3	Submission of analysis and findings summary								•									
4	**Creation of Data Collection Tools (Qualitative KIIs Field & FGD)**																	
4.1	Create KII/FGD data collection tool (Qualitative)					•												
4.2	Share data collection tools with IRW for Feedback						•											
4.3	Incorporate feedback into IRW tools						•											
4.4	Final signoff of data collection tools and conduct training							•	•									
5	**Scheduling/Conducting Field Level KIIs and FGDS**																	
5.1	Review of expected KIIs participants						•											
5.2	Review of expected FGDs participants						•											
5.3	Create KIIs schedule						•											
5.4	Schedule and conduct KIIs							•	•									
5.5	Get data from FGDs meetings from IRW									•	•							
6	**Analysis of Qualitative Survey**																	
6.1	Cleaning of KII/FGD notes										•	•						
6.2	Analysis of KII/FGD notes										•	•						
6.3	Submission of anonymized KII/FGD notes and findings summary									•								
7	**Draft and Final Report**																	
7.1	Drafting of Report										•	•						
7.2	Review of Draft Report by IRW																	
7.3	Incorporation of Feedback														•			
7.4	Submission of Final Report															•		

#	Task																		
8	**Draft and Final Presentation**																		
8.1	Drafting of Presentation												•						
8.2	Review of Draft Presentation by IRW														•				
8.3	Incorporation of Feedback															•			
8.4	Presentation to IRW																•		
9	**Organize Learning/Sharing Workshops**																		
9.1	Discussion of expectation and participants														•				
9.2	Submission of Workshop #1 agenda/presentation for Feedback															•			
9.3	Learning Workshop #1																•		
9.4	Learning Workshop #2																	•	

List of Key Informants and Stakeholders

Global stakeholders				
Name	**Title**	**Region**	**Country**	**Division**
MENA and Eastern Europe Group: HOR/RDC				
Muneeb T. Abu-Ghazaleh	Head of Region	MENA and Eastern Europe	Turkey	IRW - International Programmes
Ateeq Rehman	Regional Desk Coordinator	MENA and Eastern Europe	United Kingdom	IRW - International Programmes
Hadeel Hassoun	Regional Desk Coordinator	MENA and Eastern Europe	Jordan	IRW - International Programmes
Abdulhamed Salem	Regional Desk Coordinator	MENA and Eastern Europe	Turkey	IRW - International Programmes
Olivia Carbio Paras	Regional Desk Coordinator	MENA and Eastern Europe	Jordan	IRW - International Programmes
Asia Group: HOR/RDC				
Shabel Firuz	Head of Region	Asia	UK	IRW - International Programmes
Yousuf Kasujee	Regional Desk Coordinator	Asia	UK	IRW - International Programmes
Farooq Afzal	Regional Desk Coordinator	Asia	UK	IRW - International Programmes
Haney Masood	Regional Desk Coordinator	Asia	UK	IRW - International Programmes
Leah Bugtay	Regional Desk Coordinator	Asia	Philippines	IRW - International Programmes
East Africa Group: HOR/RDC				
Yusuf Roble	Regional Director - East Africa	East Africa	Kenya	IRW - International Programmes
Jama Hanshi	Regional Desk Coordinator - Ethiopia, Kenya and South Sudan	East Africa	Kenya	IRW - International Programmes
Amir Manghali	Regional Desk Coordinator - Sudan, Somalia	East Africa	Kenya	IRW - International Programmes
West Africa Group: HOR/RDC				
Noor Ismail	Head of Region	West Africa	United Kingdom	IRW - International Programmes
Sambou Camara	Regional Desk Coordinator	West Africa	Mali	IRW - International Programmes
Internal Audit				
Javed Bostan	Head of Internal Audit, Advisory and Investigation	IRW	UK	IRW - Internal Audit
Sheeraz Khan	Global Head of Counter Fraud and Internal Audit Manager	IRW	UK	IRW - Internal Audit

