tool 15 **FEEDBACK STARTER-KIT**

Community Engagement and Accountability (CEA) / International Federation of the Red Cross and Red Crescent Societies

WHAT IS THE FEEDBACK STARTER-KIT?

The Feedback Starter-Kit responds to key questions (?) and provides the most important tips (▶) for setting up and running a simple feedback mechanism. At the end of this document there is an overview of the templates needed to plan the mechanism and collect, answer, analyse and share community feedback data. These templates contain the necessary basic elements to implement and run a feedback mechanism.

It is recommended to go through all the different parts of this document and adapt them to the local context and community needs and preferences.

A feedback mechanism as described in this guide is different from a perception survey in that a feedback mechanism lets the community set the agenda and share whatever feedback, concerns or rumours/misinformation/misconception they want to share and aims to provide answers back to the community. Therefore, it is a continuous dialogue and never a one-off activity. A perception survey provides a regular 'temperature check' on mostly pre-decided indicators, i.e. to find out how accessible or useful the community finds a specific programme. Ideally, a programme, project or operation should implement both a feedback mechanism and regular perception surveys.

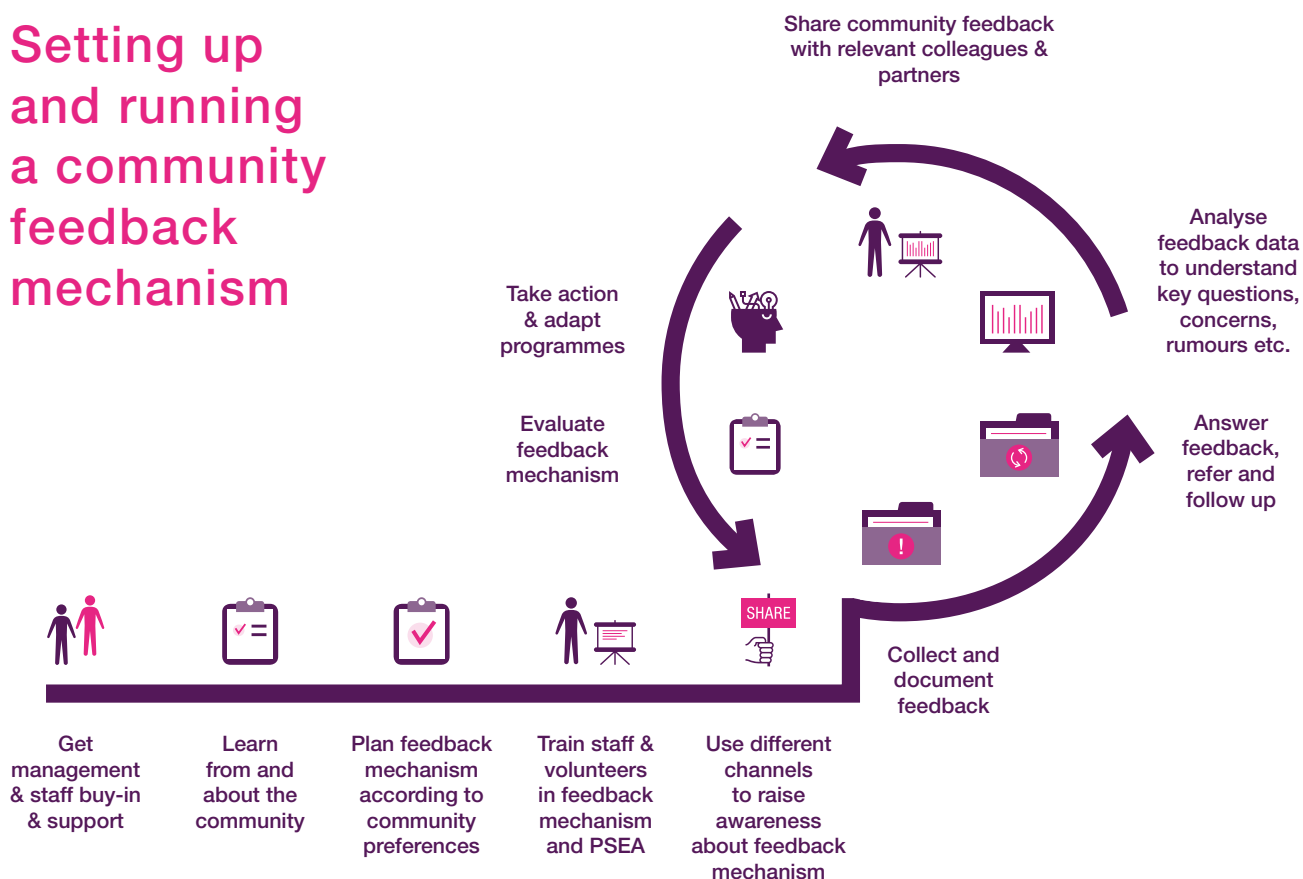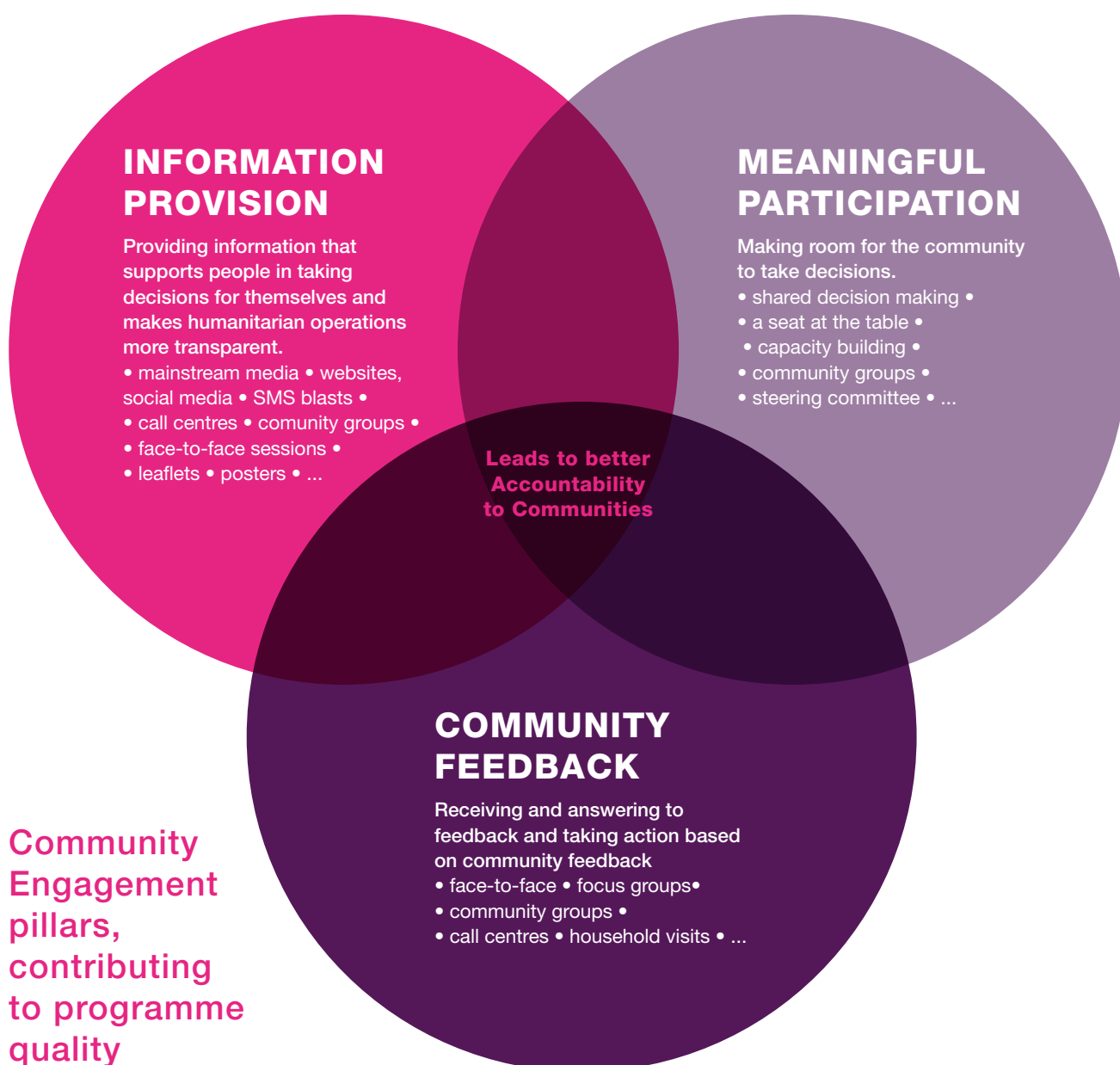## Setting up and running a community feedback mechanism

