



EVERY HUMAN MATTERS FOUNDATION
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Complaint Response Mechanism {CRM}

Chapter No. 1

1.1: Why CRM?

According to “Core Humanitarian Standard (CHS)” all humanitarian actors are accountable to their beneficiaries and all concerned stakeholders. Effective accountability mechanism for handling complaints can improve the quality of work, enhances the trust and confidence of stakeholders and donor agencies. It identifies the areas of work which need to be improved to ensure that EHMf make improvements from the feedback provided through this process. EHMf therefore welcomes feedback and will react constructively to complaints from the people it works with, its supporters/ donors, stakeholders, beneficiaries, official bodies and its partners. The complaints response mechanism links to the principles of CHS to ensure feedback, transparency and learning which will strengthen our accountability as an organisation. This policy applies to all programs, projects, affiliates, associates, themes, functions, and all field, regional offices and head office.

1.2: Background Information: Every human matter foundation Organization (EHMF) is devoted and dedicated to have effective, accessible, safe & non retaliated complaints and response mechanism; for beneficiaries, partners and its staff members. EHMf has a number of formal mechanisms available which can further be divided into external and internal mechanisms.

1.3: What is complaint?

A complaint is dissatisfaction arrived against EHMf or more explicitly against one of its associated “consultants”, vendors, staff or partners where the organisation or staff has allegedly failed to meet an obligation. That commitment might be related to program/project activities, use of resources, mission and values, staff conduct / behaviour or a legal requirement.

1.3.1 Complaint Redressal:

Complaints will be received through an existing system. Then it will be registered and acknowledgement of receiving complaint will be communicated. Category will be assigned. Complaint will be forwarded to CMC for investigation. Action for redressal of complaint will be communicated to complainant and then complaint will be closed.

1.4: What is Feedback?

Feedbacks are outputs of a system are routed back as inputs as part of a chain of cause and effect that forms a loop.

1.4.1: Types of Feedback?

Types of feedback can be described as positive feedback, negative feedback and suggestions.



1.4.2: Feedback Redressal:

Positive feedbacks are communicated to concerned person/department and replication of good practices is ensured.

Negative feedbacks are discussed with CMC and necessary changes are made to cope the issue and action taken is communicated to the person who shared negative feedback.

Suggestion is also treated as feedback. Such feedbacks are discussed at the relevant forum and good suggestions are incorporated within the project limitations.

Generally, feedbacks are welcomed and all stakeholders are encouraged to provide feedbacks. At the end action taken for specific feedback is communicated to the relevant person.

Chapter No. 2

2.1: Complaint Mechanism: Entirely the program contributories including service providers, all stakeholders or beneficiaries can complaint against the project/program activities, quality and code of conduct, undue favours and deliverables as beneficiaries' entitlement.

2.2 Information dissemination:

Appropriate, definite and complete information dissemination is a key to the successful implementation of CRM. These guidelines are prepared after the detailed consultation and participation of targeted community. EHMf will involve local community in each program/project area to access and implement the relevant CRM tool for that area. An orientation session will be organized for community regarding CRM. In this session various means to register complaints/Feedbacks will be shared with the participants. All above mentioned stakeholders will be informed about the contact details to raise complaint, procedure of complaints registration and the documents like actual complaint forms. Beneficiaries/stakeholders will also inform in initial meetings and all program/project activities about their entitlement and complaint mechanism.

2.3 Nature/Types of Complaints:

Complaints fall into two main types of complaint: non-sensitive and sensitive. A non-sensitive complaint is defined as one that concerns the implementation of activities or programme decision, or an advocacy/policy position taken by EHMf or a partner organisation with whom EHMf works in solidarity with. A sensitive complaint is typically a complaint about corruption, sexual exploitation or abuse, or another gross misconduct or malpractice of EHMf or stakeholders and another partner staff.