Safeguarding				
Nasheima Sheikh	Senior Safeguarding Coordinator	IRW	UK	IRW - Governance
Complaints/Policy				
Sarah Curtis	Policy and Compliance Lead	IRW	UK	IRW - Governance
Lynda Facey	Complaints Administrator	IRW	UK	IRW - Governance
HR				
Ukash Ali	International HR Manager	IRW		IRW - International HR
Technical Advisors				
Neelam Fida	Head of Programme Quality	IRW	UK	
Sherin Alsheikh Ahmed	Protection and Inclusion Advisor	IRW	UK	IRW - International Programmes
Najah Almugahed	Protection and Inclusion Advisor	IRW	UK	IRW - International Programmes
Bushra Rehman	Safeguarding Project Coordinator	IRW	UK	IRW - International Programmes
Global MEAL Team				
Claire Bedwell-Thomas	Global Programme Impact and MEAL Manager	IRW	UK	IRW - International Programmes
Osob Osman	Global Accountability and Learning Lead	IRW	UK	IRW - International Programmes
Naveed Ul Haq Mirza	Global Accountability and Learning Lead	IRW	Pakistan	IRW - International Programmes
Mohammed Monirruzaman	Senior MEAL Coordinator	IRW	Bangladesh	IRW - International Programmes
Cecilia Widman	MEAL Coordinator	IRW	UK	IRW - International Programmes
Juwairiyah Khurram	Programme Information Officer	IRW	UK	IRW - International Programmes
Wahida Tan	MEAL Coordinator	IRW	Turkey	IRW - International Programmes
Other				
Aflak Suleman	Head of orphans, child welfare and seasonal programmes	IRW	UK	IRW - International Programmes
Affan Cheema	Director of International Programmes	IRW	UK	IRW - International Programmes

Country Stakeholders		
Name	**Title**	**Country**
Asia		
Golam Motasim Billah	Country Director	Nepal
Pragya Adhikari	MEAL Manager (CFFP)	Nepal
Laxmi Joshi	Programme Advisor	Nepal
Talha Jamal	Country Director	Bangladesh
Enamul Haque	Programme Manager	Bangladesh
Marzina Akter	MEAL Coordinator (CFFP)	Bangladesh

Rumana Afroz Srabony	Senior Safeguarding, Protection and Inclusion Officer	Bangladesh
Asif Sherazi	Country Director	Pakistan
West Africa		
Moussa Traore	Country Director	Mali
Idrissa Maiga	Programme Manager	Mali
Sidi Lamine	MEAL Coordinator (CFFP)	Mali
Issa Bamba	Protection and Inclusion Coordinator	Mali
East Africa		
Aliow Mohamed	Country Director	Somalia
Subeer Omar Idan	Senior MEAL Officer (CFFP)	Somalia
Mohamed Abdi Fahiye	Head of Programmes	Somalia
Ahmed Matan	Gender and Inclusion Officer	Somalia
Middle East, North Africa and Eastern Europe		
Abdelrahim Kamil Shawahneh	Country Director	Jordan
Rania Jaloukh	MEAL Coordinator (CFFP)	Jordan
Aurangzaib Khan	Head of Programmes	Jordan
Ahmed Alghawani	Safeguarding and Inclusion Coordinator	Jordan
Mazin Sani	CARM Officer (CFFP)	Yemen
Siddiq Khan	Country Director	Yemen
Khanzad Shah	Programme Coordinator	Yemen
Heba Adnan	Safeguarding and Inclusion Officer	Yemen
Dr Ali Demir	CEO - Turkiye and Syria Operations	Turkiye/Syra
Dr Mohamed Soliman	Country Director	Albania and Kosovo

Complaints and Feedback Focal Points (CFFP) Survey

Introduction

Islamic Relief Worldwide (IRW) Field Office (FO) Complaints and Feedback Policy is implemented across 27 countries. This survey is to support IRW as a part of a wider evaluation exercise to assess the effectiveness of the FO Complaints and Feedback Policy. Given your role in the organization, particularly in managing and implementing your Field Offices Complaints and Feedback Mechanism (CFM), you have been invited to share your experiences and insight.

The survey should be completed by the Complaints and Feedback Focal Person (CFFP) within your country office. You can consult others when completing this, particularly the MEAL Country Lead (e.g. country MEAL coordinator or MEAL manager) or others who are knowledgeable of your country office's CFM, and preferably involved in the design and management of the mechanism.