Share community feedback with relevant colleagues & partners

Analyse feedback data to understand key questions, concerns, rumours etc.

Take action & adapt programmes

Evaluate feedback mechanism

Answer feedback, refer and follow up

Collect and document feedback

Get management & staff buy-in & support

Learn from and about the community

Plan feedback mechanism according to community preferences

Train staff & volunteers in feedback mechanism and PSEA

Use different channels to raise awareness about feedback mechanism

SHARE

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WHAT DO WE MEAN BY FEEDBACK?

Setting up a feedback mechanism is one of the key pillars of community engagement that can help organizations be more accountable to the people it serves and ultimately contributes to **better quality** of programmes and services (see below). As such, it is interlinked to the other pillars of providing information and enabling participation.

Receiving and acting on feedback must be viewed as a positive way to help identify and understand areas where programmes and community engagement approaches need to improve. A feedback mechanism can support sharing decision making power and help build trust and confidence with local communities. People have a right to provide suggestions, or feedback on decisions that affect them. An effective feedback mechanism can prevent issues from escalating while also managing expectations and promoting a culture of transparency and accountability. Capturing conversations means we understand the worries and contributions of community members and can act upon them. Through collecting and answering feedback, we are aware of people's opinions and beliefs, making our work more collaborative and often more successful and sustainable.

INFORMATION PROVISION

Providing information that supports people in taking decisions for themselves and makes humanitarian operations more transparent.
• mainstream media • websites, social media • SMS blasts •
• call centres • comunity groups •
• face-to-face sessions •
• leaflets • posters • ...

MEANINGFUL PARTICIPATION

Making room for the community to take decisions.
• shared decision making •
• a seat at the table •
• capacity building •
• community groups •
• steering committee • ...

COMMUNITY FEEDBACK

Receiving and answering to feedback and taking action based on community feedback
• face-to-face • focus groups•
• community groups •
• call centres • household visits • ...

Leads to better Accountability to Communities

Community Engagement pillars, contributing to programme quality

WHAT IS FEEDBACK?

Feedback is information shared by a community member to the organisation. It may be positive, negative or neutral. Feedback can come from different sources (for example through social media or directly from a person using a service or interacting with a volunteer) and can be about anything from questions about services, suggestions on how to improve a programme/service, to rumours, myths and misconceptions that are circulating in communities.

WHAT IS THE FEEDBACK STARTER KIT?[1]

The starter kit includes practical templates and tips to help you set up and maintain a basic community feedback mechanism. All templates can be expanded depending on need, capacity and context. If you plan on setting up a feedback mechanism, start by read-

1. If you are unsure about any acronyms you come across, the British Red Cross GIS team put together a comprehensive list of acronyms that the RCRC uses.

ing this guide – tool 15. If you need further support to use the starter kit contact your regional or global CEA focal person. The starter kit has been piloted in Indonesia and Malawi by a consultant (Viviane Lucia Fluck) who adapted, improved and added to the existing IFRC tools from March to June 2019. Therefore, it is crucial to use the updated templates dated June 2019. It is key to not immediately use the templates but also read about how to use it, especially the guidance for the excel logbook.

GET MANAGEMENT AND STAFF BUY-IN AND SUPPORT

A feedback mechanism should be **integrated into all programmes run by a National Society**. It is important to make sure that everybody is on board and all levels understand what a feedback mechanism is, why it is needed and how they can contribute.

? Who do you need to be on board to include community feedback into decision making processes and to have access to resources?

? How will staff be briefed on this mechanism and their role in it?

? What are convincing arguments that can get leadership and staff buy-in?

TIPS

▶ Give a short presentation to all staff and highlight why community data is important and that it is part of our mandate.

▶ Showcase ways in which feedback is already being worked with informally (for instance through volunteers talking to community members).

▶ Use the zine on the importance of feedback for light internal advocacy.

▶ Involve programme staff from the beginning (planning stage), so that they will take time to answer community feedback later.

▶ Make sure programme staff are included in your data flow and know their responsibility of helping to find answers to community feedback.

LEARN FROM AND ABOUT THE COMMUNITY

Building a successful community feedback mechanism means **understanding the people we serve and the context we operate in**.

