Annual suggestions, complaints and commendations report

JANUARY – DECEMBER 2019
INTRODUCTION ........................................................................................................................................ 3
WHAT SCC HAVE WE RECEIVED DURING 2019? ................................................................. 4
HOW ARE WE GETTING ON? WHAT HAVE WE LEARNED? .................................................. 5
1. Classification by communication type (suggestion, complaint, commendation) ............... 5
2. Classification by country and communication type .............................................................. 6
3. Classification by mechanism type .......................................................................................... 7
4. Classification by origin .......................................................................................................... 8
5. And in practice? ..................................................................................................................... 9
HOW HAVE WE PROGRESSED IN 2019? ............................................................................. 10
   National SCC Committees ...................................................................................................... 10
   Global SCC Commission ......................................................................................................... 11
WHAT DO WE RECOMMEND? ............................................................................................... 11
RELATED DOCUMENTS AND CONTACT DETAILS .............................................................. 13
Coordinated and written by: Global Commission for the Implementation and Monitoring of the Suggestions, Complaints and Commendations Policy.

Languages available: Spanish, French, English

Related documents:

- Suggestions, Complaints and Commendations Policy
- Terms of reference for the Global Commission for the Implementation and Monitoring of the Suggestions, Complaints and Commendations Policy
- Guide for the Implementation of the Suggestions, Complaints and Commendations Policy (internal)

Special thanks to the Regional Policy Coordinators and the National Suggestions, Complaints and Commendations Committees in the countries we work in.

Contact details:

For more information about the issues covered in this document or to request related documents, contact the Global Commission for Implementation and Monitoring of the Suggestions, Complaints and Commendations Policy at: ComisionGlobalSQF@educo.org

©Educo

Total or partial reproduction of this work is permitted as long as the source is mentioned and it is not used for commercial purposes.
INTRODUCTION

This document is the Suggestions, Complaints and Commendations (SCC) Report for 2019, a significant year institutionally, because it included the end of the previous Strategic Plan 2015-2019 and the start of the work aimed at defining and providing content for the new Institutional Planning Cycle 2020-2030.

As always, the report is the fruit of collaboration and teamwork by the National SCC Committees, the Global SCC Policy Commission and the Regional Coordinators for Institutional Policies, who we would like to thank once again for their commitment, efforts and the invaluable work they have done.

Let us therefore use the information and all the lessons included in this document to further strengthen the quality and impact of our work in the new strategic period that we are beginning to move towards as an organisation.
WHAT SCC HAVE WE RECEIVED DURING 2019?

In 2019 we received a total of **147 SCC** globally:

Summary of the SCC received in 2019

<table>
<thead>
<tr>
<th></th>
<th>INTERNAL</th>
<th>EXTERNAL</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUGGESTIONS</strong></td>
<td>05 physical suggestion box</td>
<td>02 physical suggestion box</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>05 email</td>
<td>15 email</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>02 in person</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>03 social media</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>01 telephone</td>
<td></td>
</tr>
<tr>
<td><strong>COMPLAINTS</strong></td>
<td>03 physical suggestion box</td>
<td>02 physical suggestion box</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>05 email</td>
<td>08 email</td>
<td></td>
</tr>
<tr>
<td></td>
<td>01 in person</td>
<td>01 in person</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>04 social media</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>31 telephone</td>
<td></td>
</tr>
<tr>
<td><strong>COMMENDATIONS</strong></td>
<td>05 physical suggestion box</td>
<td>12 physical suggestion box</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>04 email</td>
<td>12 email</td>
<td></td>
</tr>
<tr>
<td></td>
<td>01 in person</td>
<td>07 in person</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>03 social media</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>15 telephone</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>29</td>
<td>118</td>
<td>147</td>
</tr>
</tbody>
</table>
HOW ARE WE GETTING ON?
WHAT HAVE WE LEARNED?

1. Classification by communication type (suggestion, complaint, commendation)

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaint</td>
<td>194</td>
<td>59</td>
</tr>
<tr>
<td>Suggestion</td>
<td>41</td>
<td>33</td>
</tr>
<tr>
<td>Commendation</td>
<td>91</td>
<td>55</td>
</tr>
</tbody>
</table>

This year, unlike the previous one, suggestions no longer make up the majority of the communications received, this year the majority are commendations. It is positive to see that the commendations have moved from last place to first place. It is a sign of trust and mutual recognition for the work carried out and the generation of positive energy, all of which create a healthy organisational climate and motivation for the team.

