

Community Feedback and Response Mechanism (CFRM)

Training Manual

People In Need

2022



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S.N	Contents	Methodology	Time	Materials
1	Registration/Hi Tea		15 mins	Attendance sheet
2	-Introduction -Icebreaker Activity -Objective of the Training	Game & Discussion	20 mins	Meta cards and markers
3	Set the ground rules	Discussion	5 mins	Chart paper/flip chart, meta card, masking tape and marker
4	Session 1: Session 1- Understanding CFRM, Characteristics and Benefits of an effective CFRM	Game, Activity & Discussion	90 minutes	Chart paper, meta card, masking tape and marker
Tea Break -15 min				
5	Session 2: Principles of CFRM	Game and discussion	40 mins	chart paper, marker, masking tape, and meta card, key principles written on the meta-card or flip chart
6	Session 3: Steps to developing effective CFRM	Discussion	30 mins	Flip chart, masking tape, key word cards and definitions and marker
Lunch break - 45 minutes				
7	Session 4: PIN CFRM Policy and Procedures	silent skit/mime and discussion	80 mins	Chart paper, masking tape and marker
8	Sharing the experience and Q&As	Discussion	20 mins	

(*This is for whole day training, timing could be changed according to the time limit)

Introduction and Purpose:

This training manual is prepared for effective dissemination of Community Feedback and Response Mechanism (CFRM) policy and standards in People in Need (PIN) among its staffs. It focuses on participants developing a basic understanding of the elements that make up a community-based complaints and feedback mechanism, including, the non-negotiable characteristics, the principles guiding the development of an effective CFRM and the steps to be taken, to ensure you have an effective system. The manual outlines a single module on CFRM which is divided into four different sessions. All four sessions have their own specific objectives and activities.

Target groups: This module is principally designed for use with PIN staffs. However, it can be modified for use with partners, community stakeholders, including beneficiaries.

Timing: Depending on the target groups, this training may take 60 minutes [e.g., senior management] or go up to 180 minutes [programming staff; beneficiaries; partners]. A key part of tailoring this training is assessing the audience's needs and then deciding how much time to devote to each of the three sessions in this module.

Who will facilitate the training: The training sessions are ideally co-facilitated by two facilitators. Facilitators should have a good understanding of concepts related to accountability and feedback mechanisms, and ideally have first-hand experience in setting up feedback mechanisms, to be able to train other staff, although detailed notes are included in the facilitator guide in this manual.

Training Modality: It is recommended that the training takes place in physical setting, in a group of not more than 20 participants. If not, a virtual setting can be used. However, the activities must be adapted to the kind of virtual platform being used, including the use of digital tools available for interaction. Some examples are given in each session.

Materials: The training manual itself should be translated into the official working language of PIN country programmes (CPs). If needed, the contents and handouts should be translated into the relevant local language/s. If this is not possible, it will be important to have a co-facilitator who can provide oral translations of these materials, for those who are not able to work in official working language of the PIN CPs, if you the trainer cannot do this. Depending on the session activities, the facilitators may require other stationery materials.

Stationaries: Flipchart, colorful meta-cards, color pens, markers, printed handouts, printed roleplay scripts.

Note for Facilitator

Start with the introduction of the facilitators and participants, can experiment with the fun idea of introduction. After the introduction round is done have an icebreaker activity before jumping into the session so that the participants are engaged from the very beginning. (Will update the icebreaker activity once it is finalized by the team.)

Following an introduction round, we will begin the session with a quick icebreaker exercise.

Ice-breaker

Keep the pieces of paper and pen for each participant. Tell them to imagine that their manager or someone they work with comes into the office and says, "I'd like to speak with you when you have a minute."

Ask the participants to write down the first thing that comes to mind when they hear that. Then, ask them to share what they wrote with someone next to them.

You would then ask them what some of their initial thoughts were and why people respond that way. Point out that some of the thoughts they have about receiving feedback are also the same feelings they may have about giving feedback.

Relate the activity with the people's perception towards the feedback. (If the people had negative things on the mind in that situation tell them that normally we tend to take it as a negative thing and if they have taken it positively we can tell that we all need to learn well-delivered constructive feedback) And then begin the session.

Session 1: Understanding CFRM, Characteristics and Benefits of an effective CFRM

Begin by introducing the general purpose of this training unit [i.e., when you leave this session, you will have a basic understanding of what is an effective community-based complaint, feedback response mechanism is and its key elements that need to be considered when designing a CFRM].

Activity 1. (Ask the question to participant to assess the understanding of the CFRM.)

Q: What comes to your mind when you hear or see the term "CFRM"?

Note for the Facilitator: Facilitator write downs the responses received in board or flip charts and if the training is happening Menti-meter can be used if or look for other options) online.

For Activity 2 The facilitator will divide the floor in half with sticky tape, mark one side of the floor with "True" and the other side with "False". The facilitator calls on all participants to stand up, and when s/he reads the first statement aloud, the participants must decide in their minds whether the statement is true or not and take the appropriate side of the floor. The process will continue until all the statements have been read aloud by the facilitator and all participants have stood on some part of the floor. In this way, the process will be more active and will not allow the audience to be passive. And in case of online training we can use poll to have the answers.

