

Feedback, Complaint and Response Mechanism (FCRM)

February 2025



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DSPR and Accountability

Accountability for DSPR is about being held responsible to our rights-holders, host communities, partners, and other stakeholders; As a duty-bearer, we are committed to principles of accountability, transparency, non-discrimination, equality, and respect for our fellow humans.

First, we want to hear their perspectives especially around how well we are meeting our commitments; and then actively make improvements based on what we have heard which is in the best interest of the organization and its stakeholders.

The update of this policy is about enhancing the organizational Accountability; the third letter in our Monitoring Evaluation Accountability and Learning (MEAL); it is also about empowering the people with whom we work and working our standards towards those of the core humanitarian standards (CHS).

Why FCRM

DSPR Central Committee has decided to update and further implement its own complaints handling system to encourage more feedback, comments, and complaints about our work in the different areas including Jerusalem, West Bank, Galilee, Jordan, and Lebanon and that they are raised and discussed as much as possible directly with responsible DSPR staff and managers.

DSPR views complaints as an opportunity to learn and improve for the future, as well as a chance to put things right for the person [or organization] that has made the complaint.

DSPR has updated this policy to align the CHS and to foster partnership, trust, participation, learning and communication with its right holders.

The purpose of why we established this feedback and complaints mechanism is for:

- Accountability and rights of the community: recognize, promote, and protect DSPR stakeholder rights, including the right to raise a concern and/or complain about breaches or non-compliance to the DSPR Code of Conduct
- Transparency and trust of the community through promoting a culture of transparency and accountability: Ensure a consistent mechanism to hold DSPR staff and (volunteers with tasks) accountable in terms of their behavior and compliance with DSPR standards and policies.
- Empowerment of members of the community and strive for high quality and continuous improvement and increase the level of stakeholder satisfaction with the work of the DSPR.
- Monitoring and evaluation through setting out roles, responsibilities, and timeframes on handling of complaints, provide a mechanism for stakeholders to raise a concern and provide clear policy guidance for responding to and resolving complaints.
- Program or project improvement the quality of our programs by providing information about the experiences of communities and beneficiaries.
- Early warning for the organization to be aware of emerging of critical issues.

Our policy is:

- To provide a fair complaints procedure which is clear and easy to use for anyone with whom we work and wishing to give feedback or make a complaint.
- To publicize the existence of our complaints procedure so that people know how to contact us to provide feedback and make a complaint.
- To make sure everyone at DSPR knows what to do if a feedback or complaints are received.
- To make sure all feedback is properly integrated, and complaints are investigated (as needed) fairly and in a timely manner.
- To make sure that complaints are, wherever possible, resolved and that relationships are repaired.



- To gather information which helps us to improve what we do within a safe environment and that fosters trust in the present and the future.

Concepts

Feedback and complaints can be shared by any member of the communities where DSPR and its constituencies work (physical or virtual- including online) such as project participants, other populations within the reach of the organization, local traditional or administrative authorities, suppliers, and staff.

What is feedback?

Feedback is any positive or negative informal statement, a concern, or a suggestion on a non-sensitive issue about someone or something an intervention provided by DSPR. It is an opinion shared for information or as part of the ongoing dialogue with rights holders or other stakeholders on program and project activities - but not with the intention of lodging a complaint. Feedback does not require the use of the procedures below and DSPR doesn't need to reply in a formal way.

The Oxford Dictionary (2013) defines feedback as 'information about reactions to a product, a person's performance of a task, etc. which is used as a basis for improvement' including opinions, concerns, suggestions, and advice that aid agencies 'may adopt, challenge or disagree with as appropriate.' Feedback may be as simple as sending verbal or written thanks for help, positive comments on quality of services; it may also be queries through questions on services of a particular intervention; it may also be a recommendation for improvement; some feedback may also negative, and it comes in the form of expressions of displeasure towards policies or services.

Importance of Feedback

For the Community

- Recognition of the community as project partners
- Means of expressing their thoughts and opinion
- Allows for changes and improvement of services for them.

For the organization

- Know the perspective and needs of the community.
- Determine bottlenecks in project implementation.
- Guide in prioritizing and strategizing activities to achieve project goals and objectives.

What are complaints?

A complaint is a formal expression of dissatisfaction or discontent, and/or misconduct, about someone or something where it requires a formal response from DSPR as described in the procedures below.

A complaint is a specific grievance made from anyone (stakeholder) who believes that DSPR has failed to meet a commitment from anyone who has been negatively affected by an organization's action or who believes that an organization has failed to meet a stated commitment.