Only one survey should be submitted on behalf of the entire country office. We appreciate your response to this survey, and ask that you complete your submission by: Friday, November 1st. If you choose your opinion and response can remain anonymous to IRW, and the data will be aggregated with the other country's responses.

Contact Information
- Region
- Country Office
- Operational Focus
- Name of Person completing the survey
- Title of Person completing the survey
- Email Address

Design, Planning, and Managing Complaint and Feedback Mechanisms
- The CFM has been designed to meet the following Sectors:
  - If you specified other, please explain:
- In no more than 3 sentences, please describe your country office's CFM, highlighting any digital or technology component
- Do you have a country specific complaints and feedback policy or strategy?
- Is your country-specific complaints and feedback policy translated into multiple languages?
- Select from 1 to 5 to what extent you feel the CFM is responsive and efficient, with 1 being the lowest and 5 being the highest
  - To what extent do you feel that the Field Office Complaints & Feedback Policy and procedure is sufficiently clear and accessible for country offices to align their operations effectively?
  - To what extent do you feel that the CFM is responsive and effective in addressing partially sensitive complaints?
  - To what extent do you feel that the CFM is responsive and effective in addressing sensitive complaints?

- Select what CFM channels are used by your country office
  - If you specified other, please explain:
- Do you have documented procedures for each of these channels?
- How did your country office select the channel or channels to use for the CFM?
  - If you specified other, please explain:
- Do you have specifically designed channels to improve the inclusion and participation of the different groups identified below
  - If you specified other, please explain:
- What specific adaptations or modifications have you made to the channels to ensure the inclusion and participation of these groups? Please provide examples of how these adaptations have been implemented in practice.
- What is the frequency in which your country office collects feedback and complaints?
  - If you specified other, please explain:
- How many total complaints or pieces of feedback does your organization or operation receive per month?
  - If you specified other, please explain:
- How does your country office disaggregate the feedback and complaints received?
  - If you specified other, please explain:
- Do you categorize sensitive complaints by safeguarding (e.g. protection, safety and security, modern slavery, dignity at work) and financial/legal (e.g. corruption, fraud, legal, conflict of interest and abuse of power).

Resources and Capacity
- Does your country office have a Complaints and Feedback Focal Person (CFFP)?
- Do your sub-office(s) have Complaints and Feedback Focal Persons (CFFP)?
- Do you think that you have the appropriate staff to be able to respond to and implement feedback and complaints received?
  - If no, please specify what human resources are needed:
- Do you feel that the roles and responsibilities are clearly defined, specifying who is responsible for what tasks and functions, particularly the process of escalating or deescalating complaints from IRW to country offices and vice versa?
- Do you think that you have the appropriate budget to be able to respond to and implement feedback and complaints received?
  - If no, please specify what financial or other resources are needed:
- On average, how often is staff training organized for complaints and feedback management?
- How often is information (e.g. guidance and resources) shared to improve staff knowledge and capacity about complaints and feedback management?
- How often are complaints and feedback used to inform the design of future proposals and projects?
- What mechanisms or forums allow for the analysis and use of complaints and feedback to inform the design of proposals and projects?
  - If you specified other, please explain:

Affected Populations and Accessibility

- Do you provide the person when submitting the feedback and complaint with the following:
  - The option to provide their age?
  - The option to provide their gender?
  - The option to identify with a group (e.g. a disability, single parent, SOGI, etc.)
  - Their preferred language of communication?
  - For consent to document his/her feedback and complaint?
- Do you provide in-person opportunities to educate and inform affected populations about the country specific complaints and feedback policy?
- How do affected populations know if your organization or operation has addressed or responded to their feedback or complaint?
  - If you specified other, please explain:
- How often is analysis of complaints and feedback shared with community members/ affected populations?
- Has your country office ever surveyed affected populations on their level of satisfaction with the Feedback, Response and Complaint Mechanism?