? What are the most appropriate channels for receiving feedback for different parts of a community (taking into consideration gender, age and disability)?

? What are barriers that may prevent different people from using the mechanism? How can you include those who are at risk of being excluded?

TIPS

▶ Use existing assessments, briefings etc. to inform yourself about culture, communication and society and what kind of mechanisms the community may already use to share feedback or deal with grievances.

▶ Implement a community engagement and accountability assessment (see tool 2) asking about trusted channels, literacy, language, existing feedback channels and preferences.

▶ If a full assessment is not possible, use tool 2 to choose the most relevant questions and add them to existing survey tools such as needs assessments etc.

▶ Implement focus group discussions (FGDs) for more in-depth understanding on complex topics, see tool 5

TIPS

▶ Consult directly, separately and in a confidential manner, with local groups representing women, children, people with disabilities, Lesbian, Gay, Bi-Sexual, Transgender, Intersex, Queer people (LGBTIQ), migrants and other minorities and vulnerable groups. It is crucial to understand how to include vulnerable communities.

▶ Important indicators, such as trust, access to feedback mechanisms can change, so it's good to ask some questions on a regular basis.

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PLAN YOUR FEEDBACK MECHANISM ACCORDING TO COMMUNITY PREFERENCES

HUMAN RESOURCES

When planning your feedback mechanism, it is essential to think ahead. Running a responsive feedback mechanism needs enough people that can collect, analyse and answer feedback.

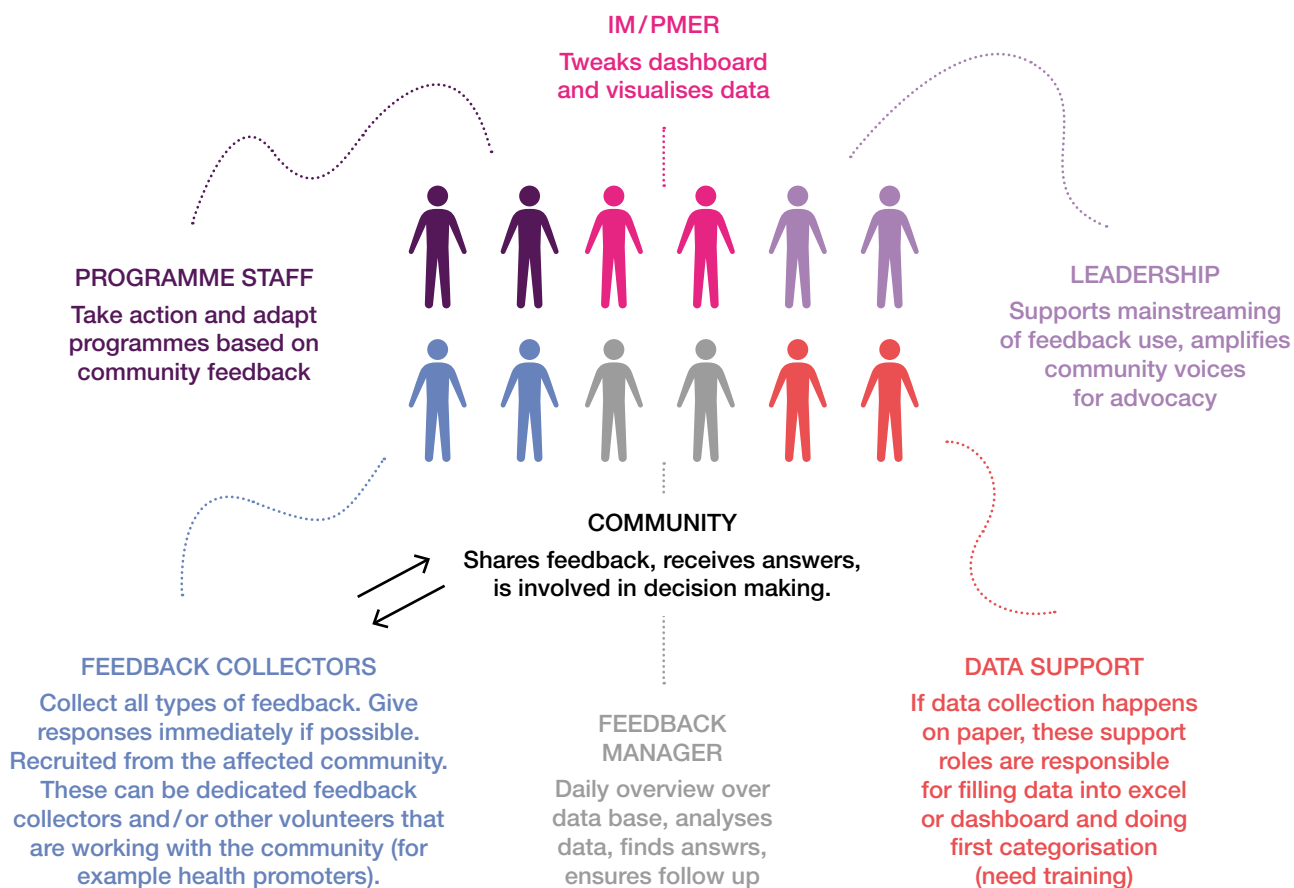**?** **Who do you need to implement and run the feedback mechanism?**

 ? Who will collect your community data?

 ? If relevant feedback is not acted on, people will stop giving you their feedback and lose trust. Who will be your designated feedback manager?

? Will you need translation/interpretation support?

? Who will answer feedback?

TIPS

▶ See the below organigram for some typical roles involved in a feedback mechanism. You can use this organigram to think about who needs to take responsibility for what but also to lobby for hiring local support or assigning tasks to volunteers (for instance for data entry).

▶ Determine focal points for different departments/sectors that agree to take responsibility to help answer feedback

Organigram of typical roles required to run a feedback mechanism

IM/PMER
Tweaks dashboard and visualises data

PROGRAMME STAFF
Take action and adapt programmes based on community feedback

LEADERSHIP
Supports mainstreaming of feedback use, amplifies community voices for advocacy

COMMUNITY
Shares feedback, receives answers, is involved in decision making.

FEEDBACK COLLECTORS
Collect all types of feedback. Give responses immediately if possible. Recruited from the affected community. These can be dedicated feedback collectors and/or other volunteers that are working with the community (for example health promoters).

