GLOBAL

Global report on suggestions, complaints and commendations

JANUARY- DECEMBER 2018

Introduction

This document represents the Suggestions, Complaints and Commendations (SCC) Report for another year, an indispensable milestone for the fulfilment of our commitment to participation, transparency, and accountability.

The report is a result of the joint efforts of the **local SCC committees** and the **Regional Advisors for Accountability and Policies,** to whom we would like to express our gratitude for the invaluable work they have done.

Therefore, after acknowledging the implication and efforts of all the people involved, we would like to call on everyone to make the most of the opportunities that this document includes in relation to **strengthening the institution and making progress in carrying out our mission and the values and principles** we have.

What SCC have we received during 2018?

In 2018 we received a total of **326 SCC** globally:

Summary of the SCC received during 2018		
Type	**How it was received**	**Origin**
194 suggestions	21 by email	33 internal
91 complaints	78 by telephone	293 external
41 commendations	157 from physical suggestion boxes	
	22 in person	
	45 from questionnaires and evaluation activities	

Suggestions box at Educo offices in order of appearance: Barcelona, Bangladesh, the Philippines and Benin

What progress are we making? What have we learnt?

Classification by communication type (suggestion, complaints, commendations)

2017

1%

26%

73%

● Complaint   ● Suggestion   ● Commendation

2018

13%

28%

59%

● Complaint   ● Suggestion   ● Commendation
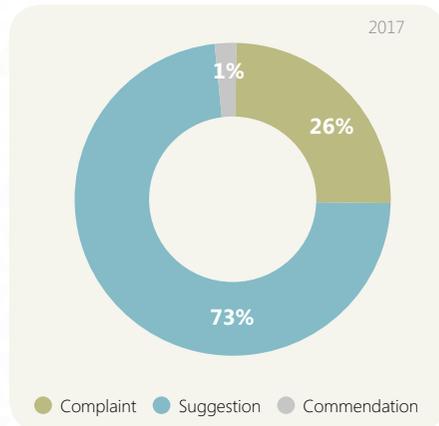
Suggestions continue to make up the **majority of the communications** received, although its percentage in relation to the total is lower than 2017 (59% compared to 73%). However, internally it is still the main channel used for providing **constructive criticism and dialogue for improving our work.**

In relation to the **complaints** received, there has been **an increase of 2%** compared to 2017, making up **28% of the total.** This increase could be an indicator of improved ownership of the mechanisms as a method for expressing opinions, although it is also worth mentioning that most of the complaints received are related to the need to strengthen the application of institutional values and principles, indicating that there is still ample room for improvement in this regard.
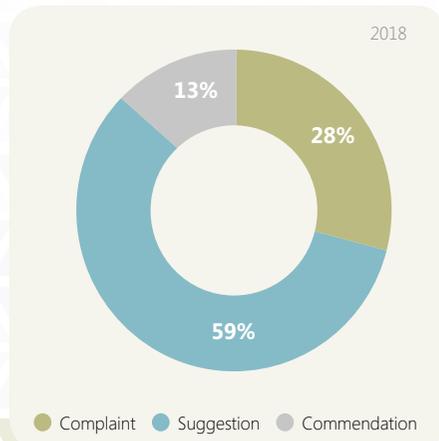
Lastly, it is worth highlighting that in 2018 the percentage of commendations increased considerably **(26% of the total).** This result is very satisfying, because the **recognition of work well done contributes to strengthening personal and institutional motivation.**

Classification by country and type of communication

Like in 2017, **the significant difference between the volume of SCC received in Bangladesh and Spain compared to the other country offices** is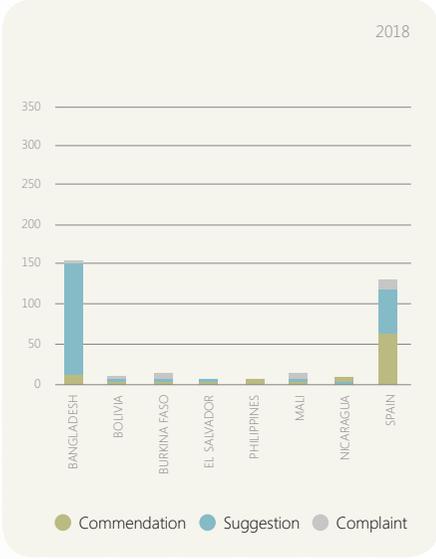 explained by the fact that, for historical reasons, in both cases there are specific external outreach mechanisms in place, aimed at **two specific groups of stakeholders: the educational community and supporters** (child sponsors, supporters, occasional donors, etc.), respectively. In the rest of the country offices there are only internal SCC mechanisms, or they are just beginning to develop external ones.

