



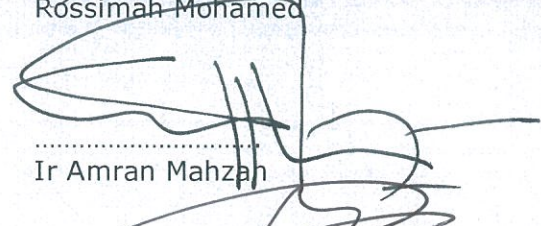
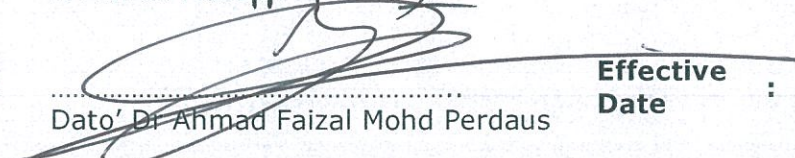
COMPLAINT RESPONSE MECHANISM		Document No: 01
<p>Distribution: All Holders</p>		
<p>Summary of Changes:</p> <p>First Issue : June 2009 Second Issue : July 2010 Third Issue : August 2010 Fourth Issue : Mac 2017</p>		
<p>Originator :</p> <p>Reviewer :   Syah Qurratu Aini Sahrani Rossimah Mohamed</p> <p>Executive Director :  Ir Amran Mahzan</p> <p>President :  Dato' Dr Ahmad Faizal Mohd Perdaus</p> <p>Issue : 04</p> <p>Effective Date : 20 May 2017</p>		

TABLE OF CONTENT

1	Objective	3
2	Policy coverage	3
3	Definition of complaint.....	4
4	Who can make a complaint?	5
5	Category of complaint.....	5
6	How to make a complaint?	6
7	Who is responsible for responding to complaint?	6
8	What happen after a complaint is made?	7
9	MERCY Malaysia Complaint Response Flowchart	8
10	Resolving complaints	9
11	Confidentiality, safety and non-retaliation.....	9
12	When will MERCY Malaysia not respond?	10
13	Recording and reporting	10
14	Monitoring, evaluation & reviews	10
15	Contextualized CRM.....	11
16	Guidelines in preparing contextualized CRM.....	11
17	Implementing Contextualized CRM	12
18	Implementing partner and CRM	14

OBJECTIVE

This manual is designed to enable MERCY Malaysia to meet Commitment Five of the Core Humanitarian Standard (CHS). Commitment Five requires organisations to ensure that “Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints”.

This manual serves as a formal documentation of the organisation’s Complaints Response Mechanism (CRM). Thus, this CRM manual’s objectives are in effect (1) to provide a safe, accessible, impartial and effective channel for stakeholders to raise a complaint, and (2) to ensure that the stakeholders receive adequate and timely response and resolution to their complaints.

By setting up the CRM, MERCY Malaysia is demonstrating its commitments to be accountable to its various beneficiaries and stakeholders. Complaints will be regarded as constructive rather than meaningless information by MERCY Malaysia.

This manual details the steps and processes MERCY Malaysia will take from the point a complaint is made, up to the time a resolution is achieved and the subsequent report is finalised.

This CRM will be internalised thereby promoting accountability in all of MERCY Malaysia’s projects and/or services. This will then open a window for stakeholders, beneficiaries, staff on missions, volunteers, and partners to report minor or major concerns about MERCY Malaysia’s services without any fear of repercussions or concerns for their safety. *(For staff grievances please refer to MERCY Malaysia Grievances Policy).*

This manual serves to provide the general framework and process flow of the CRM but as MERCY Malaysia deals with various beneficiaries around the world, this manual acknowledges the fact that a one-size fits all mechanism to address complaints is impractical. Therefore, the CRM can be contextualized accordingly. This means that the customs, environment and cultures of the beneficiaries will have a direct impact on how the CRM is designed for a particular project. As such, incorporating this CRM manual in a project must be based on accommodating these cultural differences. *(Please refer to Appendix 4).*

POLICY COVERAGE

The terms, conditions and obligations stated within this CRM will be applicable to all of MERCY Malaysia’s Executive Council (EXCO), members, staff, interns and volunteers, as

well as external contract workers, partner agencies and organisations which may be in collaboration with MERCY Malaysia in implementing projects.

DEFINITION OF COMPLAINT

Complaints can be defined as a formal statement of dissatisfaction or discontent. This can be directed to a particular service, situation, person and/or organisation as a whole. Thus, MERCY Malaysia defines complaints as formal statements of dissatisfaction or discontent directed to any of MERCY Malaysia's EXCO, staff, volunteers, and services under the organisational mandate.

It should be noted that complaints are not synonymous to feedbacks. Although there are certain similarities, the differences between the two are more pronounced than their similarities. Refer to Table (1) below for further explanation.

Table 1: The similarities and differences between Complaints and Feedback.