On the other hand, we can also observe that this year we have received more complaints than suggestions, which could be interpreted in two different ways: people trust the SCC mechanisms more and therefore are more inclined to make complaints, or institutional management has got worse, which may have led to more dissatisfaction or discontent on behalf of the stakeholders.

Finally, globally we can observe that, in absolute figures, SCC communications have almost halved (from 326 in 2018 to 147 in 2019). These figures can be explained by:

- the absence of a Regional Policy Coordinator in Africa during part of 2019.
- Changes in structure which affected the composition of the National SCC Committees and the setting up and/or continuity of SCC mechanisms.
- the lack of ownership by country office management and the head office management committee, which did not consider these mechanisms as a priority in their overall management.
2. Classification by country and communication type

If we compare the two charts, we can observe that in 2019 there are two new country offices, Guatemala and Senegal, but the Bangladesh office is not there. Indeed, in 2019 the country offices for Guatemala and Senegal set up their National SCC Committees and began to set up SCC mechanisms. The Bangladesh country office suffered internal structural changes, with a rotation of the associated staff, which affected the composition of the National SCC Committee, and at the same time, the continuity of the SCC mechanisms. The arrival of a new director should facilitate a new process of internal awareness-raising and the generation once again of trust in these mechanisms.

An important lesson to take away therefore is that work must be done to promote the stability of the National SCC Committee work teams, strengthen the transfer processes if there are changes, and, especially in terms of the Global SCC Commission, it is important to have timely and relevant information.
on team restructuring in the country offices, so that the necessary support can be provided to the National Committees and loss of work and knowledge can be avoided.

Lastly, we can see that Spain (both as head office and a country office) continues to stand out as the country with the highest number of SCC received. This is explained by the fact that in Spain there are specific mechanisms with an external scope aimed at supporters (child sponsors, members, one-off donors, etc.) whereas in the other country offices there are only internal SCC mechanisms, or in some cases external ones have started to be developed during 2019.

3. Classification by mechanism type

According to the information provided by each country, in 2019 the SCC were mainly received by email. The second most commonly used channel was the telephone and the third was the physical suggestions box, which in 2018 was the mechanism used the most. It is important to mention that these differences in the type of mechanism used compared to 2018 are a result of the fact that approximately 65% of the SCC reported in 2019 come from Spain (head office and country office) where the use of email is extensive. Additionally, the Educo head office has a department called the “Supporters’ Call Centre” which receives SCC by telephone.

A reading of the information without including Spain shows that in the rest of the organisation the mechanism used the most continues to be the physical suggestions box and, in second place, SCC presented in person.

It is important to highlight that in 2019, in close collaboration with the Communication department, a test was carried out in head office to include social media as a SCC mechanism. The favourable result allowed us to elaborate a procedure for managing the SCC received via social media, which takes into account the specific features of this mechanism, the use of which is growing. The procedure was sent to the country offices and will be implemented soon.
Also, the elaboration and implementation of this procedure has allowed us to identify how important it is that the person who is responsible for social media is a member of the National SCC Committee, which will favour the register, monitoring and resolution of the SCC received through this channel.

In this way, we continue to broaden the variety of SCC mechanisms we offer our stakeholders.

4. Classification by origin

![Circle chart showing classification by origin for 2018 and 2019]

In 2019, **external SCC continue to be the majority**, although there is a variation in the percentages compared to 2018. The internal SCC have increased and the external SCC have gone down by 10%.

Just like in 2018, this difference between internal and external origins in a context in which the majority of the country offices have not implemented external SCC mechanisms, is a result of the **high number of SCC received in Spain** (78%) by email and by telephone, with the addition in 2019 of those received through social media. Of the 118 external SCC received, 49 are commendations, 46 are complaints and 23 are suggestions.

Approximately **80% of the complaints were from supporters** who want us to stop contacting them for telemarketing reasons, followed by complaints related to the management of data or information about the children they sponsor.

Approximately **70% of the suggestions were made by local partner organisations from the Educo Spain country office**. In conclusion, we can say that the trend has not changed compared to 2018.
5. And in practice?

It is interesting to highlight that, although the total number of SCC received has gone down, in the majority of the country offices a very high percentage of the suggestions and complaints have generated changes and improvements. In the case of Spain, all of the SCC related to telemarketing, which represent the majority, are not counted for in this analysis. These SCC are handled in the Supporters’ Call Centre.

As expected, once the information about the SCC received from the different country offices was analysed, we realised that it was interesting to observe the specific issues addressed by the SCC submitted.

