



Inter-Agency
Coordination
Turkey

Accountability to Affected Populations
AAP Task Team
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Feedback, Complaints and Response Mechanisms (FCRM)

Basic Advised Implementing Principles

Accountability to Affected Populations Task Force

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Abbreviations

FCRM: Feedback, Complaint and Response Mechanism

AAP: Accountability to Affected People

3RP: Regional Refugee and Resilience Plan

1. Introduction

Feedback and response mechanisms (FCRM) are open, simple and transparent procedures that allow individuals and other stakeholders to convey their complaints about subjects related to the organization and receive response, through safe and confidential methods. Collaborating with communities constitutes the core of these mechanisms and creates a sense of belonging to the work carried out in the community. Two-way communication established with communities does not only reduce the risk of harm to communities but also makes them safer and more robust. While these mechanisms include approaches towards accountability to affected populations, it also presents perspectives that promote transparency and resilience.

1.1. General Purpose and Intended Outcomes

Having FCRM will ensure accountability towards affected populations and enhance the overall quality of services provided. The needs and concerns of individuals should be heard, and these concerns should be addressed in the most appropriate way. Individuals should be able to participate and share opinions on any decision or action that affects themselves or their communities. Further, the establishment of participatory transparent mechanisms enables communities to self-represent and share opinions on issues that are of concern to them.

The COVID-19 pandemic underlined the importance of maintaining continuously accessible FCRM particularly as many service providers mostly shifted to remote service delivery (including via digital platforms). Since individuals were not able to approach centers in person due to restrictions, the availability of remotely accessible FCRM allowed for continued community engagement for service providers and access of individuals to organizations.

This document prepared by the AAP Task Force aims to establish minimum standards related to FCRM (including through identification of common terminology), and overall, to strengthen 3RP partners' accountability to affected populations. Considering COVID-19 restrictive circumstances, the document also provides recommendations to ensure accessibility of FCRM at times of emergency.

In the development of this document, a survey was conducted with AAP TF members and 3RP sector partners to identify existing FCRM. Information on partners' existing FCRM can be found through [this link](#).

2. Community Participation and Accountability

2.1. Accountability

Accountability refers to the responsible use of power (resources, decision making) by humanitarian actors, combined with effective and quality programming that recognizes a community of concern's dignity, capacity, and ability to be independent. Accountability is a



structured relationship in which one party fulfils its obligation to enable the assessment and approval of its actions or decisions by another party. Accountability implies there are consequences for an organisation if it fails to meet its responsibilities.

Accountability to affected populations is an active commitment by humanitarian organizations to use power responsibly by taking account of, giving account to, and being held to account by the people they seek to assist.

- Taking account means giving communities meaningful influence over decision making processes in a way that is inclusive, non-discriminatory and accounts for the diversity of communities.
- Giving account is about the sharing of information in an effective and transparent way across communities. This can include for instance information about organizations and their roles and responsibilities, about entitlements and targeting criteria, as well as the reasons why these would change, about how to provide feedback or how to raise complaints.
- Being held to account means ensuring communities have the opportunity to assess and, where feasible, alter or sanction humanitarian actors' actions.

2.2. Participation Mechanisms

Every individual has the right to freely and actively participate in civil, economic, cultural and political processes within the framework of fundamental human rights and freedoms. Community participation does not only enable democratic decision-making processes but also paves way for good and transparent governance. Through transparent governance, individuals and communities make informed decisions on their rights, and this process contributes to drawing their own roadmaps and making services more sustainable, reliable and efficient. Community participation also increases the likelihood that individuals will own the decisions made. However, increasing community participation is not a standalone accountability activity in itself, but is a crucial component in promoting accountability.

Sharing knowledge and/or problems from different perspectives allows for the identification of common solutions and promotion of innovative approaches. Decisions made collectively are more efficient than decisions made individually, which also feeds the culture of reconciliation.¹ When decisions are taken together, interaction within the community increases and solutions to problems are sought collectively.² If active participation of individuals is not ensured in the decisions taken locally, needs and problems cannot be identified effectively, and interventions that will aim to respond to the needs and challenges cannot be developed efficiently.

