



**Program Guide
for Oxfam in Latin America
and the Caribbean**

This is a user-friendly version of Guía de Implementación de Mecanismos de Retroalimentación y Queja en Programas de Oxfam en la Región de Latinoamérica y el Caribe (Guideline for the Implementation of Feedback and Complaint Mechanisms in Oxfam Programs in Latin America and the Caribbean)(June 2020), written by Martin Villarroel García and Magdalena Medrano Velasco.

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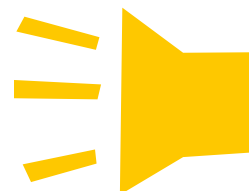
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You can consult the full text of the : **Guideline for the Implementation of Feedback and Complaint Mechanisms in Oxfam Programs in Latin America and the Caribbean** (June, 2020)
at: <https://bit.ly/3ilC8ye>



FEEDBACK AND COMPLAINT MECHANISMS

Today, feedback and complaint mechanisms are considered a basic condition for people's empowerment, accountability, and for the capacity to learn, adapt, and make decisions. These are instruments that, in so far as they guarantee a response that adheres to justice and a respect for human rights, make it possible to prevent and address community concerns, reduce risks and promote safe surroundings, improve programmatic quality, and participate in broader processes that create the conditions for positive social change.

Oxfam has significant experience applying feedback and complaint mechanisms to humanitarian response projects in different contexts and countries. Oxfam teams and partner and allied organizations have implemented these mechanisms, which are now strengthened by a new guideline and the proposal to extend their application to development and influence programs in Latin America and the Caribbean. To get here, it was necessary to systematize Oxfam's previously created guidelines, compile accumulated best practices and lessons learned, implement pilot experiences in Guatemala, El Salvador, and the Dominican Republic, and carry out a broad consultation process within the organization and with its partners in the region.

Due to this effort, today we have a tool that contributes to Oxfam's objectives and programmatic quality standards and that promotes transparency, participation, co-responsibility, and learning.

This is a proposal that is flexible and open to the contributions from those who interact with it, based on their specific conditions. The system proposes participatory processes to identify, diagnose, implement, and evaluate feedback and complaint mechanisms, jointly among Oxfam and partner and allied organizations. Each of the foreseen phases is focused



PARTICIPATION

TRANSPARENCY



on the periodic review of interventions in the regions and creates a space for communities and individuals to share their recommendations and concerns to improve the quality, effectiveness, and impact of projects and programs.

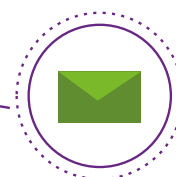
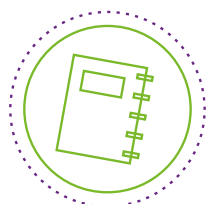
With a focus on the importance of communication and coordination among Oxfam, communities, and partner and allied organizations, the model establishes co-leadership and co-responsibility between all of the parties, both in implementation and review systems and in the analysis of and response to proposals, demands, and complaints made by individuals or communities.

Starting with the identified need to have feedback and complaint mechanisms and the challenges represented by an effective design, Oxfam brings to its partners, for their consideration, a previously constructed tool that is undergoing a validation process and that will be continuously perfected. For those who promote humanitarian, development, and influence projects, this could become a new reference point to implement the needed mechanisms to guarantee “active listening,” to promote effective accountability spaces, and to give a voice to participants and those who benefit from initiatives, including those people who could be experiencing conditions of vulnerability.



CO-RESPONSIBILITY

LEARNING



PRINCIPLES AND APPROACHES

To build the **Feedback and Complaint Mechanisms Guide** we considered the principles and approaches used by Oxfam in its humanitarian, development, and influence programs.

PARTNERSHIP PRINCIPLES

A commitment to work with partner organizations:

1. Shared vision and values.
2. Complementary aims.
3. Autonomy and independence.
4. Mutual transparency and accountability.
5. Quality of roles and responsibilities.
6. Commitment to shared learning.

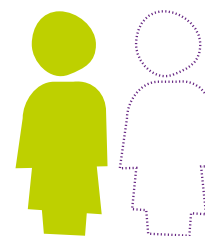


Change is sustainable
in so far as it
is developed in
alliance with other
stakeholders.

FEMINIST PRINCIPLES

Commitments that favor changes in organizational culture and processes, sustained by the elimination of inequality, poverty, and sexist violence.

1. Power sharing.
2. Personal issues are political.
3. Feminism as a political actor.
4. Nothing about women without women.
5. There is no economic, social, and environmental justice without gender justice.
6. Diversity and inclusion.
7. Safety and protection.
8. Care and solidarity.
9. Freedom of choice and autonomy.
10. Eliminate all forms of sexist violence.
11. Feminism as a political ideology.



Priorities for the
mechanisms: 1,
4, and 7

PROTECTION PRINCIPLES

This approach is related to programs that have a protection element, prioritizing two of the four principles from the **Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response** (2018).

1. Do no harm (prevention of harm caused by interventions).
2. Access to impartial aid (reject all forms of discrimination).

Two of the nine commitments in the **Core Humanitarian Standards** are relevant to the feedback and complaint mechanisms:

Commitment 4: Humanitarian response is based on communication, participation, and feedback.



Commitment 5: Complaints are welcomed and addressed.

SAFEGUARDING

Oxfam's strategy to prevent sexual harassment, exploitation, and abuse. It includes policies and procedures implemented by Oxfam to protect the people with whom it works.

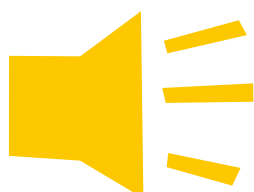
SAFE PROGRAMMING

All humanitarian responses include proactive measures to guarantee that involuntary harm not be caused to any individual, or that Oxfam's foundational values, standards, or norms be undermined. Safe programming includes permanent risk evaluation.