On carrying out this more qualitative analysis, we managed to identify the percentage of SCC which had generated a positive change in the work of the country offices or in the projects/programs.

We observed, for example, that in the country offices in Guatemala, Nicaragua and Benin 100% of the SCC have generated positive changes and that globally, more than 60% of the SCC received have led to an improvement.

Below is a table showing some specific examples of improvements:

<table>
<thead>
<tr>
<th>SCC</th>
<th>Improvement Introduced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaint from a project participant, who thinks that the training sessions are not announced sufficiently in advance.</td>
<td>In collaboration with the local partner organisation, it was decided that the activities would be announced 5 days in advance with a second reminder 2 days before.</td>
</tr>
<tr>
<td>Complaint about the communication campaign carried out for the International Day for the Elimination of Child Abuse.</td>
<td>The text for the campaign on social media was changed, to represent the Educo approach better.</td>
</tr>
</tbody>
</table>
Suggestion from a local partner organisation to include the logos of the local consortium members in the communication materials to be developed in the framework of the project.

The logos were included on the different communication materials designed.

Complaint from the Educo team about non-environmentally friendly practices of a supplier (use of plastic).

Awareness was raised with the supplier about good practices in protecting the environment.

Monitoring of suppliers was established to ensure that they integrate good environmental practices into their work.

Suggestion in relation to the motorbike shed in front of the Educo office, which prevented trees from growing outside.

The main door to the office was redesigned, resolving the concern.

This information is important because it shows that the mechanisms have been useful and have encouraged improvements in our work. It also gives us arguments for encouraging the use of SCC mechanisms, demonstrating how they are useful to the institution.

**HOW HAVE WE PROGRESSED IN 2019?**

**National SCC Committees**

As mentioned in the introduction to this report, Educo dedicated most of 2019 to ending its previous Strategic Plan 2015-2019 and preparing its new Institutional Planning Cycle 2020-2030. This had an impact on the National SCC Committees and affected, to a greater or lesser extent, their work plans for 2019. However, some National SCC Committees achieved significant progress. Here are the highlights:

**Benin**

- Increase in the number of SCC Committee members, which allows its representation and work to be extended to the two existing sub-offices in the country.

- Implementation of two new mechanisms for presenting SCC: in person and by telephone/WhatsApp (internal).

- Updating and sharing with staff about the management of internal SCC.

**Senegal**

- Creation of the National SCC Committee in the country office and implementation of the internal SCC mechanisms.
Guatemala

- Implementation of a new mechanism for presenting SCC: physical suggestions box (internal).

Global SCC Commission

Regarding the progress of the Global SCC Commission during 2019, we can highlight the following:

- Identification of different tools for accompanying the integration of the SCC mechanisms in the programming cycle, in collaboration with the MEAL Unit (Monitoring, Evaluation, Accountability and Learning). These tools are detailed in our Monitoring, Evaluation, Accountability and Learning Manual, which describes the concepts and how we want to apply them in Educo. During 2019 we have elaborated the first drafts of the following tools:
  - Guide to designing and implementing SCC mechanisms.
  - SCC mechanism evaluation sheets
  - Guide for managing SCC submitted through social media
  - Terms of Reference (ToR) Model for National SCC Committees

- Elaboration of the terms of reference (ToR) and preparatory work for reviewing the SCC Policy.

- First publication and external sharing of the SCC Annual Report.

- Participation in an Accountable Now working group focused on the implementation of SCC mechanisms.
WHAT DO WE RECOMMEND?

- Strengthening the composition of the National SCC Committees to prevent structural/organizational changes from affecting their work.

- Refining the data collection tools in order to have more exact information when analysing trends and elaborating the relevant reports. This includes the definition of criteria to clarify what we understand as ‘resolved SCC’, and therefore more easily identify the improvements obtained thanks to the SCC mechanisms.

- Strengthening the Global SCC Commission’s accompaniment of the National SCC Committees, in the absence of Regional Policy Coordinators.

- Strengthening the advocacy work with the directors of country offices, to legitimize the work of the National SCC Committees and give more importance to the SCC mechanisms, because Educo wants to be an organization which encourages learning and ongoing improvement.
The SCC Policy is available here on the Educo website.

The following reference documents are available upon request by emailing the Global SCC Commission:

- Terms of reference for the Global Commission for the Implementation and Monitoring of the SCC Policy.
- Guide to the implementation of the Suggestions, Complaints and Commendations Policy (internal).

For more information regarding the issues featured in this document, please get in touch with the Global Commission for the Implementation and Monitoring of the SCC Policy at: GlobalSCC@educo.org