

What is this document about?

- Strong complaint and redress mechanisms **help you improve service quality, grow and maintain client trust and ensure you follow national rules and laws** set by regulators. This document provides a **checklist** to help you set this up.
- Need some practical inspiration? Here are [examples](#) of complaints/redress mechanisms.

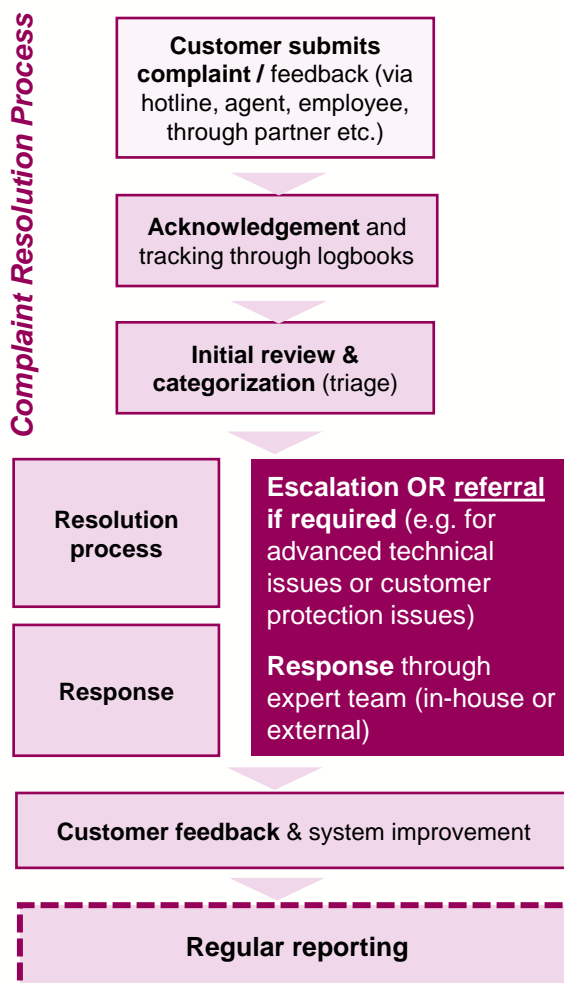
Always build on **what you already have in place** – e.g. processes to detect/manage fraud cases.

Here is a checklist for setting up or strengthening complaint/redress mechanisms:

- ❑ **Clear governance & accountability**
 - ❑ Define **roles/responsibilities** for complaint handling. It is best practice to have **dedicated complaints resolution desks/hotline staff & a specialised customer protection unit** for sensitive cases (fraud, gender-based violence, incl. sexual exploitation & abuse)
 - ❑ Define **standard operating procedures** for receiving, documenting, and resolving complaints, incl. **clear timelines** for response, escalation and **safe referrals** (overleaf is a script to ensure sensitive issues are referred/dealt with appropriately)
 - ❑ Ensure **referral systems are in place** between different partners. **Ask for the referral contact lists from humanitarian partners/protection clusters!**
 - ❑ Ensure redress mechanisms are compliant with **national regulations**.
- ❑ **Accessible & transparent feedback channels**
 - ❑ Offer **multi-channel options** (online, in-person, phone, mobile apps), that are **accessible** (e.g. for [persons with disabilities](#)), channels to be **free of charge**
 - ❑ Plan for [customer education programmes](#) to explain **rights, complaint processes** and expected response time
- ❑ **Customer protection**
 - ❑ Ensure fairness, confidentiality, data protection and ease of access for all. Ensure staff follow the [Code of Conduct](#)
 - ❑ Budget for [staff training](#) on **complaint handling and customer rights** (NB: your hotline staff and customer protection teams should get advanced training!) [Tipsheet](#)
 - ❑ Ensure customers **receive acknowledgment** of complaints and **updates on resolution progress**

- ❑ **Reporting & oversight mechanisms**
 - ❑ Maintain a **centralized complaints database**
 - ❑ Track and analyse complaints for systemic issues, to improve service
 - ❑ **Regular reporting** on complaints data and resolutions
 - ❑ **Establish oversight** by setting up an independent monitoring function and performing regular audits

Refer to the [IASC Standards for Collective Feedback Mechanisms](#) or [AFI resources](#) for more information.

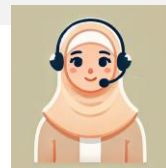


What is this document about?