Technology and Innovation
- Does your country office use any of the following Digital Tools and Technologies for feedback and complaint channels?
  - If you specified other, please explain:
- If your country office uses any of the above Digital Tools and Technologies, can you please fully describe how they are utilized?
- To support the capture and management of complaints and feedback, IRW utilizes a range of platforms and tools such as JCAD (a risk management system) and Isight. To support the collection, recording or analysis of feedback and complaints, does your country office use any of the following platforms or programs?
  - If you specified other, please explain:

CHS Commitment 1: People affected by crisis can exercise rights and participate in decision-making?
- Is information about the organisation and response provided in accessible and appropriate ways to affected communities and people?
- Can women, men, girls and boys (especially those who are marginalised and vulnerable) access the information provided, and do they understand it?
- Are people, especially vulnerable and marginalised groups, accessing and understanding the information provided?
- Are crisis-affected people's views, including those of the most vulnerable and marginalised, sought and used to guide programme design and implementation?
- Is meaningful participation of groups at risk of marginalisation promoted in decision-making?
- Are all groups within the affected community aware of how to give feedback on the response, and do they feel safe using those channels?
- Are barriers to giving feedback identified and addressed?

- Is data provided through feedback mechanisms disaggregated by age, gender and other relevant categories?

CHS Commitment 1: People affected by crisis can exercise rights and participate in decision-making Yes/No
- Do policies and programme plans include provisions for information sharing, including criteria on what information should and should not be shared? Are they known to staff?
- Do policies include provisions on how to deal with confidential or sensitive information or information that could potentially place staff or affected people at risk? Are they known to staff?
- Is there a policy commitment and guidelines about the way in which affected people are represented in external communications or fundraising materials? Are they known to staff?

CHS Commitment 5: People affected by crisis can safely report concerns and complaints
- Are communities and people affected by crisis consulted about the design of complaints mechanisms?
- Are the preferences of all demographic groups taken into account, particularly those related to safety and confidentiality, in the design of complaints processes?
- Is information about how complaints mechanisms work and what kind of complaints can be made through them provided to and understood by all demographic groups, including women, older people and people with disabilities?
- Are there agreed and respected timeframes to investigate and resolve complaints? Is the time between a complaint being filed and its resolution recorded?
- Are sexual exploitation and abuse complaints investigated immediately by staff with relevant competencies and an appropriate level of authority?

CHS Commitment 5: People affected by crisis can safely report concerns and complaints - Yes/No
- Are specific policies, budgets and procedures in place for handling complaints?
- Are all staff provided with induction and refresher training on the organisation's policy and procedures for handling complaints?
- Does the organisation's complaints-handling policy include sexual exploitation and abuse provisions?
- Is the organisation's policy commitment and procedures for preventing sexual exploitation and abuse shared with affected communities and people?
- Are complaints that cannot be addressed by the organisation referred in a timely manner to other relevant organisations?

CHS Commitment 7: People affected by crisis access support adapted based on feedback.
- Are feedback and complaints-handling processes leading to changes and/or innovations in programme design and implementation?

Conclusion and Thank you

- What changes would you like to make to the country office complaints and feedback policy or strategy?
- What recommendations would you have for making your CFM more accessible to communities?
- If you have any feedback about this survey or how we can support your country office's CFM, please feel free to provide this feedback below

Focus Group Discussion (FGD) Form and Guidance

Community Feedback of IRW's Field Office Complaints and Feedback Mechanism

General Directions: Please complete this form on the day of or the day immediately following the Focus Group Discussion. One form should be completed per Focus Group. It is recommended that this form be printed out and used to take notes and input data on the day of the Focus Group. Transcribed notes should be typed up on this document, and an electronic, Microsoft Word file should be submitted for each Focus Group conducted.

Text in **Blue** should be read aloud by the Facilitator(s) to the participants during the Focus Group.

Participants of this focus group should be 18 years and older.