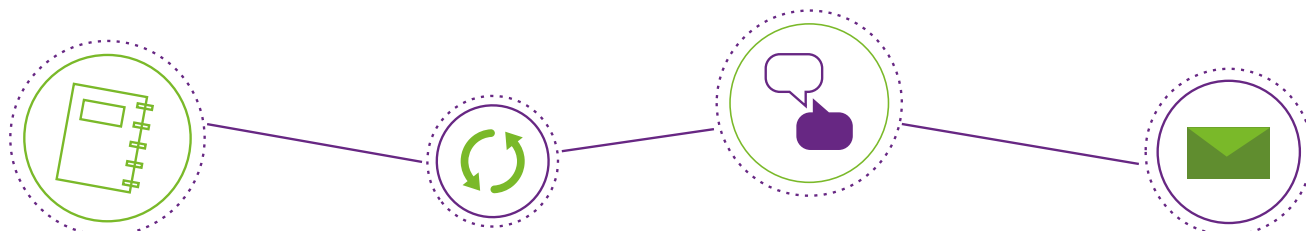


MEAL

Feedback and complaint mechanisms are closely tied to the common approach of Monitoring, Evaluation, Accountability, and Learning (MEAL).



CONSTRUCTING SOLID MECHANISMS FACILITATES ACCOUNTABILITY REGARDING ADVANCES TOWARDS OBJECTIVES AND FINANCIAL EXECUTION, AS WELL AS AN ADAPTATION TO COMMUNITY PROPOSALS.



PHASES AND STEPS

MECHANISMS ARE CONSTRUCTED BASED ON THE SPECIFIC CONDITIONS AND NEEDS OF EACH PROGRAM OR ORGANIZATION. WE FOSTER DIALOGUE WITH THE COMMUNITY AND INDIVIDUALS WITH WHOM WE WORK, IN ALL THEIR DIVERSITY.

PHASE 3 MONITORING AND SYSTEMATIZATION

- **6. Monitor and evaluate**
The feedback and complaint mechanisms will be systematically evaluated based on the monitoring of processed cases and their outcomes.
- **7. Learn and communicate**
Best practices and lessons learned are systematized to be shared and incorporated in processes for the adjustment of constructed mechanisms.

STEP 6 MONITOR AND EVALUATE THE OUTCOMES

STEP 7 LEARN FROM EXPERIENCE AND COMMUNICATE

STEP 1 RAISE AWARENEES, IDENTIFY, AND TRAIN TO APPLY THE GUIDELINE

PHASE 1 INFORMATION SHARING AND RECEPTION

- **1. Raise awareness, identify, and train**
Organize spaces to exchange and share information that foments knowledge and its appropriation.
- **2. Receive and register**
The individual or community communicates its complaints or recommendations through the different channels and the **Reception Committee** receives and registers them.

Mechanisms are identified and committees are created for their implementation.

STEP 2 RECEIVE AND REGISTER FEEDBACK AND/OR COMPLAINTS

PHASE 2 ANALYSIS AND RESOLUTION

- **3. Examine and evaluate**
Analyze and classify received feedback or complaints to define how and via which routes monitoring will occur.
- **4. Formulate a response**
Develop a response for the feedback or complaints received and analyzed. Define who will communicate the response, depending on each case.
- **5. Resolve complaints**
Provide official communication about the monitoring of feedback or the resolution of a complaint, taking appeals into account.

STEP 3 EXAMINE AND EVALUATE THE FEEDBACK AND/OR COMPLAINT

5.A Appeals
Analysis of received appeals applying the established procedures and mechanisms. The case returns to step 3.

STEP 4 FORMULATE A RESPONSE

STEP 5 RESOLVE COMPLAINTS

FEEDBACK AND COMPLAINT MECHANISMS

STEP 1

RAISE AWARENESS, IDENTIFY, AND TRAIN

1.1 WHY?

Share the **Guideline for Feedback and Complaint Mechanisms**, to foment knowledge, awareness, and train on the importance of its use and implementation.





1.3 WHO? GUIDELINE PROMOTION COMMITTEE (CP IN SPANISH)

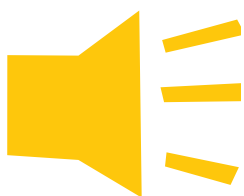
1.2 WHAT SHOULD BE DONE?	1.4 WHERE?	1.5 WHEN?
Organize the committees: Reception, Decision-Making, and Appeal Analysis and Resolution.	Within each project.	Prior to the guideline's application.
Consult with local communities, partner organizations, and staff regarding known and used mechanisms, applying risk analysis to identify a safe mechanism.	Community and institutional meetings.	Before a project initiation workshop.
Share the guideline among Oxfam staff, partners, and communities.	- Oxfam offices. - Staff and community induction meetings.	At the beginning of a project and when new staff is hired.
Awareness raising and training on the efficient use of mechanisms.	- Social media of Oxfam and partner projects.	

1.6 How?

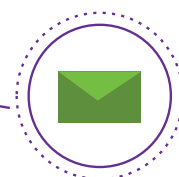
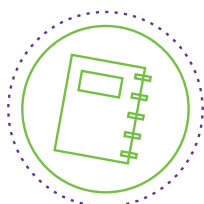
Information sharing spaces should be organized to share the Guideline's content, as well as other tools and mechanisms for their timely and correct application.