- The script aims to help **call center agents and other client-facing staff** to communicate safely, respect privacy and direct people to support without causing harm.
- Find useful templates here: [Customer Protection Training](#), [Logbook](#), [sensitive complaints examples](#) (overleaf) & [Tipsheet for customer-facing staff](#)

Opening

"Hello, my name is [Your Name]. Thank you for calling [Provider].
How can I help you?" *Listen...*



Caller describes incident/complaint

Acknowledge complaint: Log call/complaint in Logbook & continue to categorization

! NB: If there is no clear caller incident/ if person doesn't want to share detail, ask: "To better be able to help you – can you tell me if this call is about someone's safety being at risk or something very private? I can connect you directly with someone that can help you best." **if 'yes', do not probe or ask for details → follow sensitive complaint process**

Technical Issue -
e.g. forgotten passwords/PINs, broken/lost SIM cards or bank cards, technical failures etc.

Other issue e.g. issues when receiving/spending money; didn't receive correct amount; delays; infrastructure breakdown; charging of phones etc.

Sensitive complaint

"Thank you for sharing that with me. I understand this must be difficult to talk about. Can you tell me if it is in relation to [humanitarian partner] assistance or staff?
Listen...

YES

NO

"I can help you with that...."
Follow [Provider] procedures for technical issues

"Thank you for sharing that with me. Can you tell me if it is in relation to [humanitarian partner] assistance or staff?"
Listen...

NO

"Thank you for reporting this important issue. I will now connect you to our [customer protection team] who specialize in handling such situations. Please hold while I transfer your call."
Follow [Provider] procedures

YES

"Thank you for reporting this important issue. In this case, you should reach out to [humanitarian partner] who specialize in handling such situations sensitively and confidentially."

Option A [preferred]: "Do you want me to directly transfer this call?" *If "yes", transfer call*

Option B: "The contact number is [insert hotline] or you can go to [insert name of channel/ location]. They will be able to assist you directly."

"Thank you for reporting this important issue. In this case, you may need to reach out to our [customer protection team OR external referral] who specialize in handling such situations sensitively and confidentially."

Option A [preferred]: "Do you want me to directly transfer this call?" *If "yes", transfer call*

Option B: "The contact number is [insert hotline]. They will be able to assist you directly."
Follow [Provider] procedures for sensitive complaints

Triage – ownership or referral & resolution of issue

Closing

"Is there anything else I can help you with? *Listen... restart the loop if required*
"Your feedback is important to us, and we are here to support you. Please take care."

Log call update for reporting and ensure follow-up steps are documented.

NB: it is good practice to regularly ask for customer feedback on customer service provided (e.g. phone surveys)

Distinguishing sensitive and non-sensitive cases (cash transfers examples)

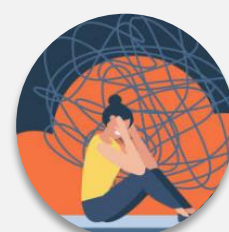
Sensitive cases involve issues that can cause harm, stigma, or safety risks to individuals, such as **sexual exploitation and abuse (SEA)**, **gender-based violence (GBV)**, **child protection concerns**, or breaches of confidentiality. These require urgent, confidential, and survivor-centred handling. Examples include:



A community member **reports that UN/NGO staff requested sexual favors in exchange for providing assistance**



A financial service provider agent demanded **favors** to process cash assistance more quickly/skip the queue



A partner staff member **intimidates and verbally abuses** assistance recipients



A woman reports **physical violence and theft** by other community members as she leaves the cash distribution site

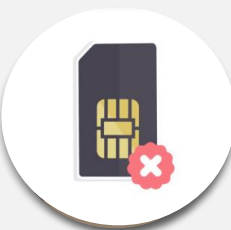


Assistance meant for **child-headed households** is forcefully taken by **adults** in the community.



A survivor's **private information** is **improperly shared** by staff, causing **risks of further harm or stigma**.

Non-sensitive cases include **general complaints or issues**, such as **delays** in aid distribution, **incorrect payments**, or **staff misconduct** not involving exploitation or abuse. These can be addressed through standard feedback mechanisms (either by provider or humanitarian organisation). Examples include:



A woman approaches a mobile money agent about an **expired sim card**



Person calls because of a **locked SIM card or forgotten PIN code**



Targeted population did **not receive the expected quantity of the notes** given by the bank. NB: depending on the case, this could be fraud and therefore a **sensitive issue!**



Crowd control measures are insufficient, and distributions lack orderliness at cash-in-hand distribution



Members of the community are **giving e.g. their ID cards as a guarantee to get line of credit to shopkeepers** (can no longer get their entitlement during distributions)



Financial service provider **arrives late** for cash disbursement