FEEDBACK MANAGER
Daily overview over data base, analyses data, finds answrs, ensures follow up

DATA SUPPORT
If data collection happens on paper, these support roles are responsible for filling data into excel or dashboard and doing first categorisation (need training)

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DATA PROTECTION

Personal data is any information that alone or with other information can lead to the identification of a person. For example, a name, but it can also be more sensitive, such as the details of an assault or other offense. As the format of collecting feedback is very open, you may receive personal or other sensitive data even if you are not asking for it. It is important to use established data protection practices even if you do not aim to collect personal or other sensitive data. It is crucial to ensure the safety, dignity and privacy of people providing feedback. Handling data responsibly is key build the trust of the people sharing information with us.

Only a few designated staff should be able to access the raw data collected. When feedback data is shared with partners or publicly, it should not be traceable to a specific individual (or in some contexts for example, to a specific ethnic group that could be a target of discrimination or violence).

If you plan on sharing community data with partners, ensure you only share data for which you have received consent and after consulting with your relevant legal focal point to see if a formal agreement is necessary (i.e. not feedback collected via social media). You can use tool 15.8 as a template for a data sharing agreement.

- **?** Why do you want to collect data and what do you plan to use it for?
- **?** How will you ensure **data protection**?
- **?** Who will have access to what parts of the data?
- **?** What kind of data will you collect in what cases (i.e. do you even need to collect personal data?)
- **?** How will you ensure that data is safe (software, hardware, confidentiality of people handling data)?

TIPS

- ▶ Make sure what data you can share without identifying an individual, sometimes it might be necessary to use less location data in order to guarantee the privacy of a person (i.e. only share gender, age range and for example only the province instead of province, district and village).
- ▶ Only collect the minimum amount of personal data needed.
- ▶ Keep sensitive data separate from other feedback data – it will also make it easier to follow-up on the relevant feedback. You can use the same database (tool 15.1) for sensitive data.
- ▶ Delete or anonymise any personal data that is no longer needed.
- ▶ Ensure that the software (Microsoft Excel, for example) and hardware (a laptop, storage device, phone, server, etc.) are adequately protected. Lock the equipment when not in use, password-protecting the hardware and software, and encrypt sensitive files.
- ▶ Only share password-protected files (unless you have removed all personal/sensitive data)
- ▶ Click here for the IFRC Policy on the Protection of Personal Data.
- ▶ Click here for a comprehensive data checklist and click here for the data playbook for exercises and guidance on data protection.
- ▶ Another resource on data protection is this ICRC handbook.

CONSENT

In order to record any kind of feedback we need to ask for consent (permission) of the community member that they agree collect and possibly share what they tell us. This should not be a heavy procedure that makes the person uncomfortable, but a short and clear explanation of what the data will be used for and that the individual can choose not to talk to us or to give feedback completely anonymously. Asking for consent makes it easier for a person to understand what it is we're doing and can help with avoiding misunderstandings (i.e. confusion between feedback collection and adjusting distribution lists).

? How will you make sure community members will understand what you are asking them for when you ask for consent?

TIPS

▶ Make sure all feedback collectors and their managers understand what consent is and why it is important.

▶ Volunteers should always ask for consent, explain clearly what the data they collect is used for and why they are taking notes. Whom they can contact for more information.

▶ In cases where sensitive information is provided or allegations of wrongdoing have been made, ask for the individual's consent to provide their contact information or other details necessary to follow up.

PLANNING DETAILS

? Which channels, language and format do the community prefer?

? What will you call your mechanism?

? When will the mechanism be open to receive feedback and give answers?

? Who can access the mechanism where and when?

? How will you inform the community about this mechanism?

TIPS

▶ Ensure your mechanism is equipped to receive and refer sexual exploitation and abuse if they arise, by seeking guidance from a focal point for Prevention of Sexual Exploitation and Abuse (PSEA), Sexual and Gender Based Violence (SGBV) or Psychosocial Support (PSS) to start this process. The IASC Best Practice Guide Inter-Agency Community-Based Mechanism (2016) gives useful guidance on sensitive feedback (see p.17).

▶ Based on your initial research (see p.5) prepare initial information that you can share with the community, for instance what kind of programmes the National Society is running etc.

▶ Start small: plan your feedback mechanism to cover a small area (or only one part of the community) in its initial stages, so that you can test and improve it as you go along. You may otherwise be overwhelmed with larger volumes of feedback too soon.

▶ The more useful and actionable information communities receive, the less misunderstandings there will be to solve. Ensure that information provision is made a priority from the start, even before you set up a feedback mechanism.

▶ 'complaints' can be perceived as very negative, consider using terms such as (community insights, ideas, etc. instead)

▶ identify an appropriate term in the local language together with the community which suits both culture and language.

▶ Depending on the channel used, decide which days and times it will be accessible to the community (i.e. for a hotline/number for feedback indicate the times people can call).

▶ After the mechanism has run for a month or two, check in with the community if there is a need to change channels used or days/times.

▶ Use different communications channels to reach different people or different parts of a community.

▶ Determine if it would be cost and time efficient to partner with other organizations in setting up a joint feedback mechanism. Otherwise, ask partners to share information about your feedback mechanism.

▶ Be aware of sensitivities and risks in the local community regarding sexual and gender-based violence. Survivors may face a range of obstacles related to their own security that prevents them from reporting. Local expertise on SGBV should be consulted to help mitigate individual risks in reporting sexual exploitation and abuse.

Lesson learned from the field

The Myanmar Red Cross Society's strong network of community mobilisers and volunteers are the only regular access to many villages. When volunteers ran a consultation about preferences for providing feedback in one particular community, it showed that both women and men felt there was no need to provide feedback because everything ran smoothly.

While this initially seemed positive, community mobilisers continued to receive many questions from the community. It became clear that people in the community were on the most part reluctant to raise concerns or make and had little awareness of their right to do so. This reflects a culture where it can be seen as inappropriate to complain when people are trying to help.

Volunteers were therefore best placed to clarify the broader definition of 'feedback' with community members, encouraging feedback that encompassed questions, and not only. The Burmese word used to explain "complaint" and "feedback" was important. Indeed, the word "suggestion" was a more positive way to translate these terms that were otherwise perceived as negative.

EXIT STRATEGY

Your 'exit strategy' should be part of your overall strategy from the very beginning rather than an afterthought.

? How can you involve the community in planning your exit?

? Will you hand the mechanism over to the community?

? What will you do with the collected community feedback data once the project finishes?

TIPS

▶ Do sessions with community members and staff to find solutions well before the end of the project.

▶ Plan the end of the project at the beginning of the project.

▶ Look at tool 16 for more details on how to plan your exit strategy.