Effective and efficient community participation is possible only if the individuals targeted with service delivery are included in the decision-making processes throughout the entire programming cycle. In addition, decision-making mechanisms should be established in such a way that every segment of the society can be included. The inclusivity and diversity of

¹ Demir, O. (2008, Haziran). Yerel Siyasette Katılımcılık ve Kalkınma (Türkiye'de Yerel Gündem 21 Örneği). T.C. Sakarya Üniversitesi Sosyal Bilimler Enstitüsü. Türkiye: Çalışma Ekonomisi ve Endüstri İlişkileri.

² Akay, H. (2015). Yerel Yönetimlerde Katılımcı Mekanizmalar ve süreçler. İstanbul, Kadıköy, Türkiye.

processes and interventions can be increased by asking questions such as "Is there enough participation of women, youth, LGBTIQ+, persons with disabilities, and older persons?"

3. General Definitions

Different terminologies are adopted by organizations in relation to FCRM. Reaching an agreement on common terminologies and definitions will be crucial for the management of these mechanisms by relevant personnel and organizations. In this respect, the AAP Task Force developed a common AAP terminologies document in both [English](#) and [Turkish](#) languages, including definitions on FCRM related concepts. Some different and common terms commonly used by both international agencies and local organizations are briefly mentioned below.

3.1. Terms Used by International Organizations

- **Accountability to Affected Populations (AAP):** Accountability to affected populations (AAP) is widely used to refer to the commitments and mechanisms applied by humanitarian organizations to ensure that communities meaningfully and continuously participate in the decisions that influence their lives directly. It is one of the most widely used terms in the refugee response (i.e. inter-agency platforms such as IASC, Global Protection Cluster, UNHCR).
- **Community Engagement and Accountability (CEA):** CEA is an approach addressed in the programmes and operations of the Red Cross and the Red Crescent. This approach is complemented by several activities/interventions that help keep communities at the center of work, by enabling participation and communication throughout the programme cycle (process) or operation. CEA is the process and obligation of providing timely, necessary and useful life-saving and remedial information. In this context, the most appropriate communication approaches that will assess the needs, feedback and complaints of communities are addressed to ensure their active participation in the works of the Red Cross and the Red Crescent and to steer these works.
- **Communication for Development (C4D):** It is an implementation strategy for the fundamental organization programme, under the title of Communication for Development (C4D). C4D is about understanding the needs of communities and individuals to develop specific solutions aiming to overcome existing challenges that hamper the adoption of desired behaviours so that children and women, including the most vulnerable, survive and thrive both in emergency and development contexts. Communication for Development (C4D), also referred to as Social and Behavior Change Communication (SBCC), is defined in UNICEF as "an evidence-based process that is an integral part of programmes and utilizes a mix of communication tools, channels and approaches to facilitate dialogue, participation and engagement with children, families, communities, networks for positive social and behavior change in both development and humanitarian contexts."

3.2. Terms Used by Local NGOs

- **Complaints Mechanism:** Complaints Mechanism means simple procedures and mechanisms that enable access to individuals.



- **ComFee:** GIZ built the Feedback and Complaints Management (ComFee) System in August 2018. The main target group of the ComFee system will be the complainant that can be defined as an individual or a group of persons acting independently or on behalf of others; (individuals) benefitting from any GIZ Turkey project or one of the services provided by implementing partners. Implementing partners include local and international NGOs, public institutions, companies, consultants or other organizations cooperating with GIZ. Feedback and complaints are collected by the assigned personnel. Feedback and complaints are collected in Arabic, English and Turkish.