Activity 2:

True and False

Statements:

- CFRM is the responsibility of the concerned department or focal person only.
- Feedback, suggestions and complains help us in improving our work.
- Receiving complaints or feedback from the community is a bad thing.
- We should not entertain sensitive cases.
- Everyone in the community should be well informed about community feedback and response mechanisms.
- We should not record the complaints received verbally.
- We do not need to inform you about the complaints or feedback received in the field office or during the field visit if they have already been solved.
- Only one tool/communication channel will be enough for the complaint handling mechanism.
- CFRM is an additional task that adds to the workload.
- We should not take much time to explain CFRM to the community. Simply distributing CFRM cards or leaflets is enough.
- Not receiving any feedback or complaints regarding our work is a sign that everything is going perfectly.
- If we receive any complaints from the community, we can share all the details with other colleagues.
- Orientation and training on CFRM should be conducted on a timely basis for staff.

*(*Statements can be added or removed depending on the situation)*

Note for the facilitator: After the Activity 1 and 2, use the slides and introduce the concept of the CFRM, if needed go over the key terminologies one by one and define them (depending on the participants) it will help participants to differentiate the term and understand the meaning of terminology. Facilitators also can print and paste the definitions on the walls as well. After the introduction of the CFRM ask participants if they have any questions, if yes address that and if it will be covered in the next sessions note down the queries and tell the participants that we will be discussing on that topic later.

Activity 3. Divide the participants into five different groups. on a flipchart, write the four characteristics of an effective CFRM [just the following words]: **CONFIDENTIAL; ACCESSIBLE; TRANSPARENT; SAFE; TIMELINESS.** Assign each group with the one word. In plenary, ask then to discuss in group why these concerns are important and share few points. Given limited time, move quickly through the four headings, to ensure all are covered. Participants will have time to return to these characteristics throughout this training unit. Give participants Handout on Four Characteristics of a CFRM

Key terminology

A complaint is an expression of dissatisfaction or unacceptability about the standards of service, actions or lack of action, by PIN or its staff and associated personnel. It is a criticism that expects a reply and would like things to be changed.

Feedback is a comment or concern that can be positive or negative but does not always require a formal response. Feedback provides useful insights into how PIN projects are implemented. Feedback can be addressed informally during programme monitoring visits or can be referred to management staff if relevant/necessary.

Accountability means that the organization is answerable for its actions and that there is redress when duties and commitments are not met, i.e. explaining what we have done and taking responsibility for the results of our actions. Handling feedback and complaints is an essential part of any organization's commitment to being accountable to its stakeholders.

Community Feedback and Response Mechanism (CFRM) is a formal mechanism to help us understand our projects and interventions from the perspective of individual beneficiaries, stakeholders and communities. It gives us information on our assistance, its organization and staff conduct. It provides a safe, accessible and effective channel for our beneficiaries, communities and project stakeholders to raise complaints, questions, and concerns and give feedback. **Receiving feedback and responding to complaints is a fundamental part of improving PIN's accountability.**

Sexual Exploitation and Abuse (SEA): Particular forms of gender-based violence that have been reported in humanitarian contexts, specifically alleged against humanitarian workers/personnel.

Sexual Exploitation: "Any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another."

Sexual Abuse: "The actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions."

The key characteristics of an effective complaints and feedback response mechanism.

They are all essential, the non-negotiable critical elements for any effective CFRM mechanism.

Confidential

- Restricts access to/dissemination of information of the feedback provider or the information related to the feedbacks or complaints received
- Helps create environment enabling witnesses to engage
- Information should be available to limited number of people

Accessible

- Available to be used by as many people as possible in operational area
- Special access measures in place for children, elderly, disabled, etc.
- Communities must be informed how to complain and encouraged to complain as necessary

Safe

- Considers potential dangers/risks to all parties
- Incorporates ways to prevent injury and harm
- Includes ensuring confidentiality, offering physical protection and addressing potential retaliation

- A safe space (also used for other purposes)

Transparent

- Members of affected community know it exists, input into its development, know how to access it, ensure it is adhered to

Timeliness

- An effective mechanism will deal with complaint in a timely manner. The timeline for acknowledgment and response should be stated in the procedures.

The benefits of CFRM include:

Protecting dignity, empowering stakeholders and improved relations with communities

- When stakeholders have an issue, they are heard and responded. Stakeholders' issues are not ignored.
- Stakeholders including donors and partners can have confidence that issues will be raised and addressed.
- Stakeholders' feedback and opinions can be incorporated into program implementation and future program design, increasing their influence.
- Aspects of programs that inadvertently reduce the dignity of stakeholders can be identified and addressed.

Discouraging corruption, theft, abuse

- People who intend to engage in harmful activities are aware that anybody is able to identify and complain about them. The CFRM in this case can act as a deterrent.
- Cases of corruption, theft and abuse are more likely to be identified and addressed.

Increased transparency

- Managers are aware of the issues faced in the field, and can support field staff to resolve them.
- Beneficiaries can question PIN actions and be given a response, increasing their trust and understanding of the program.
- Increase stakeholders' confidence in our activities.

Improved programming

- Issues are identified and can therefore be acted upon and resolved.
- Suggestions are heard and acted upon.
- Difficulties faced by stakeholders in accessing the program are understood and can potentially be minimized.
- Programming is improved and made more participatory through identification of shortcomings in the programs' beneficiary targeting and inclusion approaches.
- CFRMs help us to identify issues early, before they become unmanageable and potentially harmful to the program.

