

Feedback and Response Mechanism Standard Operating Procedures at PCPM

Title of the document:	Feedback and Response Mechanism Standard Operating Procedures at PCPM
Version:	2.0
Review cycle:	annual
Approved by:	All Board Members

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Introduction

This Standard Operating Procedures (SOPs) document is developed to guide the functioning of the Feedback and Response Mechanism (FRM) across all projects coordinated by PCPM. While the design and operation of FRM may vary depending on the specific context of each project, all mechanisms must adhere to the principles and minimum standards outlined in these SOPs.

Feedback refers to any communication to PCPM regarding its activities or the behaviour of its staff, volunteers, or partners. Feedback can be positive (e.g., expressions of gratitude), negative (e.g., expressions of dissatisfaction or complaints), or take the form of suggestions, requests, or reports.

These SOPs outline the basic principles and procedures for managing FRM, covering roles and responsibilities, feedback channels, feedback registration, feedback categories, case management and closure ("closing the loop"), and monitoring of FRM performance.

These SOPs serve as a foundational guide for developing FRM in projects that involve direct engagement with affected populations. In exceptional cases where contextual constraints prevent the implementation of FRM, the decision must be reviewed and approved by both the FRM Coordinator and the Safeguarding Officer.

The safety, well-being, and comfort of individuals and communities affected by project activities are at the core of PCPM's concerns. To ensure this, these SOPs are based on three pillars.

Accessibility and Context-Adapted Design

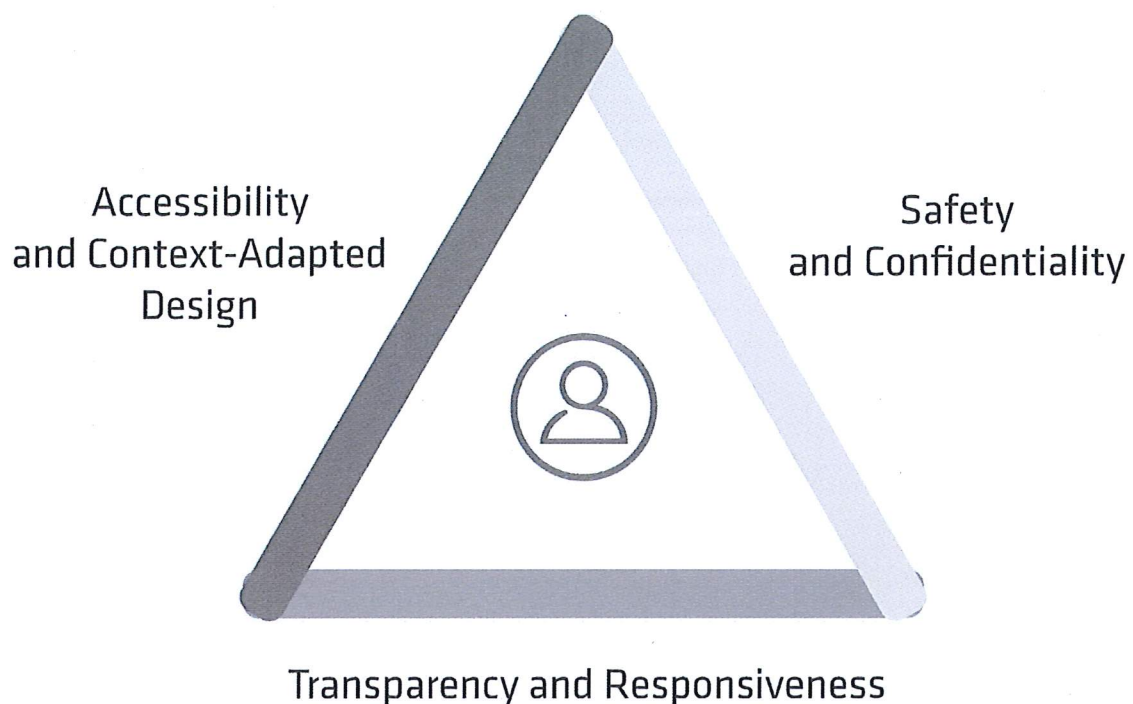
The FRM is designed to ensure that the highest possible number of project participants, regardless of their specific contexts, needs, and vulnerabilities, can provide feedback safely and easily, and receive responses.