4. Basic Principles

Individuals affected by crises are at the center of humanitarian action. The primary motivation behind every intervention to any crisis is to save lives, reduce people's suffering and promote the right to live with dignity. Humanitarian assistance is coordinated with four generally accepted principles: humanity, non-discrimination, independence and impartiality.

Feedback, complaint and response mechanisms should be based on the principle of do no harm. Protective measures should be taken in all situations that are thought to pose an extra risk. For example; cash assistance should be provided to individuals with the consideration of basic needs of the overall community living in a given area. Considering the possibility that a woman has been subjected to violence or is at risk, the woman should be interviewed separately. It is vital that feedback, complaint and response mechanisms have the following features in order to comply with these basic humanitarian principles:

- The principle of inclusive accessibility should be adopted. As many people as possible and from different profiles should be able to access the mechanisms and use them safely.
- Mechanisms should be designed by considering age, gender, disability and other differences. Barriers to submit complaints should be considered and necessary precautions should be taken to remove the obstacles.
- FCRM should be developed and maintained in a way that aligns with the principle of protecting personal information/data and do no harm.
- A zero-tolerance policy for sexual exploitation and abuse should be implemented in the process of receiving and responding to feedback.
- Mechanisms should be established through community participation.
- Mechanisms should ensure continuity and be sustainable.
- Mechanisms need to be predictable and transparent.
- Detailed planning on the steps to be taken and/or the services to be provided once feedback is received should be undertaken in a structured manner.
- Mechanisms should evaluate and effectively resolve feedback and complaints received.
- Response must be provided within a time frame appropriate to the content and urgency of the feedback and/or complaint, in accordance with the confidentiality principle.
- Responses to feedback should be understandable. For example, questions such as where the organization operates and what kind of activities that are implemented should be answered.



5. Scope of Feedback, Complaints and Response Mechanisms

After the platforms where community members (asylum seekers, refugees and/or host community members) can provide their feedback are established and maintained, the feedback, questions and complaints received are collected and categorized. While it may not be necessary to provide immediate response to some complaints, immediate action may be required regarding high-risk complaints. Such complaints, which are described as sensitive, are classified according to the vulnerability assessment. While many people may be responsible for taking action regarding incoming general feedback and complaints, sensitive feedback and complaints should be resolved by one or two assigned experts.

The section below explains the different types of feedback and complaints, as well as recommendations on response mechanisms for different types of feedback and complaints.

5.1. Complaints

Complaints are an expression of discontent or dissatisfaction in the face of an adverse event. It is a criticism that needs an answer and requires a change. The term covers complaints, feedback, questions and rumours that concern program activities, directly or indirectly. The scope of a complaint may be limited by the scope and capacity of the organization. In cases where the organization is not able to resolve every complaint, transparent information should be provided to the beneficiary. Complaints received in this manner do not include any criminal element, they are rather relevant with regards to improving the quality of service providers' work. For example; a complaint could be related to the hours of a course facilitated by the organization for socio-economic empowerment which does not match the availability of the course participants. Such complaints may be related to time, convenience, confidentiality, failure to keep promises and/or making false promises.

Complaints are divided into sensitive and non-sensitive complaints. Sensitive complaints often involve a criminal element. The response timeframe for sensitive and non-sensitive complaints differs.

5.1.1. Sensitive Complaints

Sensitive complaints include acts of fraud and/or corruption, such as sexual exploitation and abuse (SEA) and/or any harassment by employees or volunteers, bribing or misuse of resources and funds by employees or volunteers. It constitutes any action that violates the organization's policies or codes of conduct, including the behaviour of employees. Such complaints should be immediately evaluated by designated personnel in charge of sensitive feedback and complaints within the organization. Every organization should implement processes around sensitive complaints based on its written policy. The sensitive complaint should be relayed to the central office or human resources department, which should be based on procedures outlined in the written policy. It is very important to adhere to the principle of confidentiality while processing sensitive complaints. Action for sensitive complaints should be taken urgently from the moment they are received, and they should be resolved within 24 hours to 3 working days. This should include the initiation of an investigation process, even if it is not expected to be completed within 24 hours to 3 working days. Information should be regularly provided to the complainant on actions taken during this process.