However, in the case of **Spain,** the **data for 2018 is significantly lower than in 2017,** because this report does not include the SCC received through social media. And on this occasion, social media has not been included as a SCC mechanism because it has been a channel for receiving opinions but not SCC, so it was decided that they distorted the analysis.
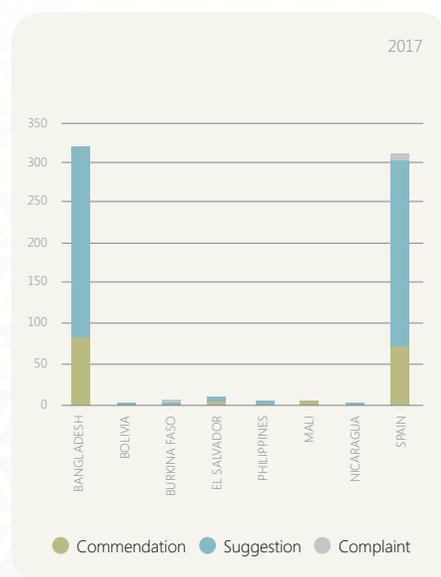
It is also important to point out that in the analysis of the 2018 data, **information related to the Benin country office has been included,** which implemented the SCC mechanism during that same year.

It has not been possible, however, to obtain data from the El Salvador country office, because the organisational and structural changes that have taken place in the country office had a huge impact on the Local SCC Committee and the installed mechanisms, and a process for raising awareness internally will be necessary to re-launch it and generate confidence in the mechanisms again. An important lesson learnt is that work must be done to **promote the stability of the members** of the local SCC committees, strengthen transfer processes when there are changes, and in particular, the global commission **must have the relevant information about team re-structuring that happens in the country offices** in order to provide the support the local committees need and avoid a loss of work and knowledge.

2017

350
300
250
200
150
100
50
0

BANGLADESH · BOLIVIA · BURKINA FASO · EL SALVADOR · PHILIPPINES · MALI · NICARAGUA · SPAIN

● Commendation ● Suggestion ● Complaint

2018

350
300
250
200
150
100
50
0

BANGLADESH
BOLIVIA
BURKINA FASO
EL SALVADOR
PHILIPPINES
MALI
NICARAGUA
SPAIN

● Commendation ● Suggestion ● Complaint

In general, and **although the global number of SCC is still low,** it is important to highlight the **improvements that have been made, both in the mechanisms and in the management of information** received, which has resulted in the subsequent impact of the SCCs being greater than in 2017.

However, **specific communication and awareness-raising plans still need to be strengthened,** especially in country offices like El Salvador where the internal institutional processes can affect or have affected the staff's motivation and trust in the mechanisms.

Classification by mechanism type

2017

34%

50%

10%

2% 1%

1% 2%

- Physical suggestion box
- Online suggestion box
- In person
- Telephone
- Social networks
- Other channels
- Specific SCC emails

2018

24%

48%

1%

6%

7%

14%

- Physical suggestion box
- Evaluation activity
- In person
- Other emails
- Telephone
- Specific SCC emails
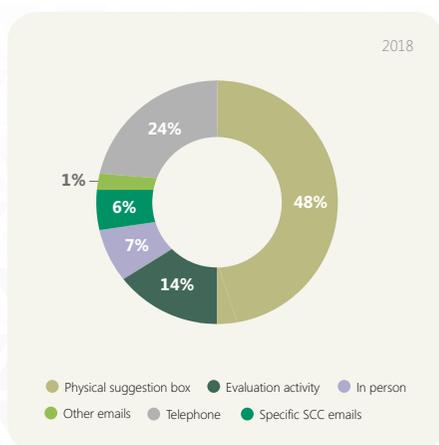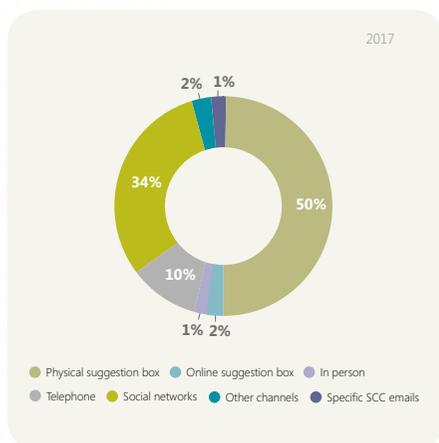
The data indicates that the **SCC mechanism used the most** is still the *physical suggestion box,* given that it is the one that is most commonly implemented in the different country offices.