2.4: Basic Principles of CRM in EHMf:

- All complaints and constructive feedback will be taken seriously whether submitted from a named source or anonymously.
- All complaints will be handled promptly so far as reasonably practicable depending on the nature and complexity of the matter, ensuring that they are dealt with in a timely manner.
- The process for making a complaint will be made clear to stakeholders.
- Complaints will be recorded through one central point before any action is taken.
- Complaints will be addressed as locally as possible at two levels—at field level and at national level, using the agreed complaint procedure and only escalated to management if they are of a serious nature.
- Sufficient resources and expertise will be provided to handle complaints. Proposal for resources should be part of each program/project proposal. Staff will be briefed on the nature and purpose of the policy and senior managers dealing with the complaints will be given training in handling complaints.
- Confidentiality relating to the complaint will be safeguarded so far as reasonably practicable including the person(s) to whom the complaint is addressed.
- Issues of conflict of interest will be identified to ensure objectivity.
- Complaints will be handled in accordance with EHMf's policies and procedures and in accordance with local laws and regulations.
- Complaints Management Committee (CMC) will be established in each field office and head office, field level CMC will be responsible for handling of the non-sensitive complaints and CMC at head office will be responsible for handling of the sensitive complaints. CMC will take part in investigation process and develop mutual consensus regarding decisions for redressal of specific complaint. A dedicated staff member will be responsible to open complaint boxes and he/she will be the custodian of complaint boxes keys. Complaints will be registered in each office and acknowledgement of receiving complaint will be communicated to complainant.
- CRM log sheet will be prepared and shared with Donors/partners after every month. In cases of sensitive complaints, Donors and EHMf can form joint CMC upon donor's agreement and availability.
CRM would be part of each agreement of EHMf with partners/vendors and stakeholders.

2.5: Entry Points /channels for lodging a Complaint:

Under the complaint mechanism, the complaints can be lodged in the following ways:

- Complaints can be made in person by the complainant through visiting the EHMf's field offices, head office or during the course of field visits. If the complainant is illiterate, the CMC/staff can fill the complaint registration form for him narrating his actual statement.
- Complaint boxes will be placed/installed in the different prominent places in the targeted areas of each project /program area and boxes in the field offices, head office in the targeted area. Information about program and contact details for head office will be displayed next to the



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complaint/suggestion box in the National/local language. (There should be a clear understanding that unless the complaint is of a serious nature, or about the field team themselves, any letters/phone calls received by the head office will be referred back to the field office in the first instance).

- EHMf field office and head office phone numbers will be displayed next to the complaint/suggestion boxes. Depending on the nature of the complaint, complainant may choose to contact any office by telephone.
- A dedicated Email Address will be shared with all stake holders like complaints@everyhumanmattersfoundation.com. Staff member will check the inbox once in a day and register the complaint in log sheet/register and send acknowledgment to complainant.
- A complaint desk will be established at distribution point for registering complaints if program activities contain any type of distribution.
- Details of complaint mechanism, means of lodging complaints will be shared in introductory meetings with community, committee meetings, stakeholder's meetings, procurement process meeting with vendors etc.
- Postal complaints can be sent to the Project Manager, Executive Director or Deputy Executive Director. The official postal address will be placed and printed on the banners in the program/project field area.

2.6 Handling Complaints:

- All complaints will be logged. When a complaint reaches EHMf field office by whatever means, it will be registered on a complaint form (Annex A). (One dedicated person will be assured to be delegated the authority of complaint registrar in each project/program). The registrar (or the staff member receiving the complaint in the field directly) is also responsible to brief the person who is lodging the complaint on how their complaint will be dealt with and the estimated timescale required for a response keeping in mind the safety of the complainant.
- After registration of the complaint, the registrar will refer the complaint to the CMC for further action and acknowledge the complaint through phone call, email or SMS to the complainant.
- If there is clearly a sensitive issue and fall under sensitive complaint (sexual abuse, fraud, etc.) the CMC will report it directly to an appropriate manager(s). This could be the relevant Project Manager or the senior management. (Obviously, if the complaint involves either the registrar or other CMC members, there are by pass mechanisms in place, offering the complainant the option of directly contacting the head office).
- In the first instance at least, most formal complaints that need further analysis will be investigated by the CMC in the field office. Depending on the nature of the complaint, a community member will be included in the investigation team.
- In case of a serious program activity/quality related complaint, this will be forwarded to the Project Manager/Program Manager, who will then make recommendations to the most senior management and other relevant departments of EHMf.



2.7: Decisions:

After analysis and investigation of the registered complaint, the CMC will make recommendations to the Program Manager who will decide how to handle the issue at the field level. In case of serious program issue, perhaps involving the CMC, the most senior management will decide how to handle it.

In case of sexual abuse, fraud and sensitive issue, ED or Deputy ED will form an investigation team comprising appropriate senior management team members. In complex cases, especially those of sexual exploitation and abuse, technical assistance may be requested to satisfactorily and appropriately deal with the issue. The complainant will have the right to appeal to the decision taken in both above mentioned cases using the routine procedure.