▶ Consider deleting personal data that is no longer needed.

St. Lucia - Interview with a resident of Anse-la-Raye
© IFRC, Bill Mortley

DECIDE HOW TO COLLECT AND ANSWER FEEDBACK

FEEDBACK CHANNELS

The options below can be used in combination, starting with simple approaches and building on these with time. No matter which channels you choose feedback should be documented using the community feedback log sheet tool 15.1 (using Kobo toolbox, ODK or paper).

TIPS

▸ Adapt and use tool 15.1 for a template form to collect feedback.
▸ Always aim for an even gender balance for staff and volunteers working on feedback, this way they can approach different people in the community and understand their situation better.
▸ All sensitive feedback needs to be handled confidentially (see p.6 on data protection and p.17 on sensitive feedback).
▸ Using mobile data collection (ODK/Kobo) will save time but needs investment into equipment and into training volunteers to be comfortable in using tablets/smart phones.
▸ Start with a small number of channels (one or two) and a small number of feedback collectors. Expand once the mechanism runs smoothly. This way you do not run the risk of being overwhelmed by a lot of feedback before volunteers and staff have enough experience. The volunteers that are first trained should receive on the job-training so that they can take on responsibility to train other volunteers.
▸ Start with a trial period to test channels and stay in constant communication with the community whether they feel comfortable using the channels you offer or would prefer a change (preferences can change at any time).

FACE-TO-FACE

Staff/volunteers who go into the community and approach community members asking them about their concerns and questions. Or staff/volunteers that are already working in the community and are documenting the feedback they receive when talking to people and communities about other issues (i.e. hygiene promotion and household visits) or when interacting while providing services (for example, before, during or after a distribution). The volunteer/staff team collecting feedback data should be made up of both women and men and speak the local language/dialects. Ideally volunteers should be from different backgrounds and ages so that different people in the community can relate to them and feel comfortable talking to them.

TIPS

▸ This is often the most popular feedback channel as it doesn't require literacy and volunteers can approach people rather than community members having to come to us.
▸ Effective face-to-face feedback requires trust and building trust can take time. Show the community through your actions that you are taking feedback seriously by coming back, taking action and giving answers.
▸ In some communities cultural or religious norms around gender will mean that especially women might only be comfortable sharing feedback with female feedback collectors

QUESTIONS DESK

Desk or designated place 'operated' at set times/days by staff/volunteers. It is best when close to where programme activities are happening. Each desk should be staffed by a man and a woman to ensure women feel comfortable approaching the desk and sharing feedback.

TIPS

▸ Ensure the purpose of the desk is clear.
▸ Ideally the desk is in an area that offers a little bit of privacy, is in the shade and is easily reachable for as many community members as possible.
▸ Clearly communicate what the desk is used for and invite people to use it rather than waiting for them to approach.

COMMUNITY COMMITTEE

A community committee, made up of diverse representatives of the whole community, designated to record feedback in their area. The committee and com-

munity need to be briefed on the committee's role, have them come up with terms of reference. Regular meeting times should be agreed for staff and the committee to review the collected feedback together, and deciding action needed.

TIPS
▸ Ensure that your community committee is as diverse and representative as possible.
▸ Look at tool 11 (how to hold community meetings) and tool 12 (Terms of References for Community Committees).

CALL IN RADIO SHOW

A radio show connected to a SMS line, a hotline, social media page or similar to collect and answer community feedback. Map which radio stations are popular with whom and who is listening at what time.

TIPS
▸ Ensure community members know when you are broadcasting.
▸ Check how many people have radio receivers available to them.
▸ Invite community members and experts from inside and outside the community to discuss topics that the community wants to find answers to.

VOICE RECORDERS

Provide voice recorders that people can use to record their feedback. This is a great tool for more illiterate communities, but transcribing recordings is time very consuming. A solution can be to hire a few trusted local support staff or volunteers to listen and transcribe the audio. Make sure there is a more or less private space to do the actual recording and somebody to instruct people on how to use the recorder.

TIPS
▸ Decide set times of when the voice recorders are available.
▸ Make sure that the person transcribing the audio is aware of data protection and confidentiality in case they recognise a voice on one of the recordings.
▸ Inform the community how and when they can expect answers.

SOCIAL MEDIA

Find out which channels are popular with whom and set up a group or page (i.e. on Facebook, WhatsApp or similar). This can be used both for collecting feedback and sharing answers. Be aware that a public social media page will exclude anybody who is not social media literate, does not have a phone/computer, or mobile charge on their phone, money to pay for data, so should always be combined with other channels. This will also make it less likely to receive sensitive feedback.

TIPS
▸ Make sure the page/group has clear and simple rules of interaction.
▸ Be aware of risks of social media platforms sharing data.
▸ See the IFRC/ICRC/OCHA social media guide for more tips and tricks on how to use social media to engage communities during a crisis.

DEDICATED PHONE OR TEXT LINE

Phone lines have the advantage of being able to receive plenty of detail, immediately respond and be more accessible to illiterate community members. Text lines are limited to literate people but can have a lower financial barrier. A key challenge to using a hotline is language - if hotline operators speak only one language this excludes people who might not be fluent or confident in that language. Patchy mobile reception can also be an issue. Ideally, you should ensure that phone numbers are not being tracked in order to protect personal data of callers.

TIPS
▸ Decide set times when the phone is turned on, and who will answer or receive SMS messages/calls.
▸ Don't use staff's personal phones.
▸ If you use a hotline, try to make it toll free so that money is not a barrier for people to reach out.
▸ There should always be call handlers trained in responding to Sexual Exploitation and Abuse/Sexual and Gender Based Violence, and there should be a gender balance among handlers.
▸ Call handlers should speak the language(s) of the community.

FEEDBACK AND SUGGESTION BOXES

Boxes located close to communities, which people can use to submit written notes. These are only a useful option if the majority of the community is literate and **should never be the only communication channel used**. Boxes need to be opened regularly by staff or volunteers and returned to the community at the latest the day after removing them.

TIPS

▶ Determine a way of how to share answers to the community, for example through a bulletin board next to the feedback box (if there's a high literacy rate).

▶ Ideally, you also provide feedback forms for the community to fill in (this way you will be able to collect age and gender data).

▶ Make sure the community knows how often the boxes are emptied and how they will receive responses.

▶ Feedback boxes should only be used in combination with other ways to collect feedback.