In 2018, in **second place** is the **telephone,** which substitutes *social media.* This is due to the fact that, as was commented previously, in the elaboration of this report social media has not been considered as a SCC mechanism, because although it has been a channel for receiving opinions, these were not specifically SCC, and it has been decided that they distort the analysis. Similarly, it is worth mentioning that the telephone maintains a high position as a channel for SCC because of the existence of the Supporters' Call Centre located at the Educo head office in Barcelona.

In **third place** are the ***questionnaires,*** which in 2017 were included within the "Other channels" category and represented a very small percentage (2%). This current third position therefore shows that there has been an **improvement in the evaluation culture** in the organisation.

On the other hand, there is an **increase in relation to 2017 in the percentage of SCC received through the *in person* channel, which once again indicates that communication and promotion of the use of the formal existing mechanisms should be strengthened,** in order to strengthen people's trust in these mechanisms. It is also important to point out the need **to register any SCC as soon as possible, and maintain this register up to date,** because if not there is a risk that valuable information will be lost.

Classification by origin

2017

67%

29%

4%

● External ● Internal ● Not known

2018

90%

10%

● External ● Internal ● Not known
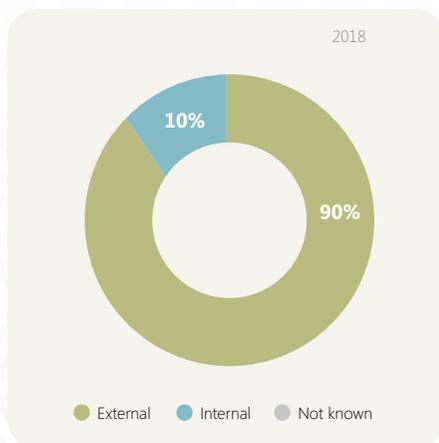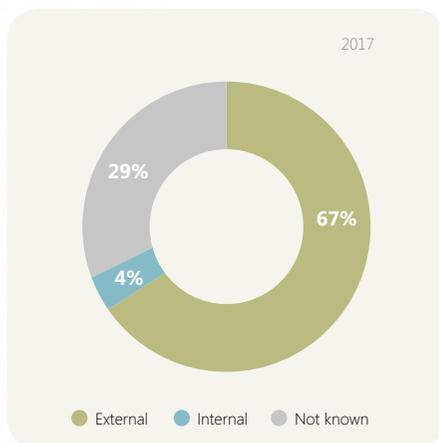
When comparing 2017 and 2018, the first aspect to highlight would be the fact that, in the register, in 2018 it has always been **possible to identify the origin (internal or external)** of the SCC, which means that there has been a **significant improvement in the quality of the registration processes** and that the **frequency of anonymous SCC,** which made it impossible to know the origin of the communication, **has gone down.**

Similarly, it can be observed that the **highest percentage (90%)** of these communications are **external** in origin, despite the fact that most of the country offices only have internal mechanisms. This can be explained by the **high number of SCC received in Bangladesh and Spain** through specific channels aimed, respectively, at the educational community and supporters (child sponsors, supporters, occasional donors, etc.), as well as the **use of the *in person and telephone* channels,** which are mostly used by people who are external to the organisation that contact the Educo staff team directly.

And in practice?

Examples of SCC received	Improvements introduced through these SCC
Suggestion about the creation of a shared email account for temporary and voluntary staff, so that they have access to institutional information in real time.	An announcements board has been installed where all relevant organisational information will be shared, and in particular, that which concerns them specifically.
Complaint on behalf of a student that only girls could participate in a theatre activity.	A new inclusive group was created with participation both from boys and girls. Awareness-raising activities were held about gender equity.
Complaint from the Educo team about the quality of the services provided by a food supplier (existence of health risks).	A meeting was held with the supplier in which these concerns were transmitted to the supplier and the improvements expected, and because these improvements were not carried out, the contract was terminated.
Complaint from Educo staff for inadequate treatment of suppliers of external services.	A letter was sent to the supplier of the external service to inform them that the appropriate measures had been taken regarding the Educo staff member concerned. Conversations with the people who witnessed what happened were held, to communicate a clear message that Educo does not tolerate this kind of behaviour. A decision was taken to elaborate guidelines about carrying out learning visits and about the participation of suppliers of external services, and drivers in particular, in them.

What progress have the local SCC committees made?

The implementation of the SCC Policy aims to ensure that all of the participating actors in our programs, projects or other actions have a channel for expressing an opinion about the work we are doing, as well as for requesting information or feedback when they consider it relevant to do so.