2.8: Communication & Redress:

When the complaint is registered, the registrar will inform the complainant that his/her complaint has been received and is being processed.

2.9: Time Line: Complaints should be addressed within two weeks of registration, though sometimes, depending on the complexity of the complaint, more time may be required. One way or other, the complainant must be kept updated about the status by the relevant manager, and must receive a written response to a formal complaint but confidentiality of the issue should never be compromised. (Confidential record keeping will be introduced for complaints with privacy/confidentiality issues).

2.10: Safeguarding- Complaints are addressed:

The field team will include a “complaints” point in the agenda of its weekly/monthly team meeting (only non-confidential program related issues), ensuring both that the response, and associated “learning” is shared. Cases with confidentiality issues will not be discussed. Response/update will be the responsibility of the relevant manager; in most cases, this will be the Project/Program Manager.

Similarly, with community meetings, EHMF staff will make sure that the complaints/issues agenda point is tabled, keeping confidentiality in mind.

2.11: Complaints Monitoring & Evaluation:

The M & E Officer and program/project manager should regularly review the complaint files and should double check the process when attending community meetings. EHMF will also make sure that the program monitoring and evaluation process also includes a review of the complaint management system.

Note: This may be complicated due to confidentiality issues, but, if possible, a mechanism should be developed for regular joint review with the community on the functioning of the complaint system, to further promote transparency and understanding.



Chapter No. 3

Reporting & Investigation of Sensitive Issues:

3.1 Background for Reporting of complex issues & Investigation Mechanism

It is important before reading further that everyone familiarizes with the sensitive and complex issues in the program/project.

This reporting mechanism has been developed primarily to raise EHMF about improper actions or attitudes of people working with, or for EHMF, towards beneficiaries. However, as sensitive issues is about abuse of power, this may be widened to include abuse of staff or stake holders (vendors, committees etc.) or by the staff of EHMF's partner staff or stakeholders.

Some of the issues are very sensitive; a more specific, reporting mechanism has been developed. EHMF will nominate **Complex issue contact persons** in each project areas (comprising of senior staff). All these additional channels of reporting and protection related complaints are provided so that complainant can have access to maximum number of channels. The complainant can choose any of the channels as s/he feels appropriate, and is comfortable with.

3.2 Communication with Complex issues contact Persons:

The complainant may choose any of the contact person/s (comprising of male/female if possible) in the relevant location to report the complaint to, or alternatively they can complain directly to a CMC. In fact, they can choose any staff member to make the initial contact-the most important factor is that the complainant feels comfortable and secure with their point of contact. This contact person will refer the complaint/s to Complex Issues Panel (consist of three members of the organization's senior management of EHMF) and if necessary, for gender balance, a non-senior management member may be included on the panel).

EHMF will review and monitor the complaint response mechanisms for further improvement and effectiveness of the process during routine program monitoring and as per feedback; and will incorporate the lessons learnt accordingly.