Safety and Confidentiality

All feedback and complaints are processed with strict attention to the safety, privacy, and dignity of those providing input. Confidentiality refers to the sensitive and appropriate treatment of information and is maintained throughout the process to protect the identity and interests of feedback providers. PCPM prohibits any form of retaliation against individuals who provide feedback.

Transparency and Responsiveness

PCPM ensures that stakeholders are informed about how feedback is utilised and are kept updated on the actions taken in response. The organisation is committed to providing timely and effective responses to all feedback received.



Roles and Responsibilities

FRM Coordinator

The FRM Coordinator, based within the MEAL team, is responsible for implementing the Feedback and Response Mechanism (FRM) across all PCPM projects and missions. The coordinator monitors and manages feedback processes in each project or mission, either directly or through FRM Focal Point. Only the FRM Coordinator has organisation-wide access to the FRM database.

FRM Focal Point

The FRM Focal Point is responsible for implementing the FRM within a specific project or mission, under the supervision of the FRM Coordinator. The Focal Point is a dedicated staff member who may combine these responsibilities with another role, provided they are not directly involved in day-to-day work with programme participants. The Focal Point is selected by the Project Coordinator or Head of Mission, in consultation with the FRM Coordinator, from among team members not directly engaged with programme participants. The FRM Focal Point has access to all FRM tools for their assigned project or mission only.

Safeguarding Officer

The Safeguarding Officer is responsible for implementing PCPM's safeguarding policy organisation-wide. Within the FRM, the Safeguarding Officer manages cases involving PCPM staff, partners, or volunteers, such as sexual exploitation and abuse, sexual harassment, abuse of power, or other safeguarding-related misconduct. These cases are handled in line

with PCPM's safeguarding procedures and are not entered into the general feedback database. The Safeguarding Officer works closely with the FRM Coordinator, the Compliance Officer, and the Child Protection Officer when a child is involved to ensure timely, confidential, and appropriate action.

Compliance Officer

The Compliance Officer is responsible for implementing PCPM's compliance policies organisation-wide, including fraud prevention and anti-corruption. Within the FRM, the Compliance Officer manages cases involving suspected or confirmed fraud, corruption, financial misconduct, or other breaches of compliance standards. These cases are handled in line with PCPM's compliance procedures and are not entered into the general feedback database. The Compliance Officer works closely with the FRM Coordinator, the Safeguarding Officer, and the Child Protection Officer to ensure timely, confidential, and appropriate action.

Child Protection Officer

The Child Protection Officer is responsible for implementing PCPM's child protection policy organisation-wide. Within the FRM, the Child Protection Officer manages cases involving actual or potential harm to children, including neglect, abuse, or exploitation. These cases are handled in line with PCPM's child protection procedures and are not entered into the general feedback database. The Child Protection Officer works closely with the FRM Coordinator, the Safeguarding Officer, and the Compliance Officer to ensure timely, confidential, and appropriate action.

Feedback Recipient

A Feedback Recipient is any staff member who receives feedback from programme participants or other sources and records it using the approved feedback collection form following the face-to-face feedback collection procedure. Feedback Recipients are responsible for accurate documentation of the feedback received, but do not manage cases themselves. Because any staff member may act as a Feedback Recipient, all project or mission staff must receive training on FRM procedures.

Project Coordinator

The Project Coordinator is responsible for the overall coordination and delivery of a specific project. They supervise project staff, monitor project progress, and ensure that activities are implemented in line with project objectives and donor requirements. Within the FRM, the Project Coordinator works closely with the FRM Coordinator to monitor and respond to feedback related to the project. They select the FRM Focal Point (in cooperation with the FRM Coordinator) from staff not directly involved with programme participants. The Project Coordinator receives regular updates on feedback collected at project level and takes an active role in formulating and implementing responses.