Sensitive complaints can involve criminal elements. For example, there may be complaints about the behaviour of the employees/volunteers of the organization both on-duty or off-duty, or it may be related to a situation experienced by the beneficiaries outside the organization. Allegations of abuse of power (with a concrete definition of behaviour), corruption, sexual abuse and exploitation, aggressive or threatening behaviour, discrimination, indifference, disrespect for society or community traditions (with a concrete definition of behaviour), etc. Complaints such as these require sensitivity. All complaints about gender-based violence should result in referrals to relevant public organizations and, where necessary, to healthcare service providers.

5.1.2. Non-sensitive Complaints

Non-sensitive complaints include feedback about the quality or implementation of programmes, projects or services. Such complaints can also be related to decisions taken by the organization regarding implementation of projects. Complaints can contain negative criticisms on the project implementation policies or the fields of advocacy. Such complaints should be directed to the unit through which the mentioned service is provided or to the managers of the unit responsible for the project. Service providers are advised to resolve non-sensitive complaints within 14 business days. Resolution stages should be carefully planned and accountability factors should be considered.

Organizations may receive complaints about the services of other organizations other than the work of their own organizations and/or the services they provide. Complaints that are not directly related to their own organizations and work should not be handled. This includes complaints about the work of public institutions and other stakeholders. In these cases, even if they do not directly resolve the complaint, it is recommended that organizations provide received feedback to relevant organizations and organizations and undertake advocacy efforts when necessary. In cases where this is not possible, it is important to direct the complainants to relevant organizations and mechanisms.

5.2. Questions and Feedback

It is necessary to create space for the community to ask questions and/or provide feedback on the issues they are curious about. The mechanisms by which individuals can direct their questions may include social media communication channels, call centers, methods they can access directly in service centers and other channels. All feedback should be discussed with employees of the relevant programs/services, and individuals should be given their views and answers to their questions. Since such feedback is not categorized as sensitive, it is recommended to respond to individuals within 14 days.

In addition to collecting feedback, how to take action against these questions and feedback should be one of the main parts of the approach. While collecting feedback constitutes a process, answers should be given to people who ask feedback and/or questions when necessary and appropriate. Response processes should proceed transparently and the staff responding to the feedback should be open to two-way communication. This approach will increase the quality of the services provided, as well as support individuals who benefit from the services to become more resilient.

5.3. Suggestions/Requests

To seek suggestions on projects/programmes that have not yet been put into practice to ensure community participation is crucial in shaping our activities in line with the needs of the community. This process includes addressing the information needs put forth by the community.



Suggestions and requests received through the community should be shared with relevant departments within the organizations. In order to close the feedback loop, it is recommended to provide feedback to communities on whether the recommendations have been implemented. In cases where it cannot be implemented, the reasons for this should be communicated in a transparent manner.

5.4. Rumours

Rumours include information relayed from one person to another, which is not based on evidence. Accurate information with regards to inaccurate or unconfirmed rumours should be disseminated within communities to prevent and address misinformation. For example; if a rumour that asylum seekers and refugees receive salaries from the Government spreads within the refugee and host communities, the accuracy of the information should be checked with relevant entities, subsequent to which accurate information should be disseminated through the channels preferred and used by the communities. Since rumours can spread quickly and widely, it is recommended to check the information as quickly as possible and disseminate the correct information.

5.5. Positive/Appreciation

Positive feedback can be received through individuals accessing various projects and programmes. Such feedback enhances the positive impacts of implementation and activities and also means acknowledgment, approval and compliment for the practitioners of the project/programme. Positive feedback received should be relayed to relevant units within the organization. Despite receiving positive feedback, individuals should still be provided with information on how to provide feedback in case of any negative situation in the future.