Session 2: Principles of CFRM

Activity 4: Divide participants into small groups and assign each group 2 or 3 of the principles [depending on number of participants]. Ask them to discuss the assigned principles, to ensure there is a good understanding of these. Then ask each group to identify challenges in meeting these principles – these

could include challenges specific to the context in which the CFRM is being implemented, challenges related to the kind of program being implemented or even related to agency practices along with the solutions. Ask groups to be ready to offer one or two key challenges and solutions to overcome those challenges during the plenary. Give the groups 15-20 minutes for this exercise. In plenary, ask each group to list the principles they discussed [just the headings] and share one challenge for being able to uphold these principles. Allow 15-20 minutes for this before moving onto the next session. Write up the challenges identified on flipchart paper.

Handout 2

Key principles for designing and running accountable feedback mechanisms

Inspired by BOND's (UK network for international development organizations.) principles for building trust through feedback.

1. Context-specific and participatory

Any credible accountability mechanism must **be appropriate to the local context**, with consideration given to social, cultural and gender norms that may affect reporting. In particular, it is vital to select the channels and modalities for accepting and responding to feedback in **consultation with the people who will use them**. Community structures should be involved in the overall complaint system. This will increase the **community ownership** of our feedback mechanisms, which is essential to ensure its practicality and use.

2. Inclusive and Accessible

We must allow the mechanism to be used by as many people as possible from as many groups as possible in places where the we operate. It must be safe, easy-to-use, respectful, and reachable for all concerned people, i.e., **regardless of gender, age, disability or any other dimension of diversity** that may temporarily or structurally diminish a person's ability to raise complaints and seek redress. It is important that we consider **how barriers to raising concerns can be overcome** - whether these are physical, cultural, rooted in fear, or a lack of awareness regarding the mechanism and the right to use it. The mechanism must include both collective (e.g., community meetings) and confidential channels (e.g., phone line).

3. Empowering

CFRM must be people-centered – or in the case of safeguarding concerns, survivor-centered (*please refer to PIN Safeguarding Policy for more details*). The accountability mechanism will be effective if we consider and (if possible) address the following power dynamics:

- The **power dynamics between PIN** on the one hand, **and a community member** on the other, and how this must be overcome if concerns are to be raised; and the **power dynamics within communities**, which prevent some people or groups from being able to raise
- Their voice. Establishing a people-centered feedback mechanism means **consulting a cross section of the community** during the design phase to understand the power dynamics.

4. Transparent

People from the affected community **must know that a CFRM exists** and have sufficient information on **how to access** it. The people whom it concerns should be able to speak to PIN staff regularly about the operation of the complaint mechanism and **know who at PIN is responsible** for handling complaints and communicating outcomes.

Effective community awareness raising should be prioritized; the following activities can help with this.

- Training staff
- Community awareness-raising on codes of conduct
- explain what is complaints mechanism
- Translate information into local languages.
- communicate mechanisms to all stakeholders
- Information campaign for all—visual and audio tools, etc.

5. Collective responsibility

Communities affected by poverty, marginalization or disasters are often unable to distinguish between the different actors who aim to support them, nor should they be expected to. The systems for feedback and accountability need to consider this. Therefore, we should to coordinate (as much as possible) with other relevant actors and try to **go beyond the individual brands and realize that our position of power makes us able to share responsibility to create a safe, considerate and empowering environment for our interventions collectively.** *Please refer also to [dealing with complaints not concerning PIN](#).*

6. Impartial and Confidential

An accountability and feedback system will be credible and sustainable once there is assurance that the issues raised are looked into thoroughly and with impartiality. This requires us to explore the systems of power and incentives that affect our staff (identify and address issues regarding conflicts of interest) to enable them to form judgments that are as unbiased as possible.

To ensure confidentiality, we must **restrict access to, and dissemination of, information connected with the complaint.** This requires information to be available only to a limited number of authorized people (generally the Senior Management of the organisation) for performing the necessary steps resulting from the complaint (e.g., investigation).

Commit to confidentiality

- Trust is critical – confidentiality linked to protection
- All communications/complaints confidential & disclosed on need-to-know basis
- Suggestion boxes must be secure and receive other issues as well as SEA
- Written complaints must be locked away
- In some cases, confidentiality may not be assured – e.g., if it necessitates police involvement.

7. Do No Harm

It is of paramount importance that our mechanisms for receiving feedback – just like our actual interventions – do not negatively affect the people intended to receive support. This is relevant to various elements of a feedback mechanism- reporting channels must be designed without presenting any immediate risk to vulnerable people reporting concern.

Once feedback has been given, it is then critical to handle it in a way that does no harm, i.e., not exposing survivors to stigma, retribution and/or retaliation.

8. Safety of complainant and staff

Complaining may expose people to risk of retaliation, this affects willingness to complain – therefore CFRM must protect.

- Conduct risk assessment InterAction

✓ immediately...

- o Provide urgent medical assistance
- o Address urgent safety/protection concerns
- o Refer children to child protection specialists (agency)

✓ ...and subsequently

- o Identify who may be at risk, and how
- o Prioritize risks – which are most urgent?
- o Minimize risk – how to respond Important to have safety plans in place for those at risk of retaliation

8. Handled Swiftly

We must handle all complaints swiftly. Concrete classification of timely action depends upon the nature and complexity of the matter, and local conditions. CPs should consider this when defining their country-specific rules, paying specific attention to safeguarding cases, particularly those involving sexual exploitation and abuse (*please refer to the [PIN Prevention of Sexual Exploitation and Abuse Policy](#) for more details*).

Information clearinghouse

- A system for agencies to share information:
- When complaint received about another agency
- For sharing information related to receiving/recording complaints
- For making referrals
- Not necessarily investigating

9. Consistently closing the loop

By closing the feedback loop we mean that action, i.e., any measures taken as a result of the feedback being raised, is communicated back to those who shared the complaint in the first instance (unless it was anonymous). Providing fair and consistent communication will help strengthen the credibility of our procedures.