1.7 WHICH MECHANISMS? 	ADVANTAGES 	DISADVANTAGES AND POSSIBLE RISKS 	IDEAL CONDITIONS 
Awareness raising and internal and external training workshops.	Staff and communities know the tool and the need for its application.	Time or conditions are not always available.	Include in the initial project workshop and in periodic planning.
Surveys on knowledge and application of feedback and complaint mechanisms and other Oxfam mechanisms.	Participatory and inclusive.	If it is only applied to one group, it may not reflect the full reality.	Apply surveys in focus groups.
Risk analysis according to Oxfam's Safe Programming Guidelines .	Participatory and prioritizes vulnerable social groups.	Little known mechanism that requires increased knowledge.	Share the risks analysis in diverse social and cultural contexts.



WHEN DESIGNING THE MECHANISMS, THE POWER DYNAMICS THAT COULD LIMIT USE BY WOMEN OR OTHER PEOPLE EXPERIENCING VULNERABILITY SHOULD BE TAKEN INTO ACCOUNT. LOOK FOR ALTERNATIVES TO GUARANTEE ACCESS FOR EVERYONE.



MANAGEMENT COMMITTEES

To manage the feedback and complaint mechanisms, it is proposed that several committees be created to guarantee fulfilment of the steps through response or final resolution of the feedback and/or complaints.

PROMOTION COMMITTEE (CP IN SPANISH)

People in charge of partners, programs, and/or projects and to whomever this activity is delegated; **Safeguarding Focal Point**; community leaders.

- Organize the committees.
- Carry out consultations on known and used mechanisms.
- Disseminate the Guideline.
- Raise awareness and train on its importance and content.
- Develop the participant lists.



RECEPTION COMMITTEE (CR IN SPANISH)

Oxfam and partner project coordinator; **MEAL**; team leader; **Safeguarding Focal Point**, and designated staff.

- Receive, register, immediately write and deliver a response to the party that raised the issue.
- Analyze the relevance of the feedback and complaint, classify them by category and refer them to other committees or entities.
- Handle **Category 1 (See Step 3.7)** cases.



DECISION-MAKING COMMITTEE (CD IN SPANISH)

Members of the **Reception Committee**, except the **Safeguarding Focal Point**.

- Establish adequate case monitoring.
- Handle serious **Category 2 (See Step 3.7)** cases. Write a response and deliver it to the claimant.
- If an intervention is required within the country's legal framework, refer the case to the corresponding entity.
- Reception of appeals.



COMMITTEE TO ANALYZE AND RESOLVE APPEALS (CARA)

At least one person from the **Decision-Making Committee** and members of the **Reception Committee**.

- Analyze the appeal using secondary information.
- If necessary, apply conflict resolution mechanisms and/or send the case back to **Step 3** for review.



CLASSIFY THE FEEDBACK AND/OR COMPLAINT



CATEGORY 1:

Positive statements reflecting project satisfaction, which include suggestions and recommendations.
(Safe programming- low)

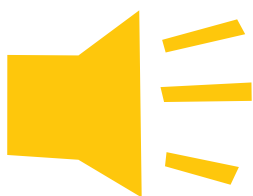


CATEGORY 2:

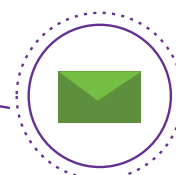
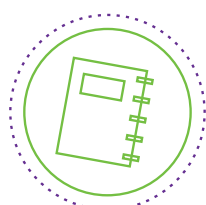
Proactive suggestions to improve the project, that demonstrate a certain dissatisfaction.
(Safe programming- serious)

SAFEGUARDING FOCAL POINT

Situations related to the prevention of sexual harassment, abuse, and exploitation, the protection of minors, violence against women, the right to a diverse gender identity and sexuality, and other safety issues.



EACH PROJECT OR ORGANIZATION MUST ANALYZE, IN A PARTICIPATORY MANNER, THE MOST ADEQUATE MANAGEMENT PLAN FOR THE FEEDBACK AND COMPLAINT MECHANISM, DESIGNED IN A PARTICIPATORY MANNER AND CONSIDERING THE CONDITIONS OF EACH PLACE.



STEP 2

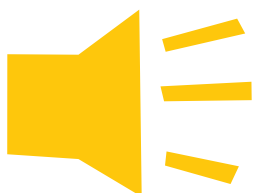
RECEIVE AND REGISTER FEEDBACK AND/OR COMPLAINTS

2.1 WHY?

To facilitate the reception and registry of feedback and/or complaints on the creation, development, and evaluation of development and humanitarian actions.

2.3 WHO? RECEPTION COMMITTEE

2.2 WHAT SHOULD BE DONE?	2.4 WHERE?	2.5 WHEN?
Reception of feedback and/or complaints.	Using established places and systems.	Throughout a program/ project.
Registry in a physical or digital matrix.	In established places, Oxfam and partners offices.	In an ongoing, periodic, and timely manner.
Information for the corresponding entity.		

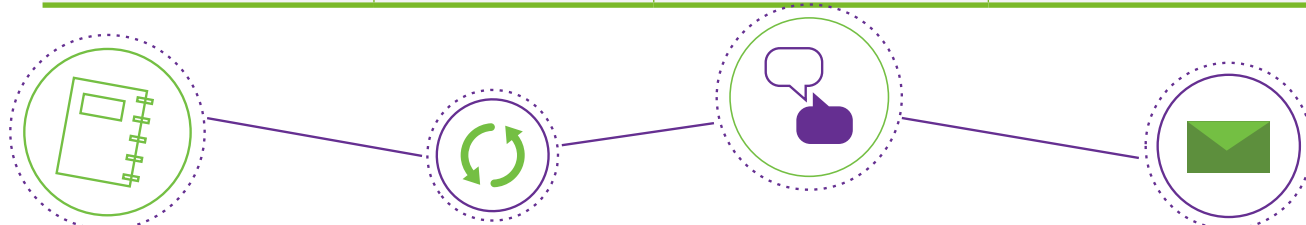


THE MECHANISMS MUST BE CULTURALLY APPROPRIATE, EASY TO UNDERSTAND AND USE, BASED ON “ACTIVE LISTENING,” AND ENSURE ACCESS AND USE.