6. Responsibilities of Management and Staff Regarding the Feedback and Complaint Mechanisms

In general, clear commitment of senior management and field personnel enhances accountability. Accountability commitments should be established within the framework of the organization's culture and policy.

Management and personnel should be consulted when developing a work plan to establish standards for FCRM. The aim is to enable decision makers to advocate within and outside the organization based on the needs, wishes and feedback of the communities. In addition, objectives and outcomes for accountability within the organization need to be determined, and management's oversight responsibility for monitoring these goals and outcomes needs to be established. To facilitate this, a senior manager should also be assigned with the responsibility of supervision of these mechanisms and relevant personnel. Assessment of the mechanisms should be conducted regularly.

It is important to mobilize resources (including human resources, financial resources) and allocate time in the establishment and maintenance of mechanisms.

Strengthening accountability to affected communities is the responsibility of all staff. In this context, it is necessary for all employees to support FCRM and to provide in-house trainings on the mechanisms.



7. Setting Standards for Establishing and Implementing Feedback, Complaint and Response Mechanisms

7.1. Assessment

- Available data on local media and telecommunication infrastructure with regards to the community targeted for FCRM should be analysed.
- Consulting communities in the assessment process (and at all other stages) is essential to design an effective mechanism. An orientation meeting should be held to discuss assessment plans with the community and share information on who we are our basic principles, code of conduct and relevant contact details.
- Both in this general consultation process and in the various mechanisms to be established, the preferences of individuals from different backgrounds (taking into account their vulnerabilities and special needs) regarding feedback mechanisms and communication methods should be taken into account. For example; in order to ensure representation and participation in, and access of persons with disabilities to these mechanisms, their preferred (and most appropriate, according to their needs) communication channels and methods should be identified and considered (i.e. preference of written communication channels for persons with hearing impairment).
- Efforts should be made to understand social dynamics within the community such as characteristic features of the community, decision-making procedures, culture, and power relations (as long as it doesn't involve a criminal element) between individuals/groups.
- Findings of the assessment are verified with the community and compared to the success criteria.

7.2. Design and Planning

- Programmes should be designed based on results of the assessment and lessons learned.
- Everybody should be granted equal opportunities to be involved in the planning process. For example, individuals who reside far away from the centers should be provided with transportation support to the centers to facilitate their participation in decision-making processes. Different communication methods for the consultation process should be identified, so that individuals who have difficulties in using digital platforms, for example, can also be included in the process.
- Representatives of affected people should be identified by community members themselves. Every segment of the population should be represented per the age, gender and diversity approach, including men, women, boys and girls, and vulnerable groups. Roles and responsibilities should be clearly defined by community representatives, leaders and committees.
- Selection criteria (for the consultation process) should be identified in a structured manner and shared with the community in a transparent way.



- Community participation and accountability activities and respective indicators should be integrated into general plans and budgets, by identifying what, with whom, how and when communities will be included in processes and what will be relayed back to them.
- Before the FCRM is set up, decisions should be taken on how the received feedback will be reflected in the implementation of activities. While establishing the system, issues such as how to categorize feedback, complaints and rumours, how and when to respond, what kind of process will be followed in case the complainant is not satisfied with the answer should be determined systematically. These procedures should be made available within the organization through a written Standard Operating Procedures or similar document.
- Personnel responsible for FCRM mechanisms need to be identified during the planning process. Planning should be done in consideration of the safety of complainants and in a manner that would mitigate any risks that may pose a threat to the complainant. Special processes should be identified for sensitive complaints. For example, in the case of allegations about sexual exploitation and abuse, referral should be made to specialized focal persons who have received training on how to manage the process.
- A database should be created for recording the received feedback and complaints, and standards should be determined for the analysis of this data. Planning and design of the database should take into considerations issues such as which personnel will have access to the database, how the database will be designed and operated in accordance with the Law on the Protection of Personal Data, how often the data will be analysed, how analysis will be reflected into programming (etc.). It is recommended to seek the support from IT and/or information management experts when establishing the database. For example, it is recommended to report incoming calls via the call center through dedicated software, and in this manner, the support of experts should be sought to make the software more functional. A rapid follow-up mechanism should be established on how to handle sensitive complaints in line with the principle of confidentiality.
- Basic reference indicators and data should be collected to measure progress. For example; if feedback is received via Kobo Toolbox, the active usage of the system should be measured regularly.
- All personnel should first understand the importance of the FCRM mechanism. All employees should be trained in the methods of handling complaints and in using specific FCRM. Those working on mechanisms should receive training on conflict management and resolution in addition to these general trainings.