Feedback to communities/individuals

- Community role must be acknowledged by agencies in how they facilitated the CFRM
- Trust in system reinforced when complainant receives feedback
- Community feedback should be provided based on programming changes as a result of their input

10. Appropriately resourced

All of the points above have resourcing implications. We need to allocate sufficient resources to meet all of the outlined principles. This includes resources in terms of physical infrastructure (such as telephones for a hotline or a computer to access a database) as well as investment in staff training and awareness-raising in communities. The level of resourcing necessary will depend on the circumstances. Some country programs may choose to set aside a portion of a

project budget specifically for feedback and accountability mechanisms, while others may opt for a variation on this in other interventions.

Resourcing the CFRM

- A CFRM is mandatory according to the UN's Secretary General's Bulletin
- CFRM-related costs (training, staff time, materials) can be resourced under separate projects
- Essential for accountability purposes and better programming
- Consider too – costs incurred by complainants

Session 3: Steps to developing effective CFRM

Note for the facilitator: While discussing the challenges and solutions at Activity 4, if the participants have idea about the CFRM most of the points will be discovered in the discussion that also links to the steps for establishing the CFRM. So right after the discussion jump into the steps to establish and implement the CFRM. Even if some points are covered in the earlier discussion facilitator should link that and elaborate and explain about the points.

Handout 3

10 Steps for successful establishment and implementation of effective CFRM

1. Commit to the process of setting up and maintaining an effective CFRM

Essential elements:

- Demonstrate commitment
 - Allocate financial resources and staff
 - Organizational culture
 - Engage partner organizations
- 2. CONSULT beneficiaries, host communities and other stakeholders about appropriate ways to share feedback.**
- Allow end-users to decide
 - Have a discussion with your colleagues (esp. frontline workers)
 - Identify barriers
 - Collect best practices and lessons learned
- 3. CREATE guidelines and visibility materials that describe CFRM procedures in your CP or project**
- Guidelines consistent with the global CFRM policy
 - Guidelines & procedures tailored to the country / area / project
 - Materials appropriate for the target audience (e.g., local language, children, low literacy, culturally acceptable images, local examples etc.)
- 4. TRAIN AND RAISE AWARENESS**
- All consortium staff: Understand the importance of this mechanism and how to behave if they receive feedback or complaint
 - Staff responsible for managing the mechanism: understand the process and related procedures, know how to train others

- Raise awareness in the communities: What is acceptable behavior? What to report? **How to send feedback or complaint?**

Do's and Don'ts when introducing CFRM in the community

Do's

- ▶ Tell the person the feedback/complaint is welcomed
- ▶ Tell the person all information shared will be kept confidential
- ▶ Tell the complainant that they will receive a formal response within 15 days

Don'ts

- ▶ Make promises or raise expectations
- ▶ Share information about beneficiaries
- ▶ Communicate anything NOT mentioned in the protocol.

5. RECEIVE AND RECORD

- Feedback & complaints from ALL channels (incl. verbal feedback from field visits, social media etc.)
- Ask for contact details (anonymous feedback is hard to follow up)
- Acknowledge received feedback
- Maintain confidentiality!
- Record the details in logbook.

6. CATEGORIZE (and when needed) VERIFY

We categorize complaints in order to **distinguish regular feedback, moderate grievances and major grievances**. When unsure, conduct a quick verification of the complaint first. Report a Major Grievance via **PIN's Case Register**.

7. RESOLVE COMPLAINT, if relevant, INVESTIGATE

Resolve complaint (a) informally, using program knowledge and common sense, or (2) formally, by investigation. Complaints that require investigation should be handled in accordance to **the PIN Investigation Guidelines**.

8. RESPOND and check acceptance

- All complaints and feedback deserve an answer (even if it is simply "Thank you") – this encourages further feedback and creates a good relationship with communities.
- Communicate results of inquiries and investigations to complainants (level of details approved by the investigation committee).
- Check whether the complainant accepts the response. If not, inform the line manager of the person who handled the complaint, and discuss with the CP management whether a new inquiry/investigation should be done.

9. ANALYSE COMPLAINTS and REPORT LESSONS LEARNED

- Written record of each complaint & feedback, and how it was handled (logbook)
- Regular sharing & discussion with Program teams (anonymized)
- Lessons learned from handling complaints & feedback => how to handle better in the future
- Monthly analysis of complaints

10. REVIEW the process

- Review of CFRM procedures at least annually
- Address new needs

- Incorporate lessons learned into the process

Session 4: PIN CFRM Policy and Procedures

In this section we will discuss about the PIN global and national policies. How the CFRM is functioning in the country programs, categorization of the Feedbacks, role and responsibilities.