External feedback complaints

Constitute as complaints and feedback that come from actors outside the organization, those who receive our services or engaged with partnership (workshop participants, training participants, partners etc.)

Internal feedback complaints



Constitute as complaints and feedback from staff and volunteers working in DSPR including the different areas- in the field or the offices including the administrative, senior leadership, area committee, volunteers, etc.

Types of Complaints

Types of Complaints (Operational and sensitive):

- An operational complaint is related to a program plan, beneficiary criteria, an activity schedule, a standard technical performance, or staff or dissatisfaction with activities. These are usually about the implementation and quality of programs and projects by DSPR. (To be submitted to Area committee or board)
- A sensitive complaint is typically a complaint about corruption, sexual exploitation, abuse, or another gross violation of our staff code of conduct, an organizational value, a legal requirement, (To CC)

Category		Type of Category	Priority Level	Routine Critical Complex
1	Operational	General Feedback	Low	Routine
1	Operational	Request for Information	Low	Routine
2	Operational	Program complaint – minor dissatisfaction	Medium	Routine
2	Operational	Program complaint – major dissatisfaction	Medium High	Critical
3	Sensitive	Breach of Code of Conduct	Critical	Complex
3	Sensitive	Abuse or Exploitation against none-staff	Critical	Complex
3	Sensitive	Fraud / Corruption	Critical	Complex

Sources of Feedback and Complaints

ALL stakeholders that are directly or indirectly benefiting from our programs, i.e., vendors, community members, beneficiaries, volunteers etc. can submit a complaint.

DSPR is willing to accept complaints at any time, however, a complaint should ideally be lodged as soon as possible or (preferably) within six months after the alleged incident and after the complainant becomes aware of the concern, to maximize the effectiveness of any potential investigation.

Category	Voluntary / Requested	Formal / Informal	Person Responsible	Stakeholder
Project Activities (Satisfaction)	Both	Both	Project Coordinator &/or Project Manager	Community members, volunteers
Ideas for projects (assessments)	Both	Both	Project Manager	Community member Volunteers
Quality Monitoring	Both	Both	Project Coordinator &/or Project Manager	Beneficiaries
Feedback on Financial Reports	Requested	Formal	Financial Auditor	Partner Auditor
Fundraising	Both	Both	Project Manager	Partner Auditor
Reports, Implementation, etc.	Both	Both	Project Manager	Partner



Peer Review	Both	Both	Peers	Peers
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RACI chart and contact people (Responsible, Accountable, Consulted & Informed).

Overall responsibility for this policy and its implementation lies with the are committee boards and DSPR’s central committee.

Following is a summary of the different RACI roles: Responsible accountable, consulted & informed.

	Project coordinator	Program manager	complaints contact person	CO Executive Director	AC Executive Directors	Chairperson of the AC	Chairman of the CC	HR
Program related – minor dissatisfaction complains	R	A	C	I	I	I	I	I
Program related – major dissatisfaction complains		R	I	A	I	I	C	I
Breach Code of Conduct			I	A	R	C	C	I
Sexual harassment (external person)			I	A		C	C	R

R= Responsible
 A=accountable
 C= consulted
 I= informed

DSPR Complaints Procedure

Below is a short summary of the overall process / procedures of complaints handling at DSPR:

1. Receiving complaints

Complaints may arrive through channels publicized for that purpose or through any other contact details or opportunities the complainant may have, such as social media. Depending on the area, stakeholders may also approach complaints contact person for reporting complaints.

(Complaints classified as sensitive are handled with confidentiality. Only a very limited number of persons who need to know about the complaint will be involved in the process)

The person who receives a complaint (in person, via phone, via email) should listen, emphasize with the person, repeat understanding of the situation, and fill the following information in the form.

- Write down the facts of the complaint.
- Take the complainant's name, address, and telephone number.
- Note down the relationship of the complainant to DSPR, e.g., donor, volunteer, sponsor.
- Tell the complainant that we have a complaint procedure.
- Tell the complainant what will happen next and how long it will take.
- Where appropriate, ask the complainant to send a written account by email so that the complaint is recorded in the complainant's own words.

See annex 1 for forms.

In many cases, a complaint is best resolved by the person responsible for the issue being complained about. If the complaint has been received by that person, they may be able to resolve it swiftly and should do so if



possible and appropriate. Whether or not the complaint has been resolved, the complaint information should be passed to the DSPR focal point within five business days.

What NOT to do when receiving a complaint: Become defensive, argue with the person, be dismissive, blame others, make assumptions without knowing the facts, make promises you can't keep, ignore the problem.