This form should be submitted to XX after completion:

Focus Group Discussion Management	
Name of IRW Country Office and Sub-office if applicable	
Date FGD Conducted:	
Start time of FGD	
End time of FGD	
Exact Location of FGD (District, Settlement, Zone, etc.)	
Name and Title of Person completing this Form	
Phone and Email of Person completing this Form	
Name, Title, and Gender of Person(s) conducting the FGD	
Phone and Email of Person(s) conducting the FGD	
Language that the FGD was conducted:	
Date form Submitted:	

Focus Group Demographics	
Number of total persons participating in the FGD:	
Total Number of Females:	
# of women 18-26:	
# of women 26-35:	
# of women 35-59:	
# of women 60+:	
Total Number of Males:	
# of male 18-26:	
# of male 26-35:	

# of male 35-59:	
Main Spoken language of participants	

Facilitator Introduction
Directions: The FGD facilitator should read the following when all participants are present:
Hello, my name is [facilitator name] and this is [name of note taker]. I will be leading the focus group and [name of note taker] will be assisting me by taking notes about what we discuss. Thank you for taking the time to attend. You have been asked to participate as your point of view is important. We realize you are busy and we appreciate your time.

This focus group is being conducted by Islamic Relief [country] to understand more about the support provided in your village. Your answers will help to shed light on our work and its impact on you, as well as help to identify how we can be more effective in the services that you need. During this focus group, we will ask questions and facilitate a conversation. Please keep in mind that there are no "right" or "wrong" answers to any of the questions. The purpose is to stimulate a conversation and hear the opinions of everyone in the room. I hope you will be comfortable speaking honestly and sharing your ideas with us. The discussion will take approximately 60 minutes.

RECORDING: May I record the discussion so that it is easier for us to remember what we talk about? Any recording will be kept securely until it is transcribed word for word and then the recording will be destroyed. *(If no participant objects, start the recording)*

ANONYMITY & CONSENT: We would like to assure you that the discussion will be anonymous. The comments from the focus group will remain confidential and your name will not be attached to any comments you make. The transcribed notes of the focus group will contain no information that would allow individual subjects to be linked to specific statements. You should try to answer and comment as accurately and truthfully as possible. This is voluntary and you can choose not to answer any or all of the questions if you want. However, we hope that you will participate since your views are important.

GROUND RULES:
It is very important that we respect the values and opinions of everyone, so we wanted to discuss some general rules:
- The most important rule is that only one person speaks at a time. There may be a temptation to jump in when someone is talking but please wait until they have finished.
- There are no right or wrong answers.
- You do not have to speak in any particular order.
- When you do have something to say, please do so. There are many of you in the group and it is important that we obtain the views of each of you.
- You do not have to agree with the views of other people in the group.

ANY QUESTIONS: Do you have any questions before we begin? If not, can we please go around introducing ourselves. Can you please tell us your name and age?
Discussion Topics:

Talking Points: We have 6 discussions that we would like to have with you, and we will try to spend about 10 minutes per topic. The 6 topics include:

- Interest in providing feedback
- Ease and effectiveness with providing feedback and reporting issues
- Ability of IRW to address your needs
- How to provide feedback and complaints
- Experience providing feedback
- Recommendations to IRW

1. Interest in Providing Feedback:

Quantitative Response	INSERT NUMBER
Please raise your hand if you have ever been asked about how you would like to provide feedback to IRW?	
Total Number of RESPONDENTS who HAVE been asked how they would like to provide feedback to IRW	
Number Females:	
Number of Males:	
Please raise your hand if you have NEVER been asked about how you would like to provide feedback to IRW?	
Total Number of RESPONDENTS who HAVE NOT been asked how they would like to provide feedback to IRW	
Number Females:	
Number of Males:	

Discussion - What is the most comfortable way for you to report feedback, complaints or issues to IRW?

#	Insert 3 responses from *RESPONDENTS*	INSERT Gender of Respondent
1		
2		
3		

2. Ease and effectiveness with reporting issues to IRW

Quantitative Response	INSERT NUMBER
Please raise your hand if you feel it is easy and effective to report issues to IRW	
Total Number of RESPONDENTS who feel it is easy and effective to report issues to IRW	
Number Females:	
Number of Males:	
Please raise your hand if you feel it is NOT easy and effective to report issues to IRW	
Total Number of RESPONDENTS who feel it is NOT easy and effective to report issues to IRW	
Number Females:	

			Number of Males:	

Discussion – For those who said it was NOT easy and effective to report issues to IRW, why do you feel this way