RESPONDING TO FEEDBACK

IMPORTANT: **Sensitive feedback (see p.15) should never be shared publicly,** however topics such as Sexual and Gender based Violence (SGBV), Sexual Exploitation and Abuse (SEA) should be discussed in general terms and information given on aid workers' ethical codes, which prohibit all of them, 24/7, from buying sex locally and sexually exploiting and abusing anyone.

Whichever way you choose to answer feedback you need to inform the community when you collect feedback how answers will be given.

TIPS

▶ Answers should be actionable and concrete.

▶ Develop a frequently asked questions (FAQ) document, ideally together with the volunteers so that they own the process (look at the sample FAQ document in the feedback starter kit as an example).

▶ If there are questions you cannot answer you must inform the community that you tried very hard but could not resolve the feedback.

▶ Ensure that volunteer supervisors have regular check-ins with volunteers who collect feedback to ask what they have heard each day and how to respond to questions.

TIPS

▶ Ensure that volunteers also have a channel to confidentially share feedback, both on what they have heard from the community but also their own feedback.

▶ Offer psycho social support for volunteers that work in emergencies/deal with sensitive feedback.

DIRECTLY TO THE INDIVIDUAL WHO GAVE FEEDBACK

For example, via phone, or house/tent visit. In order for this to be possible basic contact details from people sharing feedback need to be captured in the feedback log form.

TIPS

▶ Only promise to follow up individually if you have the capacity and boots on the ground to do so.

▶ Consult with local expertise on gender and inclusion, sexual exploitation and abuse, sexual and gender-based violence before individually following up on any sensitive feedback.

▶ For sensitive feedback: remember that sometimes if an aid worker known to work on feedback, visits a person this may be enough for rumours to spread and there is a risk of victim-blaming or retaliation against the SEA survivor or the alleged perpetrator.

TO THE WHOLE COMMUNITY

For example, via poster, community meeting, bulletin board, radio, or at a community gathering point. It is important that names of individuals that gave a feedback are not shared, but an overview of the feedback and what has been done to address it can be shared.

TIPS

▶ Ensure that when you collect feedback the community is made aware that you will not answer individual feedback but that you will answer the most relevant issues, explain how individuals can access these answers.

THROUGH TAKING ACTION

By immediately making obvious changes to address feedback. For example, if there was feedback about latrine pits being left open, immediately covering these would show response. Share with the community when you have taken action and explain that it was because of community feedback: 'you shared with us that x was a problem, we did y to resolve it'. This shows that feedback is taken seriously, and it is valuable for community members to use some of their precious time to talk to you. If you cannot take action, explain why it is not possible at the moment and what the plan is going forward to address the issue. This way future conflict and frustration can be avoided.

HOW TO ADRESS FEEDBACK

WHAT IS THE PROCESS FOR MANAGING FEEDBACK?

The process will depend upon the mechanism being used, but in general the below shows a simplified feedback flow.

TIPS

- ▶ Come up with a few bullet points in the local language to introduce how the feedback mechanism works in order to help volunteers introduce themselves and their work in a concise manner.
- ▶ Adapt the standard operating procedure (SOP) template below to develop a clear procedure on how feedback collectors should handle feedback (this SOP should be the basis for your volunteer training but also needs to deal with how to respond to sensitive feedback at the backend).
- ▶ Look at tool 15.6 for a draft SOP for feedback collectors.
- ▶ Look at the sample feedback flow from Malawi to get inspiration on how a feedback flow could work.

Greece, 2017

Feedback SOP for feedback collectors

When a community member approaches your organization:

✔ do ask for consent   ✔ do listen carefully   ✔ do document feedback   ✔ do manage expectations

Ask the community member politely what their feedback is. Document feedback.

Can you answer the question with the Q&A or other document? — **YES** → Answer is given and documented immediately.

NO

Is it a sensitive feedback? — **YES** → Ensure the community member that this type of feedback is taken seriously. Refer to PSEA, SGBV etc. focal point. Inform management immediately.

NO

Can you answer it internally? — **YES** → Refer internally and tell community member where, how and when they will receive a response.

NO

Refer to partner organisation and tell community member where, how and when they will receive a response.

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MANAGING SENSITIVE FEEDBACK

It is important that all staff understand what a sensitive feedback is and how to deal with it. A sensitive feedback relates to:

– Prevention of Sexual Exploitation and Abuse (PSEA) (improper sexual behaviour) – SEA i.e. aid workers or volunteers asking for sexual favours in exchange for aid, buying sexual services or engaging in other exploitative sexual behaviour.

– Sexual and Gender based violence (SGBV) – i.e. Sexual and gender-based violence against any person. Could also occur as a result of unsafe design of humanitarian assistance, whether failing to provide lights and inside locks of toilets and bathrooms, not separating vulnerable women and children from men they are not related to or know.

– Corruption – i.e. a person asking for a bribe (often money) before letting somebody access a service or aid.

– Extortion – i.e. a person threatening violence in order to receive money.

– Fraud – i.e. a person tricking another person in order to make money or for a personal advantage.
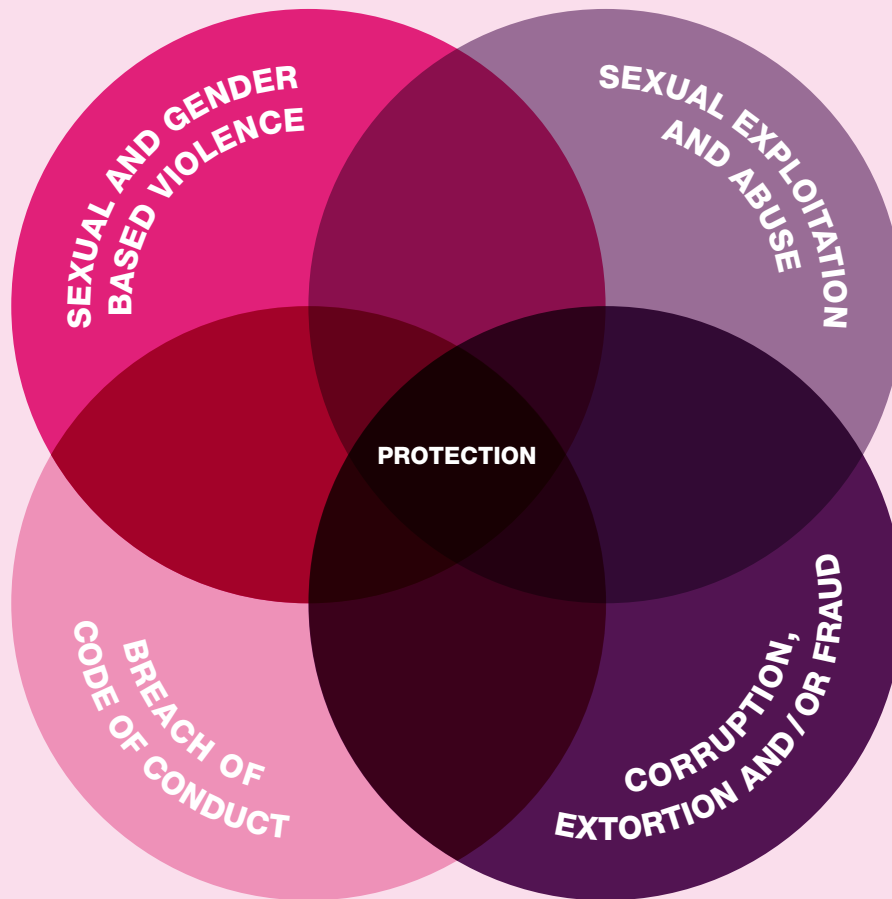
– Any other breach of our code of conduct.

