



## Feedback and Complaint Response Mechanism (FCRM) Policy

Health Education and Development Society (HEADS)



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## 1. Purpose

The purpose of this policy is to establish a transparent, accessible, and responsive Feedback and Complaint Response Mechanism (FCRM) to uphold the accountability, integrity, and quality of HEADS programs and operations. This mechanism ensures that beneficiaries, community members, partners, and other stakeholders have a platform to voice their feedback and complaints, including concerns about misconduct, service quality, or unmet needs, with confidence and without fear of retaliation.

## 2. Scope

This policy applies to:

- All projects and programs implemented by HEADS.
- All stakeholders including project beneficiaries, community members, staff, volunteers, implementing partners, vendors, and government counterparts.
- All types of feedback, including suggestions, appreciation, concerns, complaints, and reports of misconduct.

## 3. Guiding Principles

- Confidentiality: All complaints are handled with strict confidentiality.
- Accessibility: Mechanisms are simple, accessible, and culturally appropriate.
- Transparency: The process is clearly communicated to all stakeholders.
- Impartiality: Complaints are handled fairly and without bias.
- Timeliness: All feedback and complaints are acknowledged and addressed promptly.
- Non-retaliation: Complainants and whistleblowers are protected from retaliation.

## 4. Types of Feedback and Complaints

- Feedback: Comments, suggestions, and expressions of satisfaction or dissatisfaction.
- Complaints: Expressions of dissatisfaction related to HEADS services, staff conduct, or program delivery.
- Sensitive Complaints: Allegations of fraud, corruption, sexual exploitation and abuse (SEA), child abuse, harassment, or violations of HEADS' Code of Conduct.

## 5. Channels for Feedback and Complaints

HEADS will provide multiple safe and accessible channels, including:

Help Desks: Set up at project sites to receive verbal feedback/complaints.

- Complaint Boxes: Locked boxes placed at strategic locations for anonymous written complaints.
- Community Meetings: Regular sessions to encourage collective feedback.



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- **Focal Persons:** Trained staff assigned to receive and record complaints confidentially.
- **Phone Hotline:** A dedicated phone line managed by M&E/Accountability staff.
- **Email:** [fcrm@heads-ngo.org](mailto:fcrm@heads-ngo.org) (or official email designated for FCRM).
- **Online Form:** Through HEADS' website or mobile-based platforms.

## 6. FCRM Process Flow

### Step 1: Receiving Feedback/Complaints

All complaints must be logged in the FCRM Register or MIS tool, with date, nature, location, and complainant's details (if not anonymous).

### Step 2: Acknowledgment

Acknowledge receipt of the complaint within 3 working days (if the complainant is identifiable).

### Step 3: Assessment & Categorization

Classify complaints as:

- General (service-related, logistical).
- Programmatic (design, delivery).
- Sensitive (e.g., SEA, fraud).

Prioritize and assign to relevant staff/committee.

### Step 4: Investigation & Resolution

Investigate the complaint within:

- 7 working days for general issues.
- 15-30 working days for sensitive or complex cases.

Resolution must be documented and, if applicable, communicated to the complainant.

### Step 5: Closure & Feedback to Complainant

Once resolved, close the case with proper documentation.

Provide feedback to the complainant (except for anonymous ones).

### Step 6: Appeal/Referral

If the complainant is dissatisfied, they may request a review.

Escalation to senior management or third-party arbitration may be allowed in serious or unresolved cases.



## 7. Responsibilities

- FCRM Focal Person: Receive, record, and route complaints to the relevant department.
- M&E/Accountability Officer: Manage the complaint database, ensure timely tracking and follow-up.
- Program Teams: Provide information, address relevant complaints, and implement solutions.
- Management Committee: Oversee FCRM implementation, review sensitive complaints, ensure compliance.
- Executive Director: Final authority on sensitive/high-level complaints.

## 8. Data Protection and Confidentiality

All FCRM data is stored securely.

Only authorized personnel can access sensitive complaints.

Personal information is anonymized in reporting.

## 9. Monitoring and Reporting

Monthly FCRM reports will be compiled to track trends, identify systemic issues, and inform decision-making.

FCRM statistics (without personal identifiers) may be shared with donors and stakeholders to demonstrate accountability.

## 10. Awareness and Capacity Building

Community orientations on FCRM will be conducted regularly.