Head of Mission

The Head of Mission is responsible for the overall coordination and delivery of PCPM's activities within a mission. They supervise mission staff and ensure compliance with organisational and donor standards. Within the FRM, the Head of Mission works closely with the FRM Coordinator to monitor and respond to feedback across all projects within the mission. They select the FRM Focal Point (in cooperation with the FRM Coordinator) from staff not directly involved with programme participants. The Head of Mission receives regular updates on feedback collected at mission level and takes an active role in formulating and implementing responses.

Feedback Channels

Feedback channels are the means or tools through which project participants can share their opinions, suggestions, complaints, and inquiries with the organisation. Feedback may be received through various channels, which must be tailored to the needs of the target population, adapted to the context of the intervention, and designed to ensure safety, confidentiality, transparency, and responsive management. Project design should incorporate a diverse range of accessible feedback channels to maximise inclusion of all participant groups. The selection and format of channels must account for the context and modality of each intervention - recognising that not every channel will be appropriate or feasible in every project.

Channels should be adapted to meet the needs of diverse groups, taking into account factors such as gender, age, disability, language, education level, digital access, geographic location, and socio-economic background. Channels must be safe, trustworthy, and regularly assessed for accessibility and effectiveness. Where possible, channels should allow for anonymous feedback.

The availability and use of feedback channels must be clearly communicated to all project participants, using formats and methods tailored to the needs of different groups, to ensure that everyone is informed and able to utilise the system.

Static Channels

These channels are available at all times, allowing project participants to initiate feedback at their convenience.

- **Suggestion Boxes** - physical boxes placed in visible and accessible locations, allowing participants to anonymously submit feedback using paper forms.
- **Online Surveys** - permanently available digital surveys accessed via web links, QR codes, or the organisation's website.
- **Email** - a dedicated email address for project participants to send feedback, complaints, or inquiries.

- **Telephone Hotline** - a hotline or designated phone number that enables participants to directly contact staff responsible for receiving and handling feedback.
- **In-Person (Face-to-Face)** - project participants may share feedback directly with staff during routine interactions or service delivery.
- **SMS/WhatsApp** - feedback can be submitted via text messages or messaging applications commonly used by the community.
- **Social Media** - official accounts (e.g. Facebook, Telegram, Instagram) used for engagement and to collect participant feedback.

Active Channels

These channels involve the organisation proactively seeking feedback from participants at specific times.

- **Surveys** - periodic or ad-hoc data collection campaigns targeting project participants to gather feedback on services and activities.
- **Interviews** - one-on-one interviews conducted by staff to gather in-depth feedback.
- **Focus Group Discussions (FGDs)** - group sessions with project participants to explore experiences, expectations, and recommendations.
- **Field Visits** - outreach visits where staff engage directly with participants in their communities to collect feedback on organisational activities and service delivery.

Feedback Registration

Feedback received through established channels is systematically recorded in a secure database, accessible only to authorised personnel. The FRM Coordinator has organisation-wide access, while FRM Focal Point has access only to data relevant to their assigned project or mission. PCPM ensures that each submission is documented with key information to ensure responsiveness, while upholding the safety and confidentiality standards.

All feedback must be treated as confidential to protect the privacy and trust of project participants. Following the “need to know” principle, access to personal data and case details is limited strictly to staff who require this information for their direct role in managing the feedback process and response. All reasonable measures must be taken to protect the identity of the reporting individual from any form of harm or retaliation, including the use of unique case identification codes for processing.

To ensure proper handling of feedback, all project staff are required to complete training on the FRM relevant to their project. Sensitive feedback related to safeguarding issues is always redirected to the Safeguarding Officer and must not be registered in the general feedback database.