7.3. Implementation and Monitoring

- Communities should be provided with information about the organization and the project. The purpose of the FCRM and the right to provide feedback and complaints should be explained. There should be a transparent disclosure to the community about the organizational standards set on what types of complaints or feedback are acceptable or unacceptable. For example, if a complaint is made to Organization B about Organization A, no improvement work can be done, but this feedback will be shared with the relevant



organization.³ Information on who, how and where to file a complaint should be shared with the individual. The information to be shared can be made through oral, visual or written channels such as meetings, posters, radio programs, flyers and/or brochures, depending on the preference of the community. In order to disseminate information on the system and to appeal to wider masses, promotional trainings and awareness studies can be carried out. Information on how long it will take to respond to feedback and complaints should be transparently disclosed. Since increasing the use of the system transferred to the community will increase participation, incentives should be made for use.

- During the implementation process, communities should be regularly consulted and their feedback on the effectiveness of the mechanisms should be obtained. Feedback should be obtained on the indicators identified to measure progress throughout the consultation processes. Feedback received should result in updating the mechanisms.
- Regular audits should be conducted to ensure that information shared with communities is understandable, relevant and useful.
- As with the communities, regular meetings should be held with staff (especially those responsible for the implementation of the mechanisms) and the mechanisms should be updated if adjustments are identified.
- Towards the end of the period of programmes or projects, an exit strategy should be developed for sharing information with the community. Even when a project is finalizing, community engagement and accountability should be prioritized. In the exit strategy, communication methods should be determined in a way that includes community engagement.

7.4. Assessment and Learning

- There should be an important source of information in assessing issues such as the level of community satisfaction with programmes and how these programmes are delivered. This information should be gathered through focus group discussions, community meetings, call centers, social media tools, advisory boards or committees.
- The impact of activities on the programmes and the community should be evaluated against the progress criteria/indicators identified during the planning process.
- Findings of the assessment should be shared with the communities.
- Lessons learned should be shared with relevant colleagues and used to inform future programming.

³ If a sensitive complaint is received about a different organization, especially on sexual exploitation and abuse, referral should be made to the relevant organization as soon as possible.



8. What Community Participation and Accountability Provide

In this section, it is aimed to how community involvement improves community resilience.

8.1 Provision of Information for Assistance Purposes

Information pollution can be seen after sudden events in the society or it may be difficult for the community to reach useful information. At this point, necessary, useful and life-saving information is shared with communities in a timely, rapid and effective manner. For example; During the pandemic period, the ministry's decisions are instantly translated into different languages, and accurate information is shared with the relevant refugee communities.

8.2 Behavioural Social Change

*Safe and healthy practices are highlighted with various communication channels in order to develop a new behaviour that is planned to be brought into the community. For example, short films, video recordings and theatrical performances aiming at the behavioural and social change of individuals who have difficulty in accessing information in the prevention of the pandemic. **While determining the strategy in the light of the information obtained in the data analysis, the following questions should be asked;***

1. What are the most important unhealthy or unsafe behaviours?
2. Why do people display such behaviours?
3. What information do people know now?
4. Where and from whom do individuals obtain information (from individuals and various channels)?
5. Which sources do they trust most?
6. Which other communication channels could be appropriate to access individuals and increase discussions?