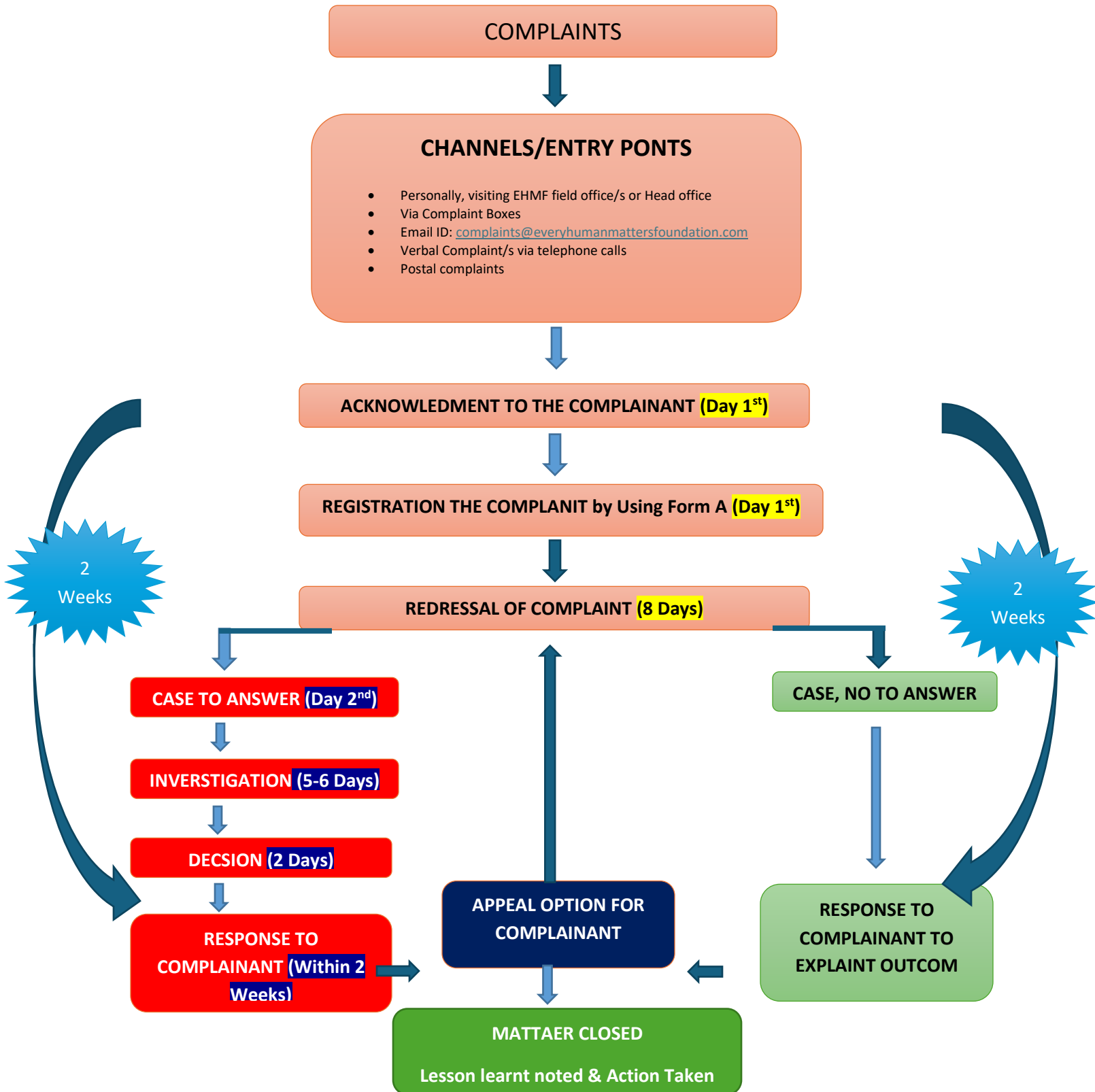
Lesson learnt and CRM will remain the part of each quarter report of the project/program and at end of each project, lesson learnt meeting/workshop will be organized to discuss and incorporate the lesson/s in the EHMF strategic plan and future project/program proposals.



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Every Human Matters Foundation Complaint Response Mechanism





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Annex A

Complaint Form شکایت کا فارم

Name of Complainant نام شکایت کنندہ		Village/Basti بستی یا علاقہ	
Union Council یونین کونسل		Contact No. رابطہ نمبر	
Complaint Received Person شکایت وصول کنندہ		Signature دستخط	
Receiving Date تاریخ وصولی		Complaint No. شکایت نمبر	
Method of Receipt شکایت کے ذرائع	Complaint Box ☐ شکایت باکس	Village Meeting ☐ میٹنگ میں	Personal/Phone ☐ ذاتی طور پر/فون
	Email ☐ ای میل	Via Post ☐ خط کے ذریعے	Personally visit ☐ موقع پر جانا
Description of Complaint: شکایت کی تفصیل اور نوعیت			
Discussed with کس سے شکایت کی		Discussion Date بات چیت کی تاریخ	
Signature of Person Shkayat Vastol Karne Walay شکایت وصول کرنے والے کے دستخط			
Decision: حاصل مباحثہ			
Communication Type ذرائع ابلاغ	Response ☐ جوابدہی	Redress ☐ ازالہ	Referral ☐ حوالہ
Communication Date ابلاغ کی تاریخ		Communicated By کس سے بات چیت کی گئی۔	

Complaint Acknowledgement Receipt رسید برائے وصولی شکایت

Complaint Received By شکایت وصول کرنے والا		Signature دستخط	
Complaint No. شکایت نمبر		Receiving Date وصولی کی تاریخ	
Contact Details رابطہ نمبر		Timing وقت	