(?) Who in the programme is the focal person for (what type of) sensitive feedback?

(?) Is there an internal SEA referral pathway?

(?) Is there an external SEA referral pathway?

(?) Which partner organisations can deal with external protection related cases that we might not be able to handle (such as SGBV)?

TIPS

▶ Collaborate with relevant focal points to organise PSEA and protection training for everybody involved in the feedback mechanism

▶ If there is no protection focal point do a basic protection service (SEA, SGBV etc.) mapping to understand where you can refer protection cases to.

▶ Click here for IFRC's minimum standards for protection, gender and inclusion in emergencies.

▶ Use the infographic on the next page to explain what sensitive feedback is and how to handle sensitive feedback if staff/volunteers are not handling sensitive feedback themselves.

What is sensitive feedback?

Sensitive feedback must be dealt with as
quickly as possible (maximum within 24 hours)

SEXUAL AND GENDER BASED VIOLENCE

SEXUAL EXPLOITATION AND ABUSE

PROTECTION

BREACH OF CODE OF CONDUCT

CORRUPTION, EXTORTION AND / OR FRAUD

FEEDBACK COLLECTOR

Politely tell the person that they do not have to describe
any details of the case to you but that you will document a key topic
and their contact details (if they consent) and an expert will get in touch.
Alert management / focal person.

⌄

FEEDBACK MANAGER OR FOCAL PERSON

IS THIS INTERNAL OR EXTERNAL?

INTERNAL	EXTERNAL
relating to our staff or volunteers	relating to an individual from the community or another organisation
⌄	⌄
refer to manager and internal referral pathway	refer to external pathway for GBV, PSEA or other relevant partner

HOW TO REPORT SEXUAL EXPLOITATION AND ABUSE (SEA)

? Is there already a procedure on how to report sexual exploitation and abuse?

? Who needs to be informed (the police, focal point within the national society)

▶ SGBV and PSEA staff need to conduct a situation analysis of national laws/cultural norms/gender issues and the functioning of law enforcement and other authorities before the start of the project.

▶ SEA is a crime and should in principle be reported to the police, but only after the survivor consents, he/she are safe and thorough vetting of "do no harm" issues including what risks the survivor faces if a case is reported to the police.

▶ If there is no policy look at IFRC's PSEA policy of June 2018 where the section below is taken from:

6.1 *Reporting by Affected Persons*

6.1.1 In every country where IFRC operates, a mechanism for Affected Persons to report SEA by IFRC Personnel shall be developed and information about it effectively disseminated. These may include creation of a community-based mechanism in collaboration with the community, use of the IFRC whistle-blower hotline system ("currently known as Safecall") and/or designation of a focal point for receiving .

6.2 *Reporting by IFRC Personnel*

6.2.1 IFRC Personnel who are aware of, or suspect that other IFRC Personnel have engaged in SEA may report through any of the following current channels:
a) The Office of Internal Audit and Investigations,
b) The locally designated PSEA focal point (if applicable),
c) The reporting individual's line manager or any other manager, including senior managers,
d) Human Resources, in Geneva or the Regions,
e) IFRC's whistle-blower hotline system (currently known as "Safecall").

6.2.2 Any of the above recipients of such complaints shall refer the case to the Office of the Internal Audit and Investigation without delay.

6.2.3 External partners, including National Societies, who wish to report allegations against IFRC Personnel may also use any of the above channels.

6.3 *Reporting concerning persons other than IFRC Personnel*

6.3.1 received against National Society staff or volunteers shall be referred to the National Society by the Office of Internal Audit and Investigation (OIAI) in consultation with Governance Support if needed. The IFRC will request National Societies to report back on the outcome of cases and on steps taken to ensure that any immediate medical, psychosocial or other needs of the SEA survivor related to the alleged incident are addressed.

6.3.2 received against Third-Party Personnel or external organisation employees shall be referred to the employer of the person concerned by OIAI.

TIME FRAME OF ANSWERING TO FEEDBACK

The time set to respond to each feedback will depend on the context, capacity and type of feedback. As a general rule:

L Regular feedback should be responded to within a **maximum** of two weeks. Ideally much quicker (2-3 days).

L **Sensitive feedback should be immediately acted on (within 24 hours maximum) and acknowledged with the person who submitted them. You also need to explain how sensitive feedback will be handled.**

▶ For sensitive feedback, adapt and use the feedback collection receipt (tool 15.2) to acknowledge receipt of the feedback and help hold ourselves accountable.

▶ Be aware in the case of SEA (i.e. rape) there is a window of 72 hours only to provide life-saving medical care via Minimum Initial Service Package (MISP) which must be handled by medical professionals trained in the use of MISP.

▶ Always, explain to the community how long they will have to wait to receive an answer and how/where they will receive the answer.

▶ Track when feedback was received, when it was referred (and to whom) and what action was taken in relation to the feedback provided. Tracking such information is useful for programmes as well as for monitoring and evaluation.

Fiji Red Cross volunteers providing psychological first aid to villagers affected by Cyclone Wilson, April 2016

DO'S AND DON'TS
FOR FEEDBACK COLLECTORS

It is key that the people collecting feedback understand why their work is important and to respect the community members talking to them. The following do's and don'ts can help train volunteers in how to interact with the community.

? Are there any do's and don'ts missing (i.e. related to the local culture and context?)