1.6 How?

The person or community transmits its feedback and/or complaints to the **Reception Committee** by means of the established reception mechanisms.

2.7 WHICH MECHANISMS? 	ADVANTAGES 	DISADVANTAGES AND POSSIBLE RISKS 	IDEAL CONDITIONS 
SUGGESTION BOX 	<ul style="list-style-type: none"> - Confidential. - Presentation in writing. 	<ul style="list-style-type: none"> -Dissatisfaction if there are delays in checking it. - Excludes those who do not know how to read and/or write. 	<ul style="list-style-type: none"> - Accessible. - Placed in discreet sites.
FREE TELEPHONE LINE 	<ul style="list-style-type: none"> - Confidential. - Registry of the caller's number. 	<ul style="list-style-type: none"> - Excludes people without access to a telephone. -Requires a person to be in charge. 	<ul style="list-style-type: none"> - Widespread use of the telephone. - Access for populations experiencing vulnerability.
COMMUNITY MEETINGS 	<ul style="list-style-type: none"> Inclusive spaces. 	<ul style="list-style-type: none"> People could feel uncomfortable if their opinion affects the community. 	<ul style="list-style-type: none"> In community meetings or by means of other involved stakeholders.
SOCIAL MEDIA 	<ul style="list-style-type: none"> Messages can be shared at any time. 	<ul style="list-style-type: none"> -Excludes those who do not know how to read or write and/or do not have internet access. 	<ul style="list-style-type: none"> Widespread use of cellular telephones and social media.
EMAIL 	<ul style="list-style-type: none"> Discreet, formal, confidential, and accessible. 	<ul style="list-style-type: none"> -Requires a person to be in charge. 	<ul style="list-style-type: none"> Checked at least once a day.
FACE TO FACE 	<ul style="list-style-type: none"> - First-hand information. - Generates confidence in management. 	<ul style="list-style-type: none"> The complaint could be about an individual present. 	<ul style="list-style-type: none"> Each staff member must know what data to collect and how to document it.



STEP 3

EXAMINE AND EVALUATE FEEDBACK AND/OR COMPLAINTS

3.1 WHY?

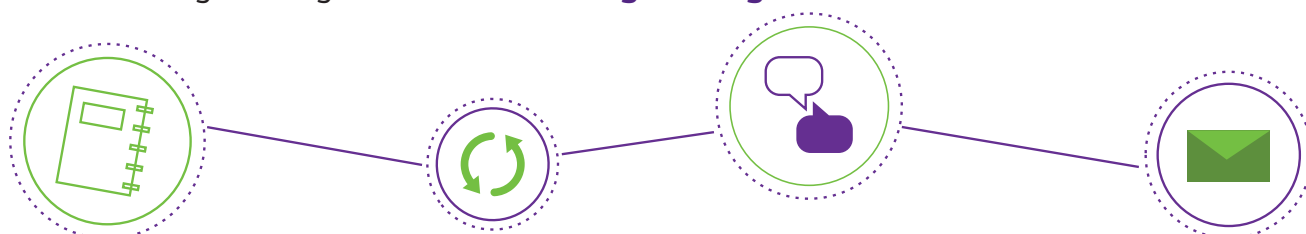
Analyze received feedback or complaints and define if, how, and via which routes monitoring will occur.





3.3 WHO? RECEPTION COMMITTEE

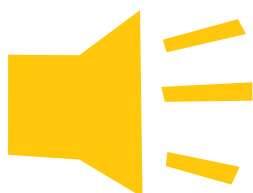
3.2 WHAT SHOULD BE DONE?	3.4 WHERE?	3.5 WHEN?
Analysis of relevance and monitoring options.	In meetings of the Reception Committee, Decision-Making Committee or with the Safeguarding Focal Point .	Maximum of 48 hours after receipt.
Immediate acknowledgment of reception, defining if: <ul style="list-style-type: none"> the issue is relevant or not. it requires a legal intervention. 		
Process the case according to its category, including primary and secondary information.		Maximum 5 working days after it is classified.
Decision on how to proceed.		

3.6 How?

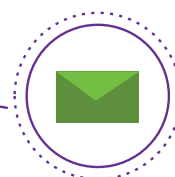
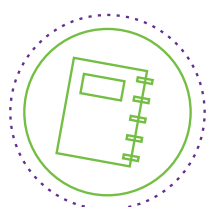
The **Reception Committee** collects the information, analyzes its relevance, if confidentiality is necessary, and possible risks associated with handling the information. It decides who will carry out monitoring according to the category. Send safeguarding issues to the **Safeguarding Focal Point**.



3.7 WHICH MECHANISMS? 	ADVANTAGES 	DISADVANTAGES AND POSSIBLE RISKS 	IDEAL CONDITIONS 
Category 1: Positive statements, project recognition, proposals for safe programming.	They identify well received actions and elements to improve.	They can hide dissatisfaction.	- The Feedback and Complaint Mechanisms' objective is well known.
Category 2: Assertive suggestions, serious safe programming cases.	They identify needs, gaps, dissatisfaction, and additional requirements.	The project may not have the resources to support requests.	- The mechanism is applied starting with the diagnosis and throughout the project. - The process is careful, agile, and participatory.