For each feedback case, the following information should be recorded as completely and accurately as possible, in line with data protection and informed consent requirements:

- **Type of feedback channel** - the specific method used to provide feedback (e.g., hotline, in-person, suggestion box, etc.).
- **Date of feedback** - when the feedback was received.
- **Name of staff receiving feedback** - the staff member who documented or received the feedback.
- **Category of feedback** - classification of the feedback (e.g., complaint, suggestion, compliment, inquiry).
- **Contact details** - relevant contact information of the person providing feedback, if available and consented to.
- **Case number** - a unique reference number used to identify the case without using personal data.
- **Gender** - the gender of the person providing feedback, if disclosed.
- **Special needs** - any information about disability, vulnerability, or other special requirements indicated by the feedback provider.
- **Description of the issue and actions taken** - a brief summary of the feedback and a record of steps taken to address it.
- **Case closure status** - indicate whether the case has been resolved or requires further follow-up.
- **Project name(s)** - the name(s) of the project(s) to which the feedback relates.

Feedback Categories

Individuals submitting feedback must be informed of their rights and of the procedures for handling and resolving cases. At every stage of the feedback process, the data, interests, and well-being of those providing feedback must be protected. Any attempt to identify, intimidate, or retaliate against a feedback provider is strictly prohibited and may result in disciplinary action, including termination of contract. All feedback received by project staff must be classified according to the relevant feedback category.

1. Expression of gratitude

Positive feedback or appreciation regarding the assistance, services, or behaviour of PCPM staff, volunteers, or partners.

2. Suggestion for improvement

An idea or proposal from participants on how to improve services, activities, or organisational processes in the future.

3. Request for information

A question or inquiry seeking clarification about PCPM services, available assistance, organisational policies, or the status of previous feedback/cases.

4. Request for assistance

A statement of need for additional support or services from PCPM, including follow-up or new forms of assistance.

5. Minor dissatisfaction with services or aid

An expression of concern or dissatisfaction that does not pose an immediate or serious risk to an individual or group and does not require urgent or escalated response.

6. Major dissatisfaction with services or aid

A complaint or report of dissatisfaction that may have serious negative consequences, pose safety risks, or result in significant long-term impact for individuals or groups.

7. Protection concern

A report, allegation, or suspicion of violence, intimidation, abuse, exploitation, or any protection concern involving PCPM staff, partners, volunteers, or members of the community, or directly related to the program or its beneficiaries.

8. Sensitive concern (safeguarding, misconduct, or breach of code of conduct)

A report or allegation of serious misconduct by PCPM or partner staff/volunteers, including sexual exploitation and abuse, sexual harassment, fraud, corruption, or other violations of organisational policies and the Code of Conduct. Every sensitive concern is also a protection concern.

0. Out of scope

Feedback, inquiries, or requests for assistance that fall outside the mandate, activities, or realistic intervention capacity of PCPM.

Response and Closure

Timely and effective responses are essential for building trust in the feedback mechanism and for improving the quality of the organisation's activities. Once a case has been resolved, the feedback provider must be informed of its closure and outcome, using their preferred and accessible communication channel. All actions related to the case, including closure and notification, must be documented in the feedback and complaint database. Depending on the category, appropriate follow-up steps are taken as described below.

1. Expression of gratitude

If possible, the feedback provider should be informed within 7 days that their positive feedback has been received, with thanks expressed for their appreciation. The FRM Coordinator informs the Project Coordinator or the Head of Mission of positive feedback trends. Alternatively, the FRM Focal Point informs both the FRM Coordinator and the Project Coordinator or the Head of Mission of positive feedback trends.

2. Suggestion for improvement

If possible, the feedback provider should be informed within 7 days that their suggestion has been received and that it is being considered. The FRM Coordinator informs the Project Coordinator or the Head of Mission, who reviews suggestions for the implementation. Alternatively, the FRM Focal Point informs both the FRM Coordinator and the Project Coordinator or the Head of Mission, who then reviews suggestions for the implementation.

3. Request for information

The feedback should be acknowledged, and the feedback provider should be referred to the appropriate specialist for information requested within 7 days. Referral is made by the FRM Coordinator or FRM Focal Point in coordination with the Project Coordinator or the Head of Mission. The FRM Coordinator or FRM Focal Point ensures the response or referral is completed.

4. Request for assistance

The feedback should be acknowledged, and the feedback provider should be referred to the appropriate specialist for further support within 7 days. Referral is made by the FRM Coordinator or FRM Focal Point in coordination with the Project Coordinator or the Head of Mission. The FRM Coordinator or FRM Focal Point ensures the response or referral is completed.