2. Recording and categorization of complaints

Upon receiving a complaint, the focal point records it in the complaints Logbook, database (datasheet). It is easier to categorize them to facilitate the categorization, processing, and analyses trends afterwards.

The recipient of a complaint has to categorize the complaint (internal / external) or operational / sensitive.

Classification: the classification for the complaint is decided according four major categories which are:

- Program related – Minor dissatisfaction.
- Program related – Major dissatisfaction.
- Breach of Conduct
- Sexual Harassment

3. Referral of complaints

Based on the classification, the process is then started either to be handled internally or referred to other bodies inside or outside the organization A complaint handling committee can be activated based on needs, a CO staff member and any relevant AC staff member can join the committee.

4. Acknowledgement of Complaints should be acknowledged by the person handling the complaint within five working days.

The acknowledgement should say who is dealing with the complaint and when the person complaining can expect a reply.

Ideally complainants should receive a definitive reply within a month. If this is not possible because for example, an investigation has not been fully completed, a progress report should be sent with an indication of when a full reply will be given.

Whether the complaint is justified or not, the reply to the complainant should describe the action taken to investigate the complaint, the conclusions from the investigation, and any action taken because of the complaint.

5. Handling complaints

These person(s) handling the complaint will (be neutral) have the relevant professional and technical qualifications.

Feedback can be resolved informally, while complaints will require management follow-up and investigation.

DSPR guarantees that no complainant will be met with retaliation from DSPR for filing a valid complaint, unless it is proven that the complaint is a false one and was meant to harm someone.

If the complaint relates to a specific person, they should be informed and given a fair opportunity to respond.

Resolving: the investigation of the complaints takes from:

Category	Duration
Program related – Minor dissatisfaction	7 working days.
Program related – Major dissatisfaction	7 to 14 working days.



Sensitive: e.g. Breach of Conduct, corruption / Fraud	Within 30 working days.
Sensitive: Sexual Harassment	Will be informed depends on the case but should not exceed 40 working days.

6. Dismiss / investigate complaints.

In rare cases, anonymous sensitive complaints about sexual exploitation or other major corruption/serious violation of law, etc. can be investigated, unless proper documentation is available to make a proper follow up and investigation. If the documentation is not sufficient, the complaint will be dismissed.

The person charged of the investigation will investigate in accordance with specific ToRs and report to the committee. The committee will decide the outcome of the complaint and inform the complainant about the outcome.

7. Respond to complaints. Response back to the complainant is per their request.

8. Close / appeal complaints:

Upon accomplishing of investigation and complying all evidence and minutes of meetings/ witness the complaint is closed and documented. If the complainant feels that the problem has not been satisfactorily resolved at Stage One, they can request that the complaint is reviewed at the next level.

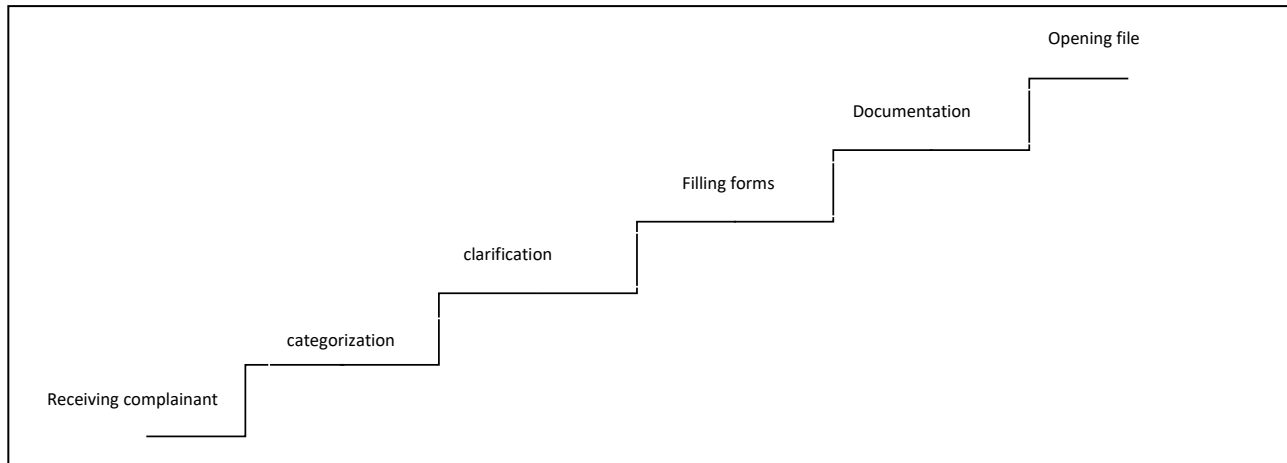
At this stage, the complaint will be passed to the higher board. The request for Board level review should be acknowledged within five working days of receiving it. The acknowledgement should say who will deal with the case and when the complainant can expect a reply.