FEEDBACK AND/OR COMPLAINT MECHANISMS ARE INCLUSIVE AND SAFE CHANNELS FOR SHARING DOUBTS, SUGGESTIONS, CONCERNS, CLAIMS, AND COMPLAINTS. IF THEY ARE USED ADEQUATELY, THEY WILL BE MORE EFFECTIVE AND MORE VOICES WILL BE HEARD.






STEP 4

FORMULATE A RESPONSE





4.1 WHY?

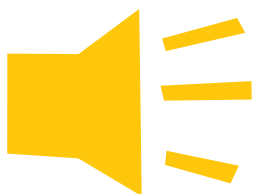
Develop a response to feedback or complaints that have been received and processed. Define who will communicate the response, depending on each case.

4.3 WHO?		4.2 WHAT SHOULD BE DONE?	4.4 WHERE?	4.5 WHEN?
	RECEPTION COMMITTEE 	<ul style="list-style-type: none"> -Develop responses to Category 1 feedback. -Include action proposals to resolve needs and gaps. 	Meetings of the Reception Committee, Decision-Making Committee or with the Safeguarding Focal Point .	Maximum 48 hours after classification.
	DECISION-MAKING COMMITTEE 	<ul style="list-style-type: none"> - Prioritize alternatives to respond to Category 2 dissatisfaction. - Assess technical and economic support. 		Maximum 5 days after classification.
	SAFEGUARDING FOCAL POINT 	<ul style="list-style-type: none"> - Handover safeguarding cases to the Safeguarding Focal Point. - Refer cases that require a legal intervention to the corresponding entity. 		

4.6 How?

Analyze and respond. In the case of complaints, use alternatives for peaceful conflict resolution and apply risk mitigation measures.

4.7 WHICH MECHANISMS? 	ADVANTAGES 	DISADVANTAGES AND POSSIBLE RISKS 	IDEAL CONDITIONS 
NEGOTIATION Parties with opposing interests yield in some aspect to reach an agreement.	This applies to all categories, according to the level of seriousness.	Resolving the conflict requires goodwill and decisiveness from the parties, but without pressure.	- Prior training is required to apply the mechanisms. - It is necessary to understand the need for both parties to concede.
MEDIATION Parties participate voluntarily. The mediator promotes conditions for reaching an agreement.			
CONCILIATION The parties, by their own free will, can avoid the initiation of a lawsuit by reaching a consensus agreement.			
ARBITRATION The conflict's solution is put in the hands of one or several people (arbitrators), chosen by the parties.			






THE MECHANISMS MUST BE CULTURALLY APPROPRIATE, EASY TO UNDERSTAND AND USE, BE BASED ON “ACTIVE LISTENING,” AND ENSURE ACCESS AND USE.

STEP 5

RESOLVE COMPLAINTS





5.1 WHY?

Officially communicate the solution to presented feedback and/or complaints; satisfy the expectations of an individual or community; contemplate a response to a potential appeal.

5.3 WHO?	COMMITTEES AND SAFEGUARDING FOCAL POINT, DEPENDING ON THE CASE.	5.2 WHAT SHOULD BE DONE?	5.4 WHERE?	5.5 WHEN?
		Write resolution notes according to categories.	In office or community.	Maximum of 2 days.
	WRITE AND DELIVER RESOLUTION NOTES. 	Official delivery of feedback.	Site where the feedback and/or complaints were made.	Maximum of 1 day.
	PERSON OR COMMUNITY. 	Receipt of the response and, in the case of non-agreement, an appeal.		Maximum of 2 days.

5.6 How?

Members of the **Reception** and **Decision-Making** committees or **Safeguarding Focal Point** write the resolution note on feedback and/or complaints and send them to the individual or community who used the mechanisms.

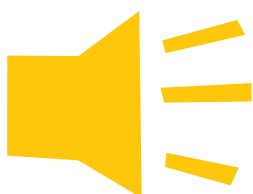
5.7 WHICH MECHANISMS? 	ADVANTAGES 	DISADVANTAGES AND POSSIBLE RISKS 	IDEAL CONDITIONS 
Quality criterion: communication, participation, and feedback.	The communities and people know their rights and participate in decisions.	Requires training on humanitarian standards and development principles.	Knowledge of the principles that orient mechanisms and traditional practices.
Quality criterion: well received and managed complaints.	Access to safe and agile mechanisms.		

STEP 5.A / APPEALS

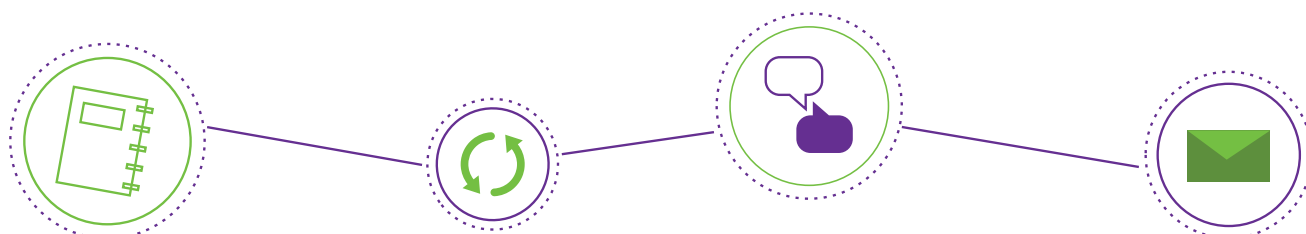
The **Committee to Analyze and Resolve Appeals (CARA)** responds to a complaint's underlying reasons for dissatisfaction with the resolution of the complaint, applying the established procedures and mechanisms.