8.3 Evidence-based Advocacy

In order to enable decision makers to take action, communities are made to be heard about issues affecting them, but if this is not possible, these issues are raised by service providers on their behalf. For example, community meetings are held to bring communities and government together. Advisory Boards and committees can be examples of evidence-based advocacy.



FCRM During the COVID-19 Pandemic

Prior to the COVID-19 pandemic, many of the FCRM mechanisms required individuals to come to service centers in person. However, due to the pandemic conditions and restrictions, many NGOs had to switch from face-to-face service delivery to remote and digital platforms. Considering that there should be no change in the situation of receiving regular feedback on the services provided by individuals, many organizations made existing mechanisms accessible remotely and enabled the creation of some new mechanisms. For individuals who do not have access to digital tools or who have low digital literacy levels, different mechanisms have been created within the scope of the principle of not leaving anyone behind.

Here are some examples of mechanisms that CSOs have adapted or reinvented during the COVID-19 pandemic:

- Social media channels (e.g. Facebook, Twitter)
- Communication Channels (e.g. telephone, SMS, Whatsapp, Telegram, e-mail)
- Feedback sessions, committee meetings via digital platforms (eg Zoom, Teams)
- Online Surveys (e.g. Kobo Toolbox, Google Forms)
- Emergency Helplines



9. Annexes

9.1. Tools Used for Feedback Collection

Organizations	Feedback, Complaint and Response Mechanisms Tools	FCRM Focal Points
Germany Agency for International Cooperation (GIZ)	<ul style="list-style-type: none"> ▪ Helpline ▪ SMS, WhatsApp, text messages ▪ Face to face meetings ▪ Monitoring and evaluation on online platforms, OFV system during the Covid process 	
United Nations High Commissioner for Refugees (UNHCR)	<ul style="list-style-type: none"> ▪ Compliant boxes ▪ UNCHR support line ▪ Social media accounts ▪ Multi-language visual broadcasts ▪ Community evaluation and consulting 	
United Nations Population Fund (UNFPA)	<ul style="list-style-type: none"> ▪ Feedback and Complaint boxes ▪ Satisfaction surveys ▪ Hotline (including PSEA specific hotlines) ▪ One-on-one interviews in focus group discussions 	
Food and Agriculture Organization of the United Nations (FAO)	<ul style="list-style-type: none"> ▪ Feedback and Complaint Boxes 	
Care International	<ul style="list-style-type: none"> ▪ IMMAP online system ▪ WhatsApp line ▪ Regular focus group discussions ▪ Viber, Kobo, Telegram ▪ Social media accounts during COVID-19 (e.g. Skype, Telegram used as a help desk) 	
Concern Worldwide	<ul style="list-style-type: none"> ▪ Hotline, WhatsApp, e-mail ▪ Complaint boxes are available at protection centers ▪ COVID hotlines 	



Danish Refugee Council (DRC)	<ul style="list-style-type: none"> ▪ Hotline ▪ WhatsApp, Facebook, e-mail ▪ Feedback complaint boxes ▪ Online surveys during the Covid period 	
World Food Programme of the United Nations (WFP)	<ul style="list-style-type: none"> ▪ Notification via SMS ▪ Collecting feedback through the call center 	
World Academy for Local Government and Democracy (WALD)	<ul style="list-style-type: none"> ▪ Focus group discussions ▪ Suggestion boxes ▪ Mails and surveys ▪ Telephone calls ▪ Social protection desks accessible by everyone 	
Support to Life (STL)	<ul style="list-style-type: none"> ▪ Feedback and complaint hotline ▪ The storyline for children (launched during the pandemic) ▪ Tablets (for in-person visitors) ▪ Face-to-face feedback ▪ Website 	
Human Resources and Development Foundation (HRDF-IKGV)	<ul style="list-style-type: none"> ▪ Feedback and complaint boxes ▪ E-mail ▪ Telephone 	
Independent Doctors Association	<ul style="list-style-type: none"> ▪ Complaints and feedback are collected via e-mail ▪ WhatsApp 	
International Humanitarian Relief	<ul style="list-style-type: none"> ▪ There are currently planned complaint boxes and information studies. ▪ Women, children and persons with special needs are informed. 	
Nirengi Association	<ul style="list-style-type: none"> ▪ Hotline ▪ Feedback and complaint boxes ▪ Feedback and complaint form ▪ WhatsApp, telephone, SMS, e-mail ▪ Satisfaction surveys 	
Positive Living Association	<ul style="list-style-type: none"> ▪ Satisfaction surveys 	