PIN policy regarding CFRM

Who can make a complaint?	Any project participant, other member of the involved communities and other relevant stakeholders, local or national, as a group or an individual, can make a complaint using the Community Feedback and Response Mechanism
What is covered by this policy?	Project related concerns about what we do and how we do our work. Feedback and complaints on the conduct and actions taken by PIN staff, its partners, contractors and suppliers in relation to PIN target communities (in particular, but not exclusively, PIN beneficiaries) and partners.
What is not covered by this policy?	Complaints from PIN staff are not covered by the CFRM; they are governed by PIN's procedures for dealing with problems in the workplace, i.e., <i>Whistleblowing policy</i> . Complaints relating to serious incidents such as fraud and corruption or safeguarding concerns will be dealt with through the relevant policy and procedures, i.e., <i>Anticorruption Policy, Safeguarding Policy and Prevention from Sexual Exploitation and Abuse Policy</i> .
How do we deal with complaints not concerning PIN?	PIN deals with complaints within its sphere of influence (i.e., action for which PIN is responsible). Complaints on actions reportedly done by other stakeholders should be handed over to responsible persons from the concerned office, if a referral system is in place. If a coordinated mechanism is not in place and PIN receives a serious complaint (e.g., SEA case), a senior staff member (e.g., CD or SG officer) should be consulted regarding further steps. <i>Note: the actions of entities which represent PIN in relationship with relevant communities (e.g., suppliers, contractors, interns, enumerators, volunteers, partner organizations etc.) fall under PIN's CFRM, thus PIN must deal with it.</i>

Roles and responsibilities

The roles and responsibilities of different people involved in the CFRM need to be carefully defined and communicated.

- **Senior management / Country Director** – It is the responsibility of the management to ensure that procedures resulting from this policy are set in accordance with the principles outlined. Senior managers should promote the CFRM mechanism and show ownership of the principles stated in this policy. The CD has the ultimate responsibility for the proper functionality of the CFRM in a given CP. To avoid overloading the CD, their direct operational role should be limited. If the complaint is concerning them, then there may be a need to consider supervisory parties (e.g. Regional director) as another authority to whom to lodge the complaint.
- **Immediate manager to the subject of complaint** – for complaints concerning staff, their immediate manager will usually be involved in the process. For sensitive issues, it might be necessary to involve senior management, HR or a safeguarding officer.
- **CFRM officer** – a person designated to receive, record and forward or handle (and potentially also coinvestigate) received feedback and complaints. A CFRM officer can be a role, i.e. not a full-time employee, rather a responsibility assigned to a person already working for PIN, depending on the size and type of the intervention. It is recommended to have the position of CFRM officer positioned within the MEAL unit in the CP's structure (e.g. CFRM officer = MEAL officer).
- **Programme / Field staff** – the staff closest to the situation can handle most of the feedback. However, if the feedback is about them directly, support from more senior or specifically designated staff is required.
- **Donor or other partner NGO** – PIN must observe its contractual obligations towards donor(s), especially with regards to reporting safeguarding issues. Consult HQ compliance for more info if needed.

Who can make a complaint, give suggestions or provide feedback?

- Program beneficiaries;
- Broader community, or “indirect beneficiaries”, within the area where PIN or its partners work;
- Other stakeholders affected by PIN's work, including local leaders, government representatives and representatives of other organizations;
- Any member of the public;
- PIN's suppliers;
- PIN's local partners' staff.

PIN cannot address complaints and feedback related to:

- Issues not related to PIN's programme;
- Information about local or national authorities, except for information of general nature related to PIN programme (e.g., who are responsible Municipality/ward representatives in PIN's areas of operation, etc.)
- Internal matters of the community such as tensions between various community groups and all other such matters which fall within the jurisdiction of the civil justice system;
- Complaints, which are under investigation by law enforcement agencies or matters under litigations/court trial.
- In cases of violence, especially against children, perpetrated by people who are not employed or associated with PIN, PIN will seek to refer victims and their families to the appropriate agencies and services available in their areas.”







PIN global categorization of Complaints

- Request for Information and Positive Feedback
- Request for Assistance
- Negative Feedback (general negative evaluation)
- Grievance (i.e. may constitute a serious breach of PIN Code of Conduct and Key Policies (so called ORANGE CASES)
- Major Grievance (i.e. serious breach of PIN Code of Conduct and Key Policies (so called RED CASES)

Categories of feedback/complaint in PIN Nepal's CRFM Policy

- PIN00: Referral Cases
- PIN01: Positive Feedback
- PIN02: Dissatisfaction with project Activities
- PIN03: Serious Complaints I (General)
- PIN04: Serious Complaints II (Safeguarding/Child Protection)