1. Analyze the case using secondary information (2 days).
2. Apply conflict resolution mechanisms and/or return the case to Step 3 (5 days).

The negotiation, mediation, conciliation, and arbitration mechanisms apply to all categories of feedback and complaints.



EVERYONE HAS THE RIGHT TO EXPRESS THEIR DISAGREEMENT AND TO APPEAL. THE MECHANISMS MUST BE FLUID, AGILE, AND EFFECTIVE IN THEIR RESPONSE TO ANY DISSATISFACTION THAT ARISES.



STEP 6

MONITOR AND EVALUATE OUTCOMES

6.1 WHY?

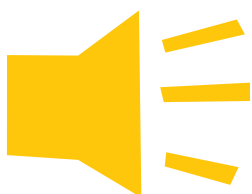
To promote the registry, processing, review, and permanent analysis of mechanisms, while systematically evaluating their design, implementation, and outcomes with participation from involved social stakeholders.

6.3 WHO? MEAL TEAM, PARTNERS, AND COMMUNITY.





6.2 WHAT SHOULD BE DONE?	6.4 WHERE?	6.5 WHEN?
Collect primary and secondary information.	In the office of the team in charge of the evaluation.	Maximum of 5 days.
Register generated information.		Maximum of 10 days.
Obtain results.		Maximum of 2 weeks.
Evaluate results by applying evaluation criteria and write the report.		

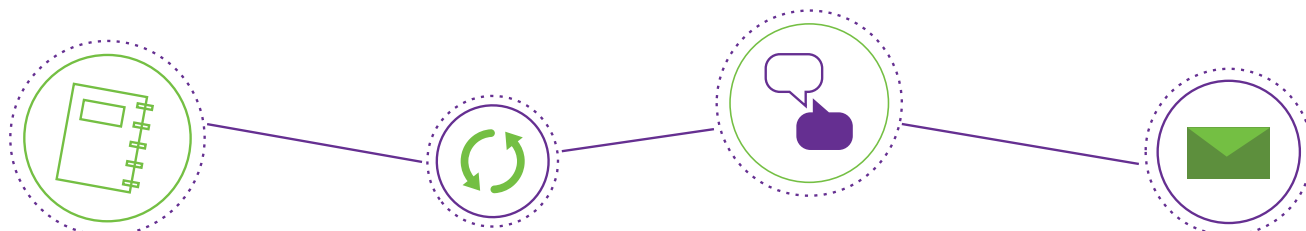
6.6 How?

Move forward with the monitoring and evaluation of the feedback and complaint mechanisms, applying **MEAL** tools and the proposed evaluation mechanisms.



EVALUATING PROCESSES AND OUTCOMES MAKES IT POSSIBLE TO CORRECT COURSE IF NECESSARY. TO DO THIS, A TEAM IS NEEDED THAT IS IN CHARGE OF THE MONITORING AND EVALUATION OF THE IMPLEMENTED MECHANISMS.

6.7 WHICH MECHANISMS? 	ADVANTAGES 	IDEAL CONDITIONS 
<p>Biannual session to evaluate the feedback and complaint mechanisms, applying the following questions:</p> <ol style="list-style-type: none"> 1. How relevant and timely has the activation of the mechanism been? 2. Were the responses just, responsive, and inclusive? 3. Has the mechanism been functional and accessible? 4. Have sensitive issues been treated confidentially? 5. To what extent has it contributed to the empowerment of organizations, communities, and people? 6. Is the implemented mechanism sustainable? 7. What needs to be modified? What do you consider successful? 	<p>Apply uniform evaluation criteria.</p>	<p>Qualitative and quantitative information.</p> <ul style="list-style-type: none"> · Access to key informants. · Have a data base. · Use a 1 to 5 scale to evaluate the responses. · Apply other, more open-ended learning questions.
	<p>DISADVANTAGES AND POSSIBLE RISKS </p> <p>Lack of knowledge of evaluation procedures.</p>	



STEP 7

LEARN FROM THE EXPERIENCE AND COMMUNICATE LESSONS

7.1 WHY?

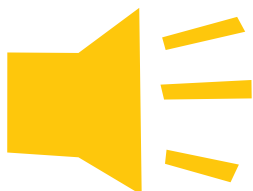
Incorporate continuous reflection processes in the institutional culture through a systematization of best practices and lessons learned, and by sharing and incorporating them in the processes of adjusting the constructed mechanisms.

7.3 WHO DOES IT?
PROGRAM/PROJECT, MEAL
TEAM, PARTNERS, AND
COMMUNITY
REPRESENTATIVES.

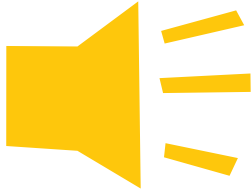
7.2 WHAT SHOULD BE DONE?	7.4 WHERE?	7.5 WHEN?
Systematize and analyze monitoring and evaluation results.	Oxfam offices. Stakeholders' offices.	Every year.
Identify best practices.		
Prioritize lessons learned that highlight strengths and weaknesses.		
Share learnings, best practices, and lessons learned.		

7.6 How?





Analyzes the results of the monitoring and evaluation process and, after identifying best practices and lessons learned, share results with Oxfam staff, partners, and in the community to promote reflections and necessary adjustments.

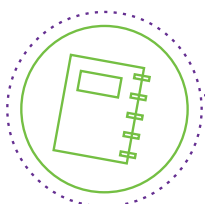


LEARNING MUST INCORPORATE A RISK EVALUATION SINCE THE CONTEXT IN WHICH WE WORK IS CONSTANTLY CHANGING. IT COULD BE NECESSARY TO AGREE UPON MEASURES AND INTEGRATE THEM IN WORK PLANS AS A PART OF A SYSTEMATIC PROCESS TO ADAPT TO RESPONSES.