#	**Insert 2 responses from** *RESPONDENTS*	**INSERT Gender of Respondent**
1		
2		

Discussion – For those who said it was easy and effective to report issues to IRW, why do you feel this way

#	**Insert 2 responses from** *RESPONDENTS*	**INSERT Gender of Respondent**
1		
2		

3. Do you feel that IRW is aware and able to address your needs?

Please Raise your hand after the following question:

Quantitative Response	**INSERT NUMBER**
Please raise your hand if you feel that IRW is aware and able to address your needs	
Total Number of RESPONDENTS who feel that IRW is aware and able to address your needs	
Number Females:	
Number of Males:	
Please raise your hand if you feel that IRW is NOT aware and able to address your needs	
Total Number of RESPONDENTS who feel that IRW is NOT aware and able to address your needs	
Number Females:	
Number of Males:	

Discussion – For those who said that IRW is ***NOT aware and able to address your needs***, why do you feel this way?

#	**Insert 2 responses from** *RESPONDENTS*	**INSERT Gender of Respondent**
1		
2		

Discussion – For those who said that IRW is ***aware and able to address your needs***, why do you feel this way?

#	**Insert 2 responses from** *RESPONDENTS*	**INSERT Gender of Respondent**
1		
2		

4. **Where to provide feedback and complaints**
Please Raise your hand after the following question:

Quantitative Response	INSERT NUMBER
Please raise your hand if you know where to provide feedback and complaints to IRW	
Total Number of RESPONDENTS who know where to provide feedback and complaints to IRW	
Number Females:	
Number of Males:	
Please raise your hand if you know where to provide feedback and complaints to agencies besides IRW	
Total Number of RESPONDENTS who know where to provide feedback and complaints to agencies besides IRW	
Number Females:	
Number of Males:	

Discussion – What are your recommendations for how IRW can make people more aware of where to provide feedback and complaints?

#	Insert 3 responses from *RESPONDENTS*	INSERT Gender of Respondent
1		
2		
3		

5. **Reporting feedback and complaints to IRW**
Please Raise your hand after the following question:

Quantitative Response	INSERT NUMBER
Please raise your hand if you have provided feedback or complaints to IRW	
Total Number of RESPONDENTS who have provided feedback or complaints to IRW	
Number Females:	
Number of Males:	
Please raise your hand if you have NOT provided feedback or complaints to IRW	
Total Number of RESPONDENTS who have NOT provided feedback or complaints to IRW	
Number Females:	
Number of Males:	

Discussion – For those who said that they did provide feedback or complaints to IRW, how was your experience, and did you ever receive a response to the feedback or complaint you submitted? What is your likelihood to report an issue again?

#	Insert 2 responses from *RESPONDENTS*	INSERT Gender of Respondent
1		

2		

Discussion – For those who said you have NEVER provided feedback or complaints to IRW, why have you never ***provided feedback or complaints to IRW***?

#	Insert 2 responses from *RESPONDENTS*	INSERT Gender of Respondent
1		
2		

6. What is one recommendation you would provide to IRW to improve your ability and willingness to provide feedback and complaints?

#	Insert 3 responses from *RESPONDENTS*	INSERT Gender of Respondent
1		
2		
3		

Raw Data and Analysis

Data Tool/Method	Sample	Location of Dataset
Desk Review	42 Documents analyzed	Desk Review_V2Final.docx
Complaints and Feedback Focal Person's Survey	23 CFFPs 23 Field Offices	IRW Analysis.xlsx
Key Informants Interviews with IRW HQ Teams	17 people interviewed	KIIs-HQ_Summary.docx
Key Informants Interviews with IR Field Staff	25 people interviewed 6 field offices	KIIs-FieldOffices_summary.xlsx
Focus Group Discussions with Community Members	201 participants 6 field offices	FGD_Analysis.xlsx

Bibliography and References

HQ Desk Review:

Policies

IRW, Field Office Complaints and Feedback Policy, V1.02, Last Modified April 2021.

IRW, Complaints Management and Feedback Policy, V2.0, Last Modified October 2022.

IRW, Safeguarding Policy, V1.02, Last Modified August 2020.

IRW, Child Safeguarding Policy, V2.0, Last Reviewed August 2020.