TIPS
▶ Discuss do's and don'ts with community and staff/volunteers.
▶ Add additional do's and don'ts according to local context.

DO'S

✓ Do come equipped with information on services that are currently being provided or any upcoming plans so that community members can have some of their questions answered immediately.

✓ Do clearly explain to the community member who you are, what is the Red Cross/Red Crescent, and what happens with the feedback that is collected.

✓ Do ask for consent to take the persons details (people don't have to give personal details such as names etc. If they prefer to stay anonymous, they need to be informed that this means we cannot get back in touch with them directly and where they will find answers to community feedback).

✓ Do listen carefully to what the person has to say.

✓ Do empathize with the person.

✓ Do document the feedback thoroughly and ask follow up questions (think of the questions: What happened? Who was involved? Where and When did it happen?).

✓ Do repeat the feedback back to the person to ensure you understand the situation and show them you listened.

DON'TS

✗ Don't become defensive.

✗ Don't push people to give you details they don't want to share.

✗ Don't argue with the person.

✗ Don't be dismissive.

✗ Don't blame others.

✗ Don't make assumptions without knowing the facts.

✗ Don't make promises you can't keep.

✗ Don't ignore the problem.

TRAINING

While the templates in the starter kit are as simple and easy to use as possible, it is key to thoroughly train all people involved in the feedback mechanism. No matter how good a template is, if staff and volunteers don't understand the various parts of a feedback mechanism it becomes a tick-box exercise that will be dysfunctional and can cause harm rather than offer support.

? Who needs training in what?

? What language(s) should the training be in?

? How can you find ways to give volunteers that are often busy adequate training?

TIPS

▶ All staff/volunteers involved in the mechanism should have PSEA and general protection training in order to be able to identify sensitive and feedback.

TIPS

▶ Ideally all staff/volunteers have training in psycho social first aid.

▶ Adapt and use the training template for feedback collectors to prepare your training.

▶ Nobody likes to be criticised. Make sure that staff understand and take pride in receiving and answering feedback.

▶ The feedback manager/feedback team will need additional training to know how to label and analyse data and where to find answers.

▶ Ask the feedback manager to join the field team so that they understand the challenges of dealing with feedback in the field.

▶ Provide regular 'on the job' training, to support the feedback mechanism team and ensure every process is running smoothly.

HOW TO ANALYSE AND SHARE FEEDBACK

Make sure all feedback is documented and analysed in a simple database format (tool 15.3).

TIPS

▶ Adapt and use tool 15.3 as a template for a database with integrated dashboard.

▶ Use the guidance note on the excel data base in the feedback starter kit on how to manage the database and troubleshoot potential issues.

TO ANALYSE YOUR DATA

To analyse your data, you can use the dashboard in the feedback excel (tool 15.3), however you will still have to go through the qualitative feedback to understand the specifics of what the community is talking about.

? What does the data tell you? What are the main and sub themes?

? Look at the data and ask what are key concerns, questions, rumours from the community and what are especially worrying topics?

? Are there differences in the data according to gender, age, location?

? Who can support you in data analysis? PMER and/or IM?

TIPS

▶ Adapt and use the template excel dashboard that is part of tool 15.3 (more tips on how to use it are in tool 15.3 and the excel guidance note in the starter kit).

▶ For data labelling: For the topic column check at least two-weeks' worth of your data to see if additional topics are needed, come up with a logic of when an additional topic can be added so that you don't end up with too many topics.

▶ For answering feedback:
1. Decide whether feedback is sensitive or not (different answer time).
2. Find the answer to community feedback/how you will share that answer (directly to the individual or will you give community-based answers – see p. 9).
3. When feedback has been answered adjust the 'status' to closed.

► For analysis: start by labelling each data entry in tool 15.3 using the purple columns (this process takes time and training):
  1. Fill out what type the data entry is (i.e. rumour, belief, question etc.).
  2. Fill out what topic the data entry belongs to (i.e. non-acceptance of vaccine, service etc.).
  3. Fill out what sector(s) the data entry falls under (i.e. WASH, PSS etc.).
  4. When labelling your data also look for patterns (i.e. certain themes that are repeating themselves, what are groups of topics that might tell you about key questions and concerns of the community?).

HXL (HUMANITARIAN EXCHANGE LANGUAGE)

You can use HDX Quickcharts to visualise your data. For this you will need to use tool 15.1 and collect data in the format of that template or create your own template and code it with HXL tags. **But** at the moment you need to use a public account i.e. google docs to upload the data, so make sure to only use non-identifiable non-sensitive data. The 'READ ME' tab in tool 15.3 explains this further.

TIPS
► If you want to do additional data visualisation consider using Tableau, it can be linked to your excel database/ODK, if there are no local IM skills you can see if there is national or regional support that could set up an automated tableau dashboard that links to your data.

SHARE YOUR ANALYSIS

❓ Who will you share the analysis with and how?

❓ What are different channels to share your analysis with the community, internally and with partners?

❓ How often will you share the analysis?

TIPS
► Organise a weekly or bi-weekly one-hour meeting with the programme staff from all sectors and the feedback collectors and feedback manager to exchange community concerns and discuss possible solutions (often feedback collectors are part of the affected community or aware of solutions that the community wants or has implemented themselves).

TIPS
► Use and adapt the reporting template (tool 15.4) as a basis to share community data externally and internally.
► Often communities are interested to see analysis results, this makes the process more transparent.

SHARE YOUR KNOWLEDGE

TIPS
► Use tool 15.5 to capture and share what you have learned and help other National Societies to learn how to set up and run a feedback mechanism. You can also find tool 15.5 online through the CEA survey monkey.

RESOURCES

The starter kit consists of ten tools (tool 15 to 15.9) and several sample documents from different countries, to which more may be added in the future. You can find the whole starter kit with all templates on the CEA Google drive and through the CEA toolkit.

– Tool 15.1 feedback collection form
– Tool 15.2 feedback receipt
– Tool 15.3 excel logbook (with database and dashboard)
– Tool 15.4 feedback reporting template
– Tool 15.5 lessons learned document
– Tool 15.6 Standard Operating Procedure template
– Tool 15.7 Powerpoint template for volunteer feedback training
– Tool 15.8 data sharing agreement
– Tool 15.9 sample budget
– Sample feedback flow from Malawi
– Sample Frequently Asked Questions documents from Indonesia and Malawi (draft)

You can find different CEA related resources and continuously updated templates through the following places:
– CEA toolbox on Google drive also on Fednet
– Guide on how to implement perception studies.