The first phase of this implementation has involved the setting up of **internal SCC mechanisms,** in other words, those aimed at the Educo staff team and the Board of Trustees. Therefore, the next step will be the installing of **mechanisms aimed at external stakeholders,** paying special attention to **mechanisms which are accessible and adapted** to the groups we work most: **children, their families and their communities.**

During 2018 progress has been made at different levels in the country offices, and all of these experiences have contributed and will contribute to important lessons regarding the implementation process for child-friendly SCC mechanisms.

The following is a summary of the main advances that the local SCC committees in the different country offices have carried out:

Bangladesh

- Development of activities of the Local SCC Committee in a decentralised way in the three areas of action, always in coordination with the lead team.

- Management of a total of 147 SCC.

Philippines

- Elaboration, on behalf of HR, of a strategy for sharing the SCC Policy, in a way which ensures the whole team knows about it.

Bolivia

- Updating of the terms of reference for the Local SCC Committee.

- Setting up of an action for promoting the SCC suggestions box (placing messages about it on the office information board).

- Creation of the "Information Newsletter about the mechanism for managing suggestions at Educo Bolivia".

- Carrying out of a questionnaire about the SCC suggestions box.

- Installation of a new mechanism for presenting SCC (email).

El Salvador

- Re-launching of a process and the designation of reference people, through the re-structuring of the staff carried out at the country office.

- Setting up of the elaboration of the new terms of reference for the Local SCC Committee.

- Promotion and strengthening of the use of the suggestions box and the SCC email internally.

Guatemala

- Creation of the Local SCC Committee made up of four people.

- Elaboration of the 2018-2019 Action Plan for the Local SCC Committee.

- Elaboration of the "Guide for the reception, transferral and monitoring of the suggestions, complaints and commendations".

- Learning sessions about the SCC Policy with all the staff from the country office.

Nicaragua

- Renovation of the Local SCC Committee made up of three people (two belonging to the technical area and one from administration) using a voting process.

- Dissemination of the email accountquejasysugerencias.nicaragua@educo.org.

- Definition of the strategies for motivating the staff to use it.

Benin

- Updating of the 2018 Action Plan for the Local SCC Committee

- Development of an internal procedure for managing SCC.

India

- Designation of two reference people, who are in charge of promoting the SCC Policy to the whole team and providing the necessary guidance for applying it.

Mali

- Establishment of the Local SCC Committee.

- Elaboration of the 2018 Action Plan for the Local SCC Committee.

- Validation of the SCC management procedures.

- Implementation of the SCC suggestions boxes in the offices in Segou, Bamako and Bako.

Burkina Faso

- Elaboration of the 2018 Action Plan for the Local SCC Committee, which included activities of the areas of awareness-raising, information management and the presentation of reports.

- Development and promotion of a simplified/adapted version of the SCC Policy.

Spain

- Elaboration of the committee's terms of reference.

- Review of the procedure for handling SCC.

- Elaboration and dissemination of the first SCC report for Spain.

- Data collection for the Global SCC Report.

- Creation of a Sharepoint folder and other organisational tools for the committee.

What do we recommend?

- **The use of SQF mechanisms internally should continue to be strengthened,** first of all by reinforcing the commitment and institutional support received from the management level of each country office.

- It is extremely important to **maintain the SCC register updated** according to the rhythm at which communications are received. This, on the one hand, is crucial for ensuring the traceability of information and, on the other hand, hugely facilitates the task of preparing the annual report to be sent to the global commission.

- Similarly, it is also absolutely necessary to work to stabilise the composition of the local SCC committees, and avoid an excessively regular rotation of its members, as well as ensuring that there is an **adequate process for transferring** roles and responsibilities in the event of changes.

- Once again, we would like to reiterate that it is necessary to promote and encourage that the presentation of SCC should NOT to be done anonymously, because although anonymity is allowed, it is clear that it will be impossible to provide a personalised response. Additionally, in the case of complaints, anonymity when presenting a complaint makes the subsequent investigation process more difficult, because it could be that there is no evidence (or none can be corroborated) to substantiate the allegations.

- In cases in which a local SCC committee receives a communication which affects other country offices, or considers that it could have global implications, it should be **forwarded to the global commission** for the implementation of the policy.

- Lastly, a reminder that, in the case of **interpersonal conflicts,** the nature of the policy and, therefore, the recommendation of the global commission, is that **SCC mechanisms should only be resorted to when the other existing channels have been exhausted for managing these conflicts,** like, for example, mediation tools managed by the HR area or similar.

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