THE CONSTRUCTED FEEDBACK AND COMPLAINT MECHANISMS CAN CHANGE BASED ON LEARNINGS RESULTING FROM THEIR DAILY APPLICATION AND THE OPINION AND CONTRIBUTIONS OF ORGANIZATIONS AND COMMUNITIES.

7.7 WHICH MECHANISMS? 	ADVANTAGES 	DISADVANTAGES AND POSSIBLE RISKS 	IDEAL CONDITIONS 
Best practices implemented.	Process applied in a continuous manner for learning and accountability.	It requires discipline and designated staff.	<ul style="list-style-type: none"> - Access to all the information. - Institutionalized process. - Participation from different social stakeholders.
Communications resources to promote the replication and scaling of best practices.			
Accountability with transparency.			
Sustainability of best practices.			



ICTs IN FEEDBACK AND COMPLAINT MECHANISMS

Create digital forms for registry and monitoring, and to visualize, process, and return results on the information.

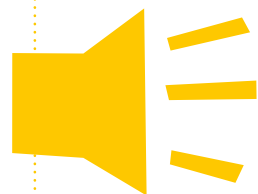
Open spaces so individuals can share feedback and/or complaints.

Facilitate monitoring, interaction, and participation, the sharing of responses, and case resolution.

BEFORE BEGINNING

1. CONTEXT ANALYSIS AND RESOURCE PLANNING.
2. ESTABLISH PROCESSES AND PROTOCOLS.
3. NECESSARY TEAMS AND PROGRAMS.
4. SELECTED AND APPROVED TOOLS.
5. DESIGN FORMS.
6. TRAIN STAFF.

INCORPORATING ICTs



ICTs MUST NOT INCREASE THE GAP BETWEEN MEN AND WOMEN OR DIVERSE GROUPS. ITS USE MUST TAKE INTO ACCOUNT ALL PEOPLE, INCLUDING THOSE WITH A VISUAL OR AUDITORY DISABILITY, AND THOSE WHO DO NOT KNOW HOW TO READ OR WRITE

TOOLS TO COLLECT INFORMATION

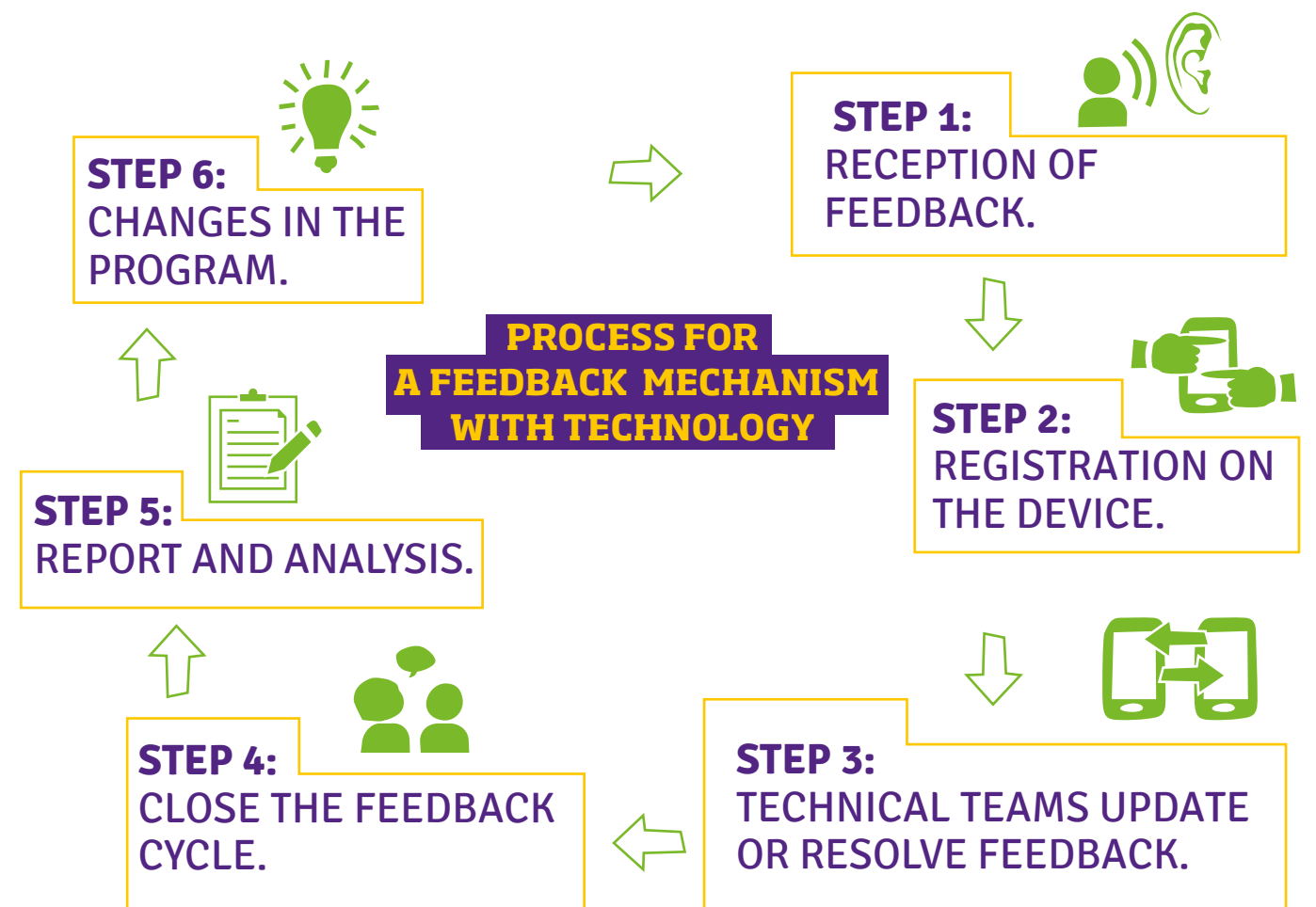
SurveyCTO

Platform to compile data in a reliable and safe way. Data collection without a connection. www.surveycto.com