The board may investigate the facts of the case themselves or delegate a suitably senior person to do so. This may involve reviewing the paperwork of the case and speaking with the person who dealt with the complaint at Stage One. The person who dealt with the original complaint at Stage One should be kept informed of what is happening.

The appeals committee consists of DSPR Chairperson, the Executive Director, and another member of the board.



Procedures for receiving and recording operational complaints.



Complaints can be sent to Department of Service to Palestinian Refugees in the following ways.

DSPR Central Office	DSPR/NECCCRW Gaza	DSPR/NECCCRW Jordan	DSPR/JCC Lebanon	DSPR/ICC West Bank	DSPR/ICCI Nazareth
Jerusalem POBox 42856	Said Al'as Street Rimal, P.O. Box 49	Amman Jabal Al- Waibdeh	Park Lane Bldg. 4th Floor	Near East Council of Churches Committee for Refugee Works International Committee	International Christian Committee in Israel Nazareth, Israel 16102
E. Jerusalem Tel:+972 2 6271715 Tel:+972 2 6283878 Fax: +972 2 6271716	Gaza/ Palestine 22/30 Tel: +970 2860146 Fax: +970 2866331	Ibn Al-Hareth St. P.O Box 1295 Amman 11118 Tel: +962 6 4642530	Abla Street (Sadat) P.B. Box: 113-5574 Beirut, Lebanon Tel/Fax: +961 1741735	PO Box 19195 E. Jerusalem Tel:+972 26288857/8 Fax:+972 26287054	P.O.Box304 Tel: +972 46575910 Fax:+ 972 46575691
E-mail : executive.sec.co@dsp.org	Email: executive.sec.gaza@dsp.org	E-mail: executive.sec.Jordan@dsp.org	Email: executive.sec.Lebanon@dsp.org	executive.sec.JWB@DSPR.org	executive.sec.Galilee@dsp.org

Complaints Committee:

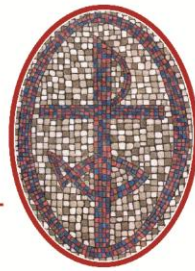
DSPR has a complaint handling committee which consists of at least three members: the DSPR Executive Director, One-Two senior management members. Based on needs, a CO staff member and any relevant office staff member can join the committee.

On the area level and for operational complaints, each area has a complaint handling committee which consists of at least three members: the DSPR Executive Director, one staff member and member of the board (area committee)

Issues Irrelevant to FCRM

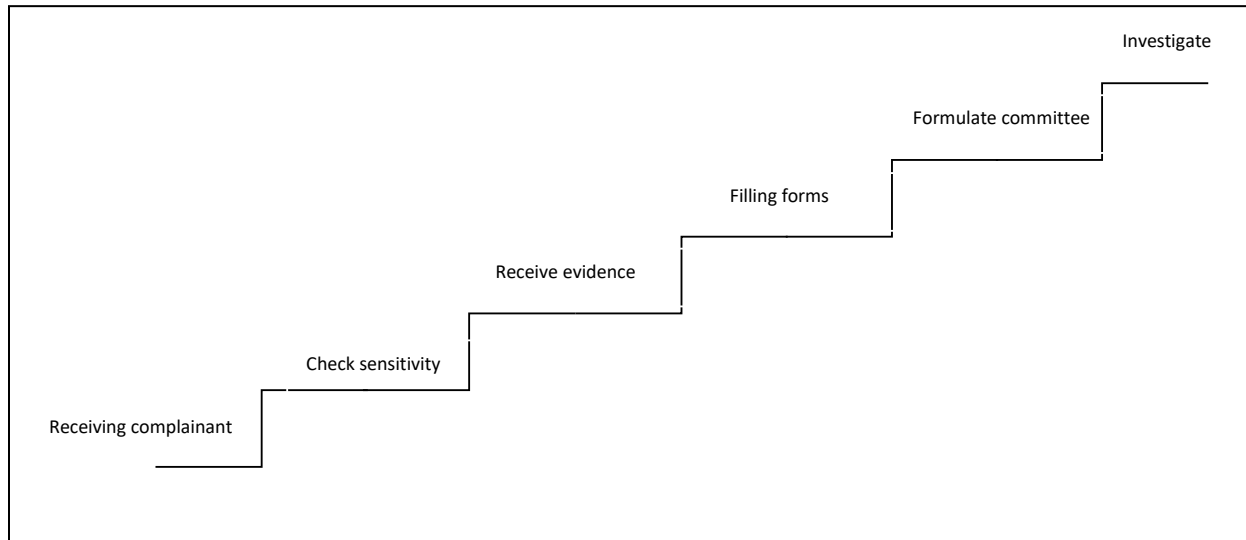
DSPR does not consider the following issue as part of its FCRM system:

- Complaints related to disputes between people that are not related to DSPR work.