5. Minor dissatisfaction with services or aid

If possible, the feedback provider should be informed within 7 days that their concern has been received and is being processed. The FRM Coordinator or the FRM Focal Point informs the Project Coordinator or the Head of Mission, who decides on corrective actions and the appropriate response with the support of the FRM Coordinator. The feedback provider is then informed of the resolution and any measures taken.

6. Major dissatisfaction with services or aid

If possible, the feedback provider should be informed within 7 days that their concern has been received and is being addressed. The FRM Coordinator or the FRM Focal Point informs the Project Coordinator or the Head of Mission, who leads on corrective and investigative actions and formulates the response with support from the FRM Coordinator. The feedback provider is informed about the outcome and any steps taken to address their concern.

7. Protection concern

If the feedback refers to a life-threatening situation or any other case in which PCPM staff are legally obligated to report the matter to the police or other community services, staff act accordingly and without hesitation.

Any report of violence, intimidation, or protection issue - whether or not PCPM/partner staff are involved - must be forwarded immediately to the Safeguarding Officer or the Child Protection Officer when a child is involved. If safe and appropriate, the feedback provider should be informed that the case has been received and referred, ensuring the highest level of confidentiality. From the moment of referral, the Safeguarding Officer or the Child Protection Officer assumes responsibility for all further communication with the feedback provider and persons concerned (if they are not the same person) and aims to make first contact within 5 working days.

Personal data should be removed from the general feedback database upon referral. The FRM Coordinator or the FRM Focal Point informs the Project Coordinator or the Head of Mission that a protection referral has been made, without sharing any identifying case details.

8. Sensitive concern (safeguarding, child protection issue, fraud, corruption, misconduct, or breach of code of conduct)

If the feedback refers to a life-threatening situation or any other case in which PCPM staff are legally obligated to report the matter to the police or other authorities, staff act accordingly and without hesitation.

Any report or suspicion of serious misconduct - including sexual exploitation, abuse, or harassment, child protection issue, fraud, corruption, or other breaches of the Code of Conduct by PCPM or partner staff/volunteers - must be forwarded immediately to the responsible specialist and the Board. Following specialists are responsible for the respective issues:

- **Safeguarding Officer** - handles safeguarding misconduct (including sexual exploitation/abuse, harassment)
- **Compliance Officer** - handles compliance breaches (including fraud, corruption, financial misconduct)
- **Child Protection Officer** - handles child-related risks (including neglect, abuse, exploitation)

If safe and appropriate, the feedback provider should be informed that the case has been received and referred, ensuring the highest level of confidentiality. From the moment of referral, the respective responsible officers assume responsibility for all further communication with the feedback provider and persons concerned (if they are not the same person) and aim to make first contact within 5 working days.

Personal data should be removed from the general feedback database upon referral. The FRM Coordinator or the FRM Project Point informs the Project Coordinator or the Head of Mission that the referral has been made, without sharing any identifying details of the case. All actions taken must be documented, and all data must be managed in accordance with PCPM's data protection and confidentiality policies.

9. Out of Scope

If possible, the feedback provider should be informed within 7 days that their request or feedback is outside PCPM's activities and referred to another organisation or service provider if appropriate. The case is recorded in the feedback database by an authorised staff member. The FRM Coordinator informs the Project Coordinator or the Head of Mission. Alternatively, the FRM Focal Point informs both the FRM Coordinator and the Project Coordinator or the Head of Mission.

Monitoring of the FRM

These FRM SOPs should be reviewed and evaluated annually to ensure that the FRM remains effective, contextually relevant, and responsive to the needs of affected individuals and communities. The review process is conducted by a commission of at least three PCPM staff,

including the FRM Coordinator, Compliance Officer, and the Safeguarding Officer. The PCPM FRM Coordinator is responsible for overseeing the monitoring and evaluation of the mechanism. Revisions should be informed by lessons learned and challenges encountered during the operation of the FRM, which are systematically collected and analysed. The PCPM Board must formally approve any revisions to the FRM SOPs.