	<ul style="list-style-type: none"> Complaint forms via tablets 	
RET International	<ul style="list-style-type: none"> E-mail Feedback and complaint boxes Online media during the pandemic 	
Association for Solidarity with Asylum Seekers and Migrants (SDGG-ASAM)	<ul style="list-style-type: none"> Complaint and feedback boxes Complaint via website/internet Call Center E-mail Social Media accounts WhatsApp line 	
Small Project Istanbul	<ul style="list-style-type: none"> Google forms, assessment of complaints and suggestions, WhatsApp. Feedback collected online during the pandemic. Non-discriminative media 	
Syrian American Medical Society	<ul style="list-style-type: none"> Viber, Whatsapp, e-mail, SMS complaint boxes, face-to-face interviews 	
The Research Center on Asylum and Migration (IGAM)	<ul style="list-style-type: none"> Face-to-face interviews WhatsApp Hotline Complaint and suggestion box Phone calls during Covid-19 pandemic 	
Relief International	<ul style="list-style-type: none"> Complaint boxes with guide WhatsApp messages and e-mail Covid 19 hotline 	
World Vision International	<ul style="list-style-type: none"> Uses SMAP Server and feedback is uploaded to the system. Responses within 2 weeks are provided. Accountability assessment is conducted for children. 4 accountability columns. 	



	<ul style="list-style-type: none">▪ Online WhatsApp chats activated during the Covid-19 period.▪ Focus group discussions and one-on-one interviews.	
Turkish Red Crescent	<ul style="list-style-type: none">▪ <input type="checkbox"/> 168 Call Center▪ <input type="checkbox"/> Feedback and Complaint Boxes▪ <input type="checkbox"/> Kobo Toolbox during the Covid Process▪ <input type="checkbox"/> Committees▪ <input type="checkbox"/> Advisory Board	



9.3. Additional Sources for Reference and Guidance

- [Accountability to Affected Populations \(AAP\): A brief overview](#), Inter-Agency Standing Committee
- [Checklist to Protect From Sexual Exploitation and Abuse During COVID-19](#), Inter-Agency Standing Committee. (2020)
- [Adapting Feedback and Complaints Mechanisms: Looking beyond COVID-19](#), CHS Alliance
- [Diagram on Linkages between AAP and PSEA](#), Inter-Agency Standing Committee
- [The Operational Framework](#), Inter-Agency Standing Committee. (2013)
- [Visual on Differences between AAP and PSEA](#), Inter-Agency Standing Committee. (2017)
- [Website](#) of the Inter-Agency Standing Committee Task Team on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse (AAP/PSEA)
- *Core Humanitarian Standard on Quality and Accountability*: [İngilizce](#), [Türkçe](#), CHS Alliance. (2014)
- [Complaint Mechanisms and COVID-19](#), CHS Alliance. (2020)
- [What makes feedback mechanisms work? Literature review to support ALNAP-CDA action research into humanitarian feedback mechanisms](#), ALNAP. (2014)
- [UNHCR Emergency Handbook on Accountability to affected people \(AAP\)](#), UNHCR. (2021)
- [Learning Brief on Obstacles and Opportunities to Address Commitment of 5 of the CHS, DRC](#). (2019)
- [Visual on FCRM](#), Concern Worldwide