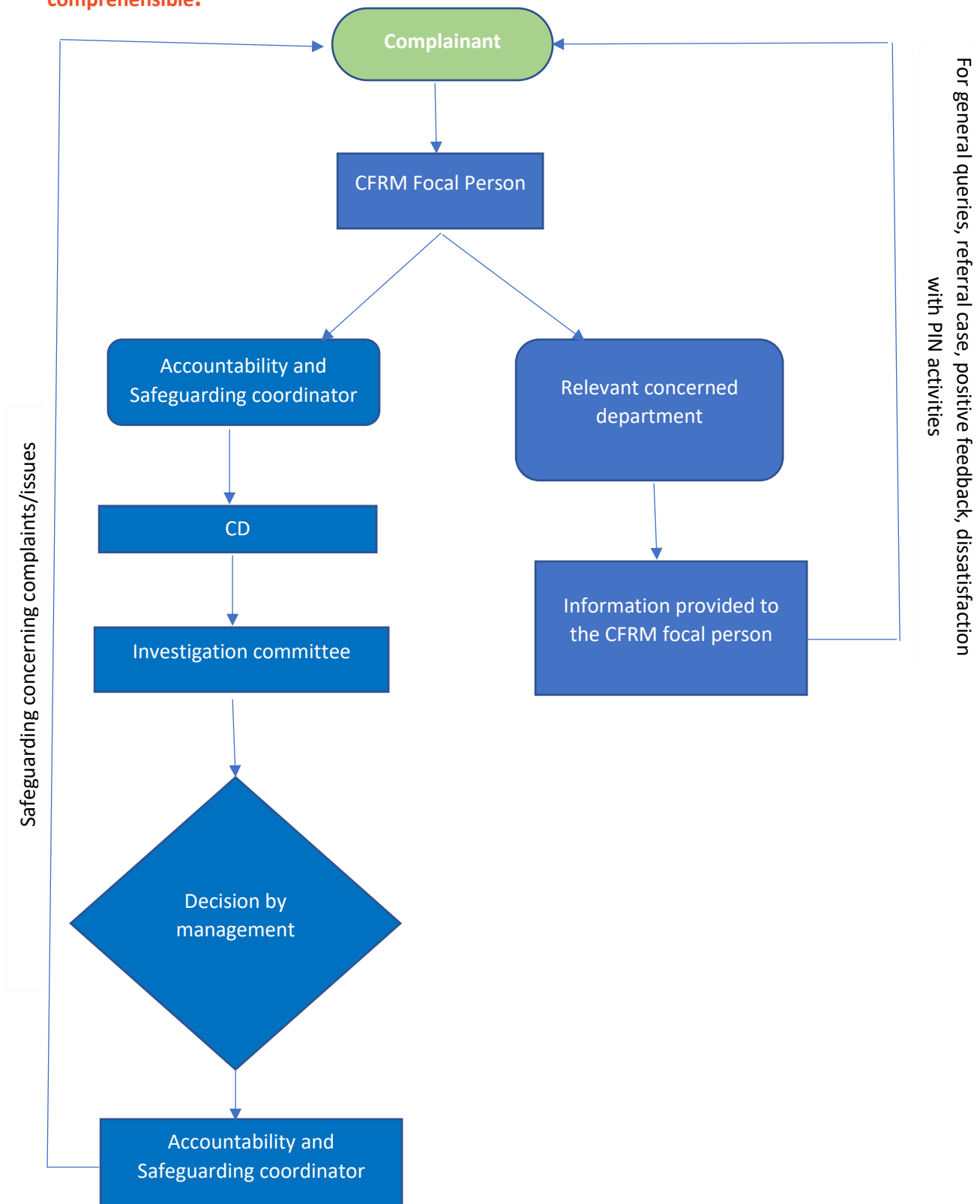
*(*PIN Nepal has been using these categories, if other country program has different categorization they can use theirs accordingly.)*

CATEGORIZATION OF COMPLAINTS					
REPORT CATEGORIES	Level of report's SENSITIVITY	REPORTING CHANNELS	EXAMPLES (non-exhaustive)	Procedure	RESPONSIBLE PERSON/DEPARTMENT
REQUEST FOR INFORMATION and/or POSITIVE FEEDBACK.	LOW	Whistleblowing channels 	Information request coming from PIN staff, e.g. regarding Policies, benefits, allowances, HR processes, Clarification regarding working contract management (position, JD, internal recruitment process, evaluation etc.). Positive feedback from PIN staff.	PROVIDE ANSWER (if relevant. Note: not every feedback needs official response)	Line manager/HR or other responsible person (depending on the nature of the request)
REQUEST FOR ASSISTANCE		CFRM channels 	Information request from PIN beneficiaries and other stakeholders (community members who are not beneficiaries, community leaders, CSOs, potential suppliers etc.) e.g. regarding: start of project implementation or distribution. Positive feedback from PIN beneficiaries and other stakeholders. Request for assistance from the community, e.g. suggestion for new project		Person responsible (depending on the nature of the request) will provide an answer
NEGATIVE FEEDBACK, general negative evaluation	MODERATE	Whistleblowing channels 	Feedback on working environment and conditions (e.g. remuneration, concrete duty of care arrangements, state of office facilities, technical facilities).	NOTE: in case you observe more serious than initially thought, identify PIN CoC. Verify received feedback and provide response accordingly.	HR/line manager or other responsible person (depending on the nature of the feedback) will deal with the feedback from PIN Staff.
		CFRM channels 	Feedback about beneficiaries' selection process, criteria and/or verification process Feedback about cultural appropriateness of intervention Feedback about delays in the project implementation/distributions		MEAL team and responsible person from concerned team (depending on the nature of the feedback) will verify the feedback and provide response
GRIEVANCE, i.e. may constitute a serious breach of PIN Code of Conduct and Key Policies (so called ORANGE CASES)	HIGH	Whistleblowing channels 	Unfairness discrimination/favouritism (e.g. in recruitment, promotion, remuneration, training and working environment provision. Unwarranted disciplinary measure towards PIN staff, unfair dismissal of PIN staff. People's mismanagement (e.g. evaluation review, lack of respect, provision of no or inadequate feedback, disrespectful communication, not sharing of information/knowledge needed, creating environment of mistrust and fear, dismissing of staff, etc. in communication). Alleged favouritism (regarding vacations, positions, remuneration, working time etc.) Seriously inadequate or very poor working environment condition	In order to establish whether (a) investigation is needed or (b) standard management processes and procedures should follow, you can conduct: FACT FINDING STAGE (FFS). REPORT THE CASE VIA CASE REGISTER	Person responsible for receiving complaints (depending on the nature of the grievance, e.g. HR officer) will record it into the case register and if relevant will conduct the fact finding stage.
		CFRM channels 	Actual management of beneficiary selection criteria The quantity of the assistance provided to beneficiaries The quality of the assistance provided to beneficiaries Inappropriate behavior from PIN staff/suppliers/contractors towards targeted communities, such as: taking photos without permission, inappropriate clothing, impolite behavior Quality and/or timeliness of the construction delivered (e.g. school construction)		Person responsible for receiving complaints (depending on the nature of the grievance, e.g. CFRM officer) will record it into the case register and if relevant will conduct the fact finding stage. Fact Finding stage can be done by the CFRM officer (or person responsible for CFRM management), in cooperation with concerned team and while being supervised by higher level manager (e.g. HoP, HoSO, CD). In case there is a need to initiate investigation, CD (or higher level manager) will take a lead in this procedure.
MAJOR GRIEVANCE, i.e. serious breach of PIN Code of Conduct and Key Policies (so called RED CASES)	VERY HIGH	Report received through any PIN reporting channel, including special channels like: report@peopleinneed.cz or fraud@peopleinneed.cz or psea@peopleinneed.cz	SUSPICION OF ANY BREACH OF PIN CODE OF CONDUCT AND KEY POLICIES, eg.: 1. Bullying, discrimination, exploitation of power, intimidation, modern slavery, trafficking in person 2. Sexual exploitation, abuse, harassment (SEAH) 3. Child abuse/harm 4. Serious conflict of interest (including use of confidential information obtained under the working relation with PIN for personal benefit or for the benefit of third persons) 5. Corruption (including nepotism)/Fraud (including blackmail or extortion)/Theft 6. Misuse of PIN asset, resources or information 7. Taking part in or supporting an illegal or criminal activities	REPORT THE CASE VIA CASE REGISTER INVESTIGATION PROCEDURE (if at all possible)	CD (or higher level manager) forms investigation committee and ensures that process will be managed in line with PIN Investigation guidelines. In case of PSEA cases, consult PIN PSEA focal point at psea@peopleinneed.cz.
Reported feedback or grievance NOT RELATED TO PIN					
GENERAL GUIDANCE	PIN deals with complaints within its sphere of influence (i.e. action for which PIN is responsible). Complaints on actions reportedly done by other stakeholders should be handed over to responsible persons from the concerned office, if a referral system is in place. If a coordinated mechanism is not in place and PIN receives a serious complaint (e.g. SEA case), a senior staff member (e.g. CD or SG officer) should be consulted regarding further steps. Note: the actions of entities which represent PIN in relationship with relevant communities (e.g. suppliers, contractors, interns, enumerators, volunteers, partner organizations etc.) fall under PIN's CFRM, thus PIN must deal with it.				
CASES OF REPORTED CHILD ABUSE	It is mandatory to report all abuses of children that you were made aware of. If a complaint is about child abuse by a staff member or representative, or about staff member of another NGO, immediately inform the Country Director or another senior manager. Do not try to investigate the case yourself and don't discuss it with others. Simply report it. If a complaint is about serious child abuse by a community member, consult your safeguarding officer/HQ PSEA focal point or local procedures so the case can be referred to relevant authorities.				