Complaints	Feedback
Similarities	
Received after a certain service is given or received	
Differences	
1. Formal declaration	1. Can be either formal or informal
2. Conveys dissatisfaction or discontent	2. Can be either positive or negative
3. Requires resolution or compensation	3. Response is optional
4. Usually in regards to major issues	4. Usually in regards to a relatively minor issue

Benefits of a Complaints Response Mechanism (CRM)

The implementation of the CRM comes with it certain benefits for the organisation and beneficiaries. These include:

1. Upholding beneficiaries' dignity and providing empowerment
 - MERCY Malaysia's beneficiaries will be communicated on how their issues can be raised and receive relevant resolutions through proper channels
 - MERCY Malaysia beneficiaries will have the right to raise any issues that they feel have violated their civil rights.
 - CRM welcomes complaints and seeks to provide resolutions to any issues raised by our beneficiaries.
 - Beneficiaries are empowered to raise any issue regarding the organisation's services without fear of being reprimanded or receiving any repercussions as kickback.

2. Increasing organisational accountability to our beneficiaries
 - Issues raised will be taken seriously and efforts will be spent in finding suitable resolutions.
3. Promoting organisational transparency
 - Any issues rising from field operations or services are monitored by the organisation's Quality & Accountability (Q&A) Department to prevent any misconduct or abuse of power from going on unnoticed.
 - CRM also acts as a deterrent for any potential corruption, abuse or theft from happening.

WHO CAN MAKE A COMPLAINT?

A complaint can be made by:

- MERCY Malaysia's staff, interns and volunteers
- Any beneficiaries or stakeholders of MERCY Malaysia
- Any member of the public whether an individual, company or other entity in Malaysia or Country Office
- Partner organisation and government authorities

CATEGORY OF COMPLAINT

Table 2: Category of Complaint

Category	Description
1	Positive feedback: congratulations / thanks to the organization
2	Request for assistance or information for other uncovered needs
3	Minor dissatisfaction with the activities of the program (eg poor support of beneficiaries, wish to be recruited in the various works, missing articles in the kits distributed, delay in implementation, technical problems in the activities etc.)
4	Major dissatisfaction with activities (eg poor quality of program articles, poor quality of water and sanitation infrastructure, problems with beneficiary selection criteria, security and protection issues, conflict within the household and within the community, utilisation of money, etc.)
5	Violation of the Code of Conduct, any other protocol or policy of the organization, allegations of inappropriate behaviour on the part of an employee or representative of the organization or a partner organization including cases of fraud, theft, Rape, violation, corruption,

	misappropriation or attempted extortion, physical or verbal abuse, abuse and / or sexual exploitation involving child and other community members, ...)
--	---

HOW TO MAKE A COMPLAINT?

All formal complaints should ideally be made in writing. Therefore, a Complaints Form (translated to local language where needed) should be used. A sample of a Complaints Form can be found in Appendix 2 and 3 (This form may be modified to suit the nature of the project or event).

In the case of partner organisations or government agencies making complaints, emails can be considered as formal documentation of the complaints. In this case, an email address, feedback@mercy.org.my has been created to facilitate this process.

For those who are unable to write or preferring to make a verbal complaint (as may be the case of certain beneficiaries who live in areas where the literacy rate is low), the person responsible for receiving the complaint will translate the verbal complaint into writing. The complaint can be either directly from the individual or organization making the complaint or via someone acting on their behalf such as a beneficiaries' committee or a beneficiary representative or even local staff.

It is important to take note that complaints should always be logged in and documented throughout the whole process.

WHO IS RESPONSIBLE FOR RESPONDING TO COMPLAINTS?

The person in charge for responding to complaints is depending on the category of the complaint as outline in the table below.

Table 3: Person in charge in handling complaint.

Complainant	Category		Appeal body
	1, 2, & 3	4 & 5	
MERCY Malaysia staffs, interns and volunteers	Head of PDO & Head of Q&A Volunteers – VMD (refer to VMD complaints manual)	Staffs and Interns – HR (refer to grievance policy) If necessary, Complaint committee – facilitated by Q&A Dept.	Complaint committee – facilitated by Q&A Dept.
Beneficiaries	Project/ Program Manager / HOD PDO	Complaint committee – facilitated by Q&A Dept.	
Community (Non-beneficiaries)	Project/ Program Manager / HOD PDO	Complaint committee – facilitated by Q&A Dept.	
Member of public, partners & government authorities	Q&A Dept – feedback@mercy.org.my	Complaint committee – facilitated by Q&A Dept.	

*Please note that, complainant are also allowed to submit their complaint directly to Quality and Accountability Department, through feedback@mercy.org.my	
---	--

WHAT HAPPENS AFTER A COMPLAINT IS MADE?

Issues raised will be dealt and addressed by the respective persons in charged (*Refer Table 3*). MERCY Malaysia aims to take action on complaints within 10 working days of receipt. In the event that a complaint cannot be resolved within this timeframe, the complainant will be informed, in writing where possible, about when they can expect a full response.

The person receiving the complaint should then determine the complaint category, forwarded the complaint and acknowledge the complainant within 3 days of receiving the complaint. The acknowledgement receipt should include: i) Person in charge/ responsible to handle ii) The expected days to receive feedback from MERCY Malaysia iii) Reference case number. Every complaint should be coded for easy tracking.

Example:

Dear Mr X,