KoBoCollect

Free application to design forms and collect, organize, and visualize data. www.kobotoolbox.org



SOCIAL MEDIA, FRIENDLY LINES AND DIGITAL DEVICES



FACEBOOK

FEEDBACK, INTERACTION, AND INFORMATION SHARING.



WHATSAPP

MESSAGES, CALLS, GROUPS, AND MEETINGS.



SMS

TEXT MESSAGES WITHOUT INTERNET.



IVR

INTERACTIVE VOICE RESPONSE WITH PROGRAMMED QUESTIONS.



DIGITAL MAILBOX

MOBILE DEVICE WITH A FEEDBACK AND COMPLAINTS FORM.

This proposal is just one of many possible options to construct feedback and complaint mechanisms for our projects. Each organization must, consider its conditions and contexts, think which way is best, what committees must be established, and how to organize processes and guarantee that people feel included and not excluded for any reason.

Your voice counts

Feedback and Complaints Mechanism



WE WANT TO HEAR YOUR OPINION!

MEAL (Monitor, Evaluate, Act, Learn) cycle:

- Feedback and complaint** (Digital Form) → **Classify and refer** → **MEAL**
- MEAL** leads to:
 - SAFEGUARDING** → **Focal Point** → **Ethics Box**
 - SAFE PROGRAMMING** → **Focal Point**
 - DEVELOPMENT PROGRAMS** → **Rapid Response Committee** (Request for help, some dissatisfaction)
 - HUMANITARIAN RESPONSE PROGRAMS** → **Rapid Response Committee** (Request for help, some dissatisfaction)
- Rapid Response Committee** leads to:
 - Positive** → **Rapid Response Committ** (Response)
 - Minor** → **Rapid Response Committ** (Response)
 - Severe** → **Appeals Committee** (In case of dissatisfaction with the response, approach:)
- Appeals Committee** leads to **Rapid Response Committ** (Response)

OXFAM

GLOSSARY

Sexual abuse: any physical encroachment or the threat of physical encroachment of a sexual nature, using force, unequal conditions, or coercion.

Social stakeholder: group of individuals or an organization that represents certain interests and works to obtain certain objectives. These can be institutions, organizations, networks, communities, companies, programs, and projects, among others.

Workplace harassment: exposure to undesired behaviors of intense psychological violence, used from a position of power and in a repeated and prolonged manner, with the aim of creating a hostile or humiliating environment that disrupts the victim's work life.

Sexual harassment: all undesired and bothersome sexual advances, requests for sexual favors, verbal or physical conduct, gestures, or any other behavior of a sexual nature that can be reasonably interpreted or perceived as offensive and humiliating for another person.

Gender gap: the difference between men and women in relation to opportunities, use, access to, and control of resources, level of participation, rights, power and influence, payment, and earnings.

Human rights: faculties, powers, interests, and goods of a civic, economic, political social, cultural, and intimate nature, assigned to the dignity of a human being, and recognized by national and international legal instruments. Their aim is to protect the life, freedom, justice, integrity, and well-being of each person.

Discrimination: distinction, exclusion, or preference based on the criteria of gender, race, color, sex, religion, or any other that counters equality in any arena.

Women's empowerment: process by which women reinforce their individual and collective capacities through increased participation in decision making and access to and control of resources. Its objective is women's autonomy.

Social exclusion: a segment of the population's lack of participation in the cultural, economic, and social life of its respective society due to a lack of rights, resources, and basic capacities that would allow for its full social participation.

Sexual exploitation: any abuse or threat of abuse committed in a situation of vulnerability, relationship of unequal power, or of trust with sexual aims and the effect of materially, socially, or politically taking advantage of another person's sexual exploitation, although not exclusively limited to these.

Groups experiencing vulnerability: individual or group who, due to their characteristics (age, sex, education level, ethnic origin, sexual orientation, gender identity, physical or mental situation and/or condition), are at a disadvantage in comparison to other groups or require additional efforts to be incorporated in development.

Inclusion: recognizing diversity and ensuring that each person can participate in activities, without limits due to their age, gender, disability, health status, ethnic origin, or any other limiting characteristic.

Primary Information: qualitative and quantitative information obtained firsthand by the investigator. **Secondary Information:** summaries, analysis, compilations, or reference lists.

Participation: exercising the citizen right to influence processes that affects one's own well-being.

Power: ability or capacity to perform an act with effectiveness, force, authority, power, or forcefulness.

Safe programming: guaranteeing that all individuals involved in a project can participate in a safe way and without involuntarily causing harm to anyone.

Protection: action to protect and prevent a person or thing from receiving harm or being affected by something that causes harm.

Complaint: claim or protest generated by a disagreement, nonconformity, resentment, or displeasure.

Feedback: comments, suggestions, or reactions communicated by people about an initiative, project, or program that may require an adjustment to their planning, response, or investigation.

Safeguarding: a set of procedures, measures, and practices to ensure that an organization fulfills its commitment to protect its staff, partner organizations, and communities from abuse and sexual exploitation.