IRW, Whistleblowing Policy, V2.0, Last Modified May 2023.

IRW, Grievance Policy, V2.01, Last Modified October 2022.

IRW, Protection from Sexual Exploitation, Abuse, and Harassment (PSEAH) Policy, V1.02, Last Modified March 2022.

IRW, Serious Incident Reporting, V2.02, Last Modified July 2024.

Frameworks

IRW, Monitoring, Evaluation, Accountability & Learning (MEAL) Framework, n.d.

IRW, Protection and Inclusion Framework: Inclusive Feedback and Complaints Checklist, n.d.

IRW, Protection and Inclusion Framework: The 6 As of Inclusive and Protective Programming, n.d.

IRW, Protection and Inclusion Framework: Guidance Note on the 6 As of Inclusive and Protective Programming, March 2022.

IRW, CHS Framework: HQAI Maintenance Audit, 2024.

IRW, IHSAN Framework: Verification, 2022.

IRW, IHSAN Framework: Quality Management Systems and Approach Review, 2024.

Papers and Evaluation Reports

IRW, Synthesis of Current Good Practice Towards Inclusive Complaints and Feedback Mechanisms, March 2020.

IRW, Examining Barriers to Complaints Mechanisms for At-risk Communities: Synthesis Part 2, March 2020.

IRW, Country Office Complaints and Feedback Analysis, 2023.

IRW, Final Evaluation Report of DEC funded "Food Security, Livelihoods, and WASH response for vulnerable households in Kabul, Balkh and Bamyan province" Project, December 2023

Impact Evaluation Report Impact study of promoting the model for the Elimination of Extreme Poverty (EEP) project for the Rangpur Region in Bangladesh, December 2023

RM Team International, Final Report Evaluation, Yemen Response and Recovery Programme 2019 – 2022, September 2023

Phoenix Centre for Economic and Informatics Studies, Final evaluation for the "Emergency health care service provision for Syrian refugees in Jordan", 2021, March 2022

IRW, Final Evaluation Report Islamic Relief's Global Covid-19 Response & Recovery Programme 2020/21, June 2021

Key Aid Consulting, Real-Time Evaluation (RTE) of Sulawesi Indonesia earthquake and tsunami, Final Report, July 2019

IR Field Visit report, Kapoeta East (Jie) and Kapoeta North of Eastern Equatoria, November 2022

IR Jordan, Core humanitarian standards on quality and accountability report, December 2023

IRW, Complaint and Feedback Analysis Report (2022-23), Islamic Relief Bangladesh, March 2024

Training Materials

IRW, MEAL Brown bags: Operationalising the CFM in a Country Office, October 2024.

IRW, MEAL Brown bags: Establishing Inclusive CFM Channels, October 2024.

IRW, "Inclusive Complaints Response Mechanisms," Training Module 4: July 2023

Tools

IRW, Revised Feedback and Complaints Register, 2024.

IRW, Opportunity and Needs Assessment Household Questionnaire Template for Development Projects (D1.1; V2.0), March 2021.

IRW, Primary Opportunity and Needs Assessment Guideline (MF D1; V6.0), March 2021.

IRW, FGD Guideline for Opportunity and Needs Assessment (MF D1.2; V2.0), November 2020.

IRW, Complaint and Feedback Mechanism Plan Guideline, MEAL Framework, Tool P3 (MF P3; V2.0), March 2021.

IRW, Complaint and Feedback Mechanism Plan Guideline, MEAL Framework, Tool P3 (CFM P3; V2.0), March 2023.

IRW, Protection and Referral Pathways Template, MEAL Framework, Tool P9 (MF P9; V.02), May 2022.

IRW, Post Distribution Monitoring (PDM) Questionnaire, MEAL Framework, Tool I7a (MF I7a; V2.0), May 2021.