All staff will be trained on receiving and handling feedback respectfully and ethically.

## 11. Review and Update

This policy shall be reviewed annually or after any major project implementation.

Revisions will be made based on lessons learned and stakeholder input.



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## BOD Meeting Minutes

Date: January 06, 2025

Participated by:

Raza Ullah Jan	Executive Director
Uzma Amin	Chairperson Board
Samina Khanam	Board Member
Nawaz Ali Shah	Board Member
Amabareen Banori	Board Member
Muhammad Jidran	Board Member
Abid Ali	Board Member
Tahira Nasreen	Board Member
Sayed Ali Shah	Director Program
Asif Ali	Director Finance
Ramsha Khan	HR Officer

### Agenda Items:

- Change in Leadership position
- Formation of the Annual Report, Annual Budget, and Strategic Plan.
- Completion of the NDRMF Capacity Improvement Action Plan.
- Processing for Charity Commission in Balochistan and Khyber Pakhtunkhwa.
- Revision of HEADS policies.
- Renewal of Society Act Registration for 2025.

### Proceedings & Outcomes:

The meeting commenced with the recitation of the Holy Quran, followed by a formal welcome note delivered by the Chairperson, Ms. Uzma Amin, and the Executive Director, Mr. Raza Ullah Jan. The discussions focused on the agenda items and organizational improvements.

- The Board decided to shift Mr. Raza Ullah Jan from the position of Chairperson of the Board of Directors (BOD) to Executive Director of HEADS, following the resignation of Ms. Samina Khanam from the role of Executive Director. Ms. Khanam has now joined the Board as a Board Member. Additionally, Dr. Uzma Amin has been appointed as Chairperson of the Board, effective immediately.
- The Board emphasized the importance of preparing Annual Report/ Annual Budget and Strategic Plan to assess the organization's current standing and plan strategically for the upcoming year.
- As HEADS has been conditionally accredited by the National Disaster Risk Management Fund (NDRMF) for six months, the Board reviewed the shared Capacity Improvement Action Plan. It was decided to prioritize its completion within the stipulated timeframe, recognizing this as a crucial opportunity for the organization.

- The Board agreed to initiate the process for Charity Commission registration in Balochistan. Police verification for the Charity Commission in Khyber Pakhtunkhwa will be expedited to obtain the certification promptly.
- A comprehensive review of organizational policies was conducted. The Board proposed and approved necessary amendments to align with current needs and best practices.
- It was noted that the Society Act Registration expired in December 2024. The Board resolved to apply for its renewal for 2025 without delay.

The meeting concluded with a thorough review of the agenda items, ensuring they aligned with the organization's strategic objectives. The Board expressed optimism about the successful execution of the discussed initiatives. The Chairperson concluded the meeting with a vote of thanks.

Signed on this Monday January 06, 2025 by authorized signatory.



Dr. Uzma Amin  
Chairperson Board



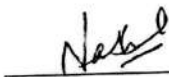
Mr. Raza Ullah Jan  
Executive Director



Ms. Samina Khanam  
BOG Member



Mr. Muhammad Jidran  
BOG Member



Mr. Nawaz Ali Shah  
BOG Member



Miss. Ambareen Banori  
BOG Member



Mr. Abid Ali  
BOG Member



Miss. Tahira Nasreen  
BOG Member



Mr. Sayed Ali Shah  
Program Director HEADS



Mr. Asif Ali  
Director Operations HEADS



Miss. Ramsha Khan  
HR Officer



## Policy Review & Update Record

A Board meeting was held on January 6, 2025, with the key agenda of reviewing and updating all organizational policies of HEADS. The Board advised the management to undertake a comprehensive policy review to ensure relevance, compliance, and alignment with organizational goals and evolving operational needs.

In line with this directive, all organizational policies were reviewed and amended on January 31, 2025, under the leadership of the Executive Director and with the involvement of the Finance & Audit Committee and relevant departments.

The review process included:

- A thorough evaluation of existing policies.
- Revisions based on internal assessments, audit findings, regulatory requirements, and best practices.
- Incorporation of feedback from staff and stakeholders.
- Updates to enhance clarity, accountability, and operational effectiveness.

### Means of Verification:

Revised policy documents, review reports, and documented feedback and approval records.



( H E A D S )

Raza Ullah Jan  
Executive Director