- Complaints brought before the judiciary and a ruling was issued, whether final or preliminary, unless the complaint is related to the non-implementation of the judgment by the board.
- Complaints that were previously submitted to the area boards or central committee and were related to the same subject and reason and were rejected unless new reasons arise that change the course of the complaint.
- Complaints related to decisions or actions taken by the area board or central committee that have been in place for more than three years.
- Complaints from DSPR staff about salary and employment conditions which is not covered within the scope of this Complaints Handling System. Such complaints are handled by staff representation system or the HR department.

Procedures for receiving and recording sensitive complaints





Other related Policies

DSPR previously developed the following policies that may be directly or indirectly related to this FCRM. Having an updated version of these copies is another critical pillar of this policy and functional system.

- Code of Conduct
- Safeguarding Policy
- Protection from Sexual Exploitation and Abuse Policy
- Anti-Fraud, Anti-corruption policy
- Whistle blowing policy

Annexes

- Complaints reception forms
- FCRM periodic report format to CC / Executive Director
- Staff orientation package to staff PowerPoint slides)
- Disclaimer form for staff (that they were orientated to this policy, date and signature)
- Awareness materials; ex: Community / beneficiaries Banners, Booklets, and pamphlets (design)

Policy Review

Next formal review:	[Next review and approval date within 3 years of the above date or sooner if legislation, best practice or other circumstances indicate that it is necessary] May 2028
Person responsible:	DSPR Executive Director AC Executive Directors
Version:	11 June 2025
Approved by:	Central Committee Members: Dr. Audeh Butros Audeh Quawas; Chairperson-Member at Large- Representing Orthodox Church Family Mr. Bassem Issa Audeh Thabet Vice- Chair- Delegate DSPR-ICC Jerusalem & WB Area Committee Dr. Farah Atallah Farah Attallah; Treasurer- Delegate DSPR-NECC Jordan Area Committee Bishop Sani Ibrahim Charly Azar; Member at Large- Representing Episcopal – Lutheran Church Family Mrs. Sandra Tawfiq Habesch Khoury; Member at Large- Representing Catholic Church Family



	<p>Dr. Jean Salaminian; Member at Large- Representing Eastern Orthodox Church Family</p> <p>Mr. George Jamal Jamil Antone; Delegate DSPR-NECC Gaza Area Committee</p> <p>Mr. Adel Nasser; Delegate DSPR-ICCI Galilee Area Committee</p> <p>MS. Nina Farah Shaddad; Delegate DSPR-JCC Lebanon Area Committee</p>
Approval date:	Central Committee Meeting: 4 July 2025



Annex 1: Stakeholder Complaint Form (EN)

1. Complainant Information

Full Name: _____

Employee Beneficiary Supplier Community Member Other: _____

Contact Number: _____

Email Address: _____

Preferred Contact Method: Phone Email Mail

2. Complaint Details

Subject of Complaint: _____

Date of Incident: ____ / ____ / _____

Location (if applicable): _____

Description of the Complaint:
(Please provide as much detail as possible, including what happened, who was involved, and any relevant circumstances.)

3. Impact of the Issue

(Describe how this issue has affected you or others. Include any financial, emotional, operational, or reputational impacts.)

4. Evidence (if any)

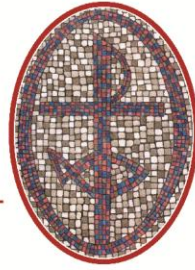
(Attach or describe any supporting documents, emails, photographs, etc.)

Documents Attached: _____

No Supporting Documents

5. Desired Outcome

(What would you like to see happen as a result of this complaint?)



6. Declaration

I hereby declare that the information provided is true and accurate to the best of my knowledge.

Signature: _____

Date: ____ / ____ / ____

7. Office Use Only (To be completed by organization)

Received By: _____

Date Received: ____ / ____ / ____

Reference Number: _____

Assigned To: _____

Response Due Date: ____ / ____ / ____