Field Office Desk Review:

- **Bangladesh**
  - CO Specific Strategy-CFM
    - Field Office Complaints Policy Updated on 2021
    - CFM Improvement Action plan-V3

- o Project Based CFM Plan- SIDA
- o Monthly CFM info asking email
- o Project CFM function Email, Field office CFM focal role
- o CFM Poster and Sticker
- o Induction, Orientation on CFM
- o CFM Flow Chart
- o Project Based CFM Focal List
- o Quick Guide on CFM
- o CFM Poster and Sticker
- o PSEA Poster IRB Eng
- o Feedback & Complaint form that is completed by affected person
- o Referrals or SEA or GBV form used for sensitive complaints
- o Guidance to staff utilizing data collection and analysis on CFM
- o Database or softcopy of the CFM register

- **Ethiopia**
  - o complaints handling flowcharts or Workflow visualization
  - o draft A complaint & feedback SoP Ethiopia

- **Jordan**
  - o A Complaint handling-Jordan Office-5-2-2014
  - o A.A Complaints Policy Arabic
  - o Basic Accountability induction
  - o IRJ GUIDELINES FOR COMPLAINTS
  - o 80-60 (2)
  - o Children Complaints Mechanism
  - o Guidelines for complaints for children
  - o flow chart for reporting concerns of Safeguarding, CS and PSEAH
  - o Referral Pathway- Jordan (Arabic)
  - o CF submission form
  - o GBV Referral Form
  - o Inter Agency Referral form
  - o نموذج الإحالة للخدمات
  - o Safeguarding Message- sight Portal for Complaints and Feedback
  - o IRW Investigator's Handbook
  - o IRW Revised register with trends updates June 2024 (1)
  - o Basic Accountability induction
  - o Business card
  - o Flyer
  - o hand book
  - o Roll-up
  - o Flyer
  - o Safeguarding Distribution
  - o Safeguarding designs
  - o BRIDGES MEAL workshop

- **Mali**
  - CBCM
  - CFM sheet filled
  - Checklist __Inclusive_ CFM
  - Child safeguarding flowchart 2
  - Child specific safeguarding flowchart
  - Complaint Poster_In local Language
  - Complaint _info sheet_local language
  - Complaint workflow visualization
  - Complaints and feedback log -Year 2024
  - Country Complaints and Feedback Mechanism
  - Fiche de referencement GBV_Sinè Traore
  - FINAL-IRW-Child-Safeguarding-Policy-Final
  - FO Complaints Policy
  - IR Mali_Complaints and Feedback Tracking sheet
  - IRW Child Protection Policy Final Version
  - Rapport_Atelier_reflexion_apprentissage_fin_projet_Qurbani2024
  - Revised Feedback & Complaints Register Template

- **Nepal**
  - IRW-Complaints-Policy
  - Scan Copy of CRM Agreement_RDC
  - Annex-C CMS Process Map-IRW Revised
  - Complaints handling_presentation
  - Monthly CRM_log_September_2024
  - TOR_Partner_Complaint & Safeguarding Focal Point.
  - CFM Flowchart_Safeguarding_Sensitivecomplaints
  - SMAP SERVER
  - Tutorial_Smap_downloading Excel sheet
  - Tutorial_Fieldtask_Sync_Forms
  - CRM Materials for CLC in नेपाली
  - Final design
  - CRM Bhojpuri
  - CF Log Analysis_September_2024
  - Yearly CFM Report (2023)

- **Somalia**
  - Complaint Contact Details Form
  - Complaints and Feedback focal person
  - Complaints Form
  - Country CFM Standard Operating Procedures
  - Country Office CFM Policy
  - Feedback and Complaints Register
  - Quick Guide for Staff Managing CFM
  - Referral Pathways Form CFM

- Specific Procedures or Guidelines for Child-friendly complaints and feedback channel (s)
- Tracking sheet or tracking documents to follow up on feedback and complaints

- **Yemen**
    - Complaint and Feedback Stand
    - Complaints Policy
    - External and Internal Referral Guidance – Yemen
    - FCM Field Report Form on Raising Awareness among Community Members
    - FCM Leaflet
    - Field Office Complaints Policy V1.02 (1)
    - Final Complaint Box Form
    - Final Complaints Flow Chart
    - Final Revised Accumulative Feedback and Complaints Register till Oct 31th 2024
    - IRW FO Complaints Policy
    - IRY's Feedback and Complaints Mechanism SOP
    - New CFM Box Design
    - New Complaint Card Design
    - New Complaint Poster Design

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