Note for the facilitator: After explaining the categories of the complaints move ahead with how the country program proceed every received concern. Seek support from the Accountability and Safeguarding coordinators if concerns are raised about the sensitive cases or case handling framework. After explaining about the CFRM procedures in PIN also display the blank logbook and case recording form so that participants will know how PIN keeps the record. Also, facilitators should elaborate how to disseminate the information of CFRM to the community member, partners, vendors and other stakeholders.

CFRM procedure

This graph depicts CFRM operations for PIN in a very generic and simple manner to make it readily comprehensible.



Group activity

Note for the Facilitator: Divide the participants into groups and give them scenarios. In some cases, we can ask them to role-play the procedures. In other cases, we can ask them to disaggregate the cases after action, disseminate the information in the community, etc. Ask them to discuss in the group and prepare a roleplay according to their understanding of the CFRM covered in training. Inform the participants that they can distribute the roles in the group. For example, an applicant, line manager, country director, CFRM focal point, program or field staff, donor, or another partner NGO, etc. Set the scene according to this case.

Roleplay Scenarios

Please familiarize yourself with the situation below.

Group I

The organization announced a grant competition. One of the applicants did not win the competition, and he was informed about it. (Or his project has been funded, but he/she is unhappy with the service or product purchased). The applicant is angry about this fact. Think about how he would behave in a real situation and how the representatives of PIN Nepal would behave.

Group II

PIN is doing the distribution program in one of the landslide/flood-affected areas. One of the beneficiaries shared that one of the PIN staff or partner staff asked him to pay the money beforehand in order to be eligible for the distribution. The beneficiary is stressed as he does not have any money to pay and is worried that he will not be able to receive the service from the organization. He shares his concern with one of his neighbors, who is supporting PIN in community mobilization. (who have an idea about the CFRM)

Group III

One of the female community members is dealing with domestic violence. She has not taken any action against the violence. She is going through mental and emotional breakdowns. She is going through a tough time, and when she talks about this issue and tells her family about getting health support regarding this, her family members shut her down by saying that everyone will say that she has a mental illness and that she is a lunatic. It will degrade their social status. And their family's internal affairs (domestic violence) will be public. One day, when she was tuning in to the radio, she heard about the PIN CFRM toll-free number. She decides to call the number one day.

Note for facilitator: The next section is entirely optional. If the participants ask for information about the procedures or how the cases are recorded, we can provide it. Also, we can request that the safeguarding coordinators have a brief discussion on safeguarding in relation to CFRM in the same training. This will give participants a better understanding of safeguarding.

Concerns about safeguarding are sent to the Accountability and Safeguarding Coordinator, who takes the necessary actions.

Display all CFRM IEC and promotional materials.

Categories of Safeguarding Concerns

Any safeguarding concerns should be reported by all staff directly to the Accountability and Safeguarding Coordinator/Designated Safeguarding Officer (DSO) according to the timeline below.

Category	Timeframe
Category 1: Any concerns PIN receives (from a community member or internal report) about the misconduct of a PIN employee, partner, contractor or volunteer, with beneficiary, community member, PIN staff or stakeholder staff as a victim	Immediately
Category 2: Any case of GBV/CP or safeguarding violation in which the perpetrator is a community member or someone external to the project and where beneficiaries are involved.	24 hours
Category 3: Concerns that a project may have negative consequences which may include an increase in violence either for community members or beneficiaries specifically	Immediately

***Specific projects may have separate timelines and reporting procedures for ASC to follow.**

Recording Safeguarding Concerns

All cases are recorded in PIN internal system to enable us to track and investigate confidentially and sensitively. Currently, the PIN Incident Reporting Tool is undergoing revision to include sexual exploitation and abuse (SEA), fraud, and other types of concerns. Until the finalization of the tool, the information is uploaded to a protected ELO folder accessible only to trained and authorized staff, such as the Designated Safeguarding Officers. The data is collected at both Country Programme and feeds in the central level. This system enables us to track and investigate every allegation confidentially and sensitively.

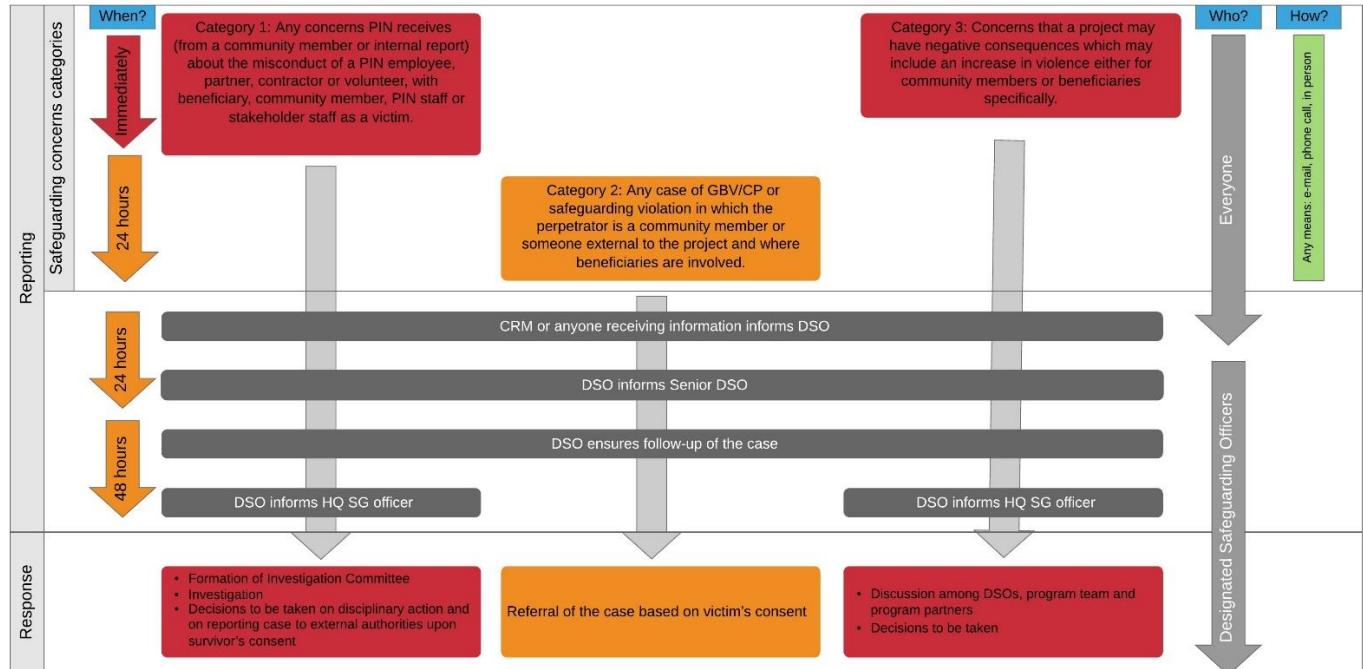
Record keeping

All records and reports are recorded on CP level and uploaded into the protected folder, they are then anonymized, compiled, and analyzed on HQ level.

Physical files are kept in a locked cabinet.

PIN Case Handling Framework

PIN Nepal | Case Handling Framework Flowchart, V. 1



Do you know what communication channels we are currently using? If so, name them.

PIN CFRM Communication Channels (We can use the country specific information are here)

(We are using PIN Nepal's CFRM details as a reference here.)

- NTC 1660 01 00008, NCell 980 15 75 888 displayed on poster, banner & CFRM cards
- E-mail address: cfrmnepal@peopleinneed.cz.
- WhatsApp and Viber 9851226223
- Postal service CFRM Focal Person at PIN Nepal's office address: K.M.C – 3, 279 Ranibari, Lazimpat, Kathmandu, Nepal.
- Suggestion Box placed at different spaces in the communities (for example at project intervention points as relevant; project's field office, etc.)
- Regular consortium staff visits to communities (CFRM form; Safeguarding (SG) Case Record Form)

Note for the Facilitator: Thank participants for their active participation and tell them about the training feedback and let them know to fill out the forms. (Also, we should conduct surveys after 3-6 months of the training it will provide the effective implementation of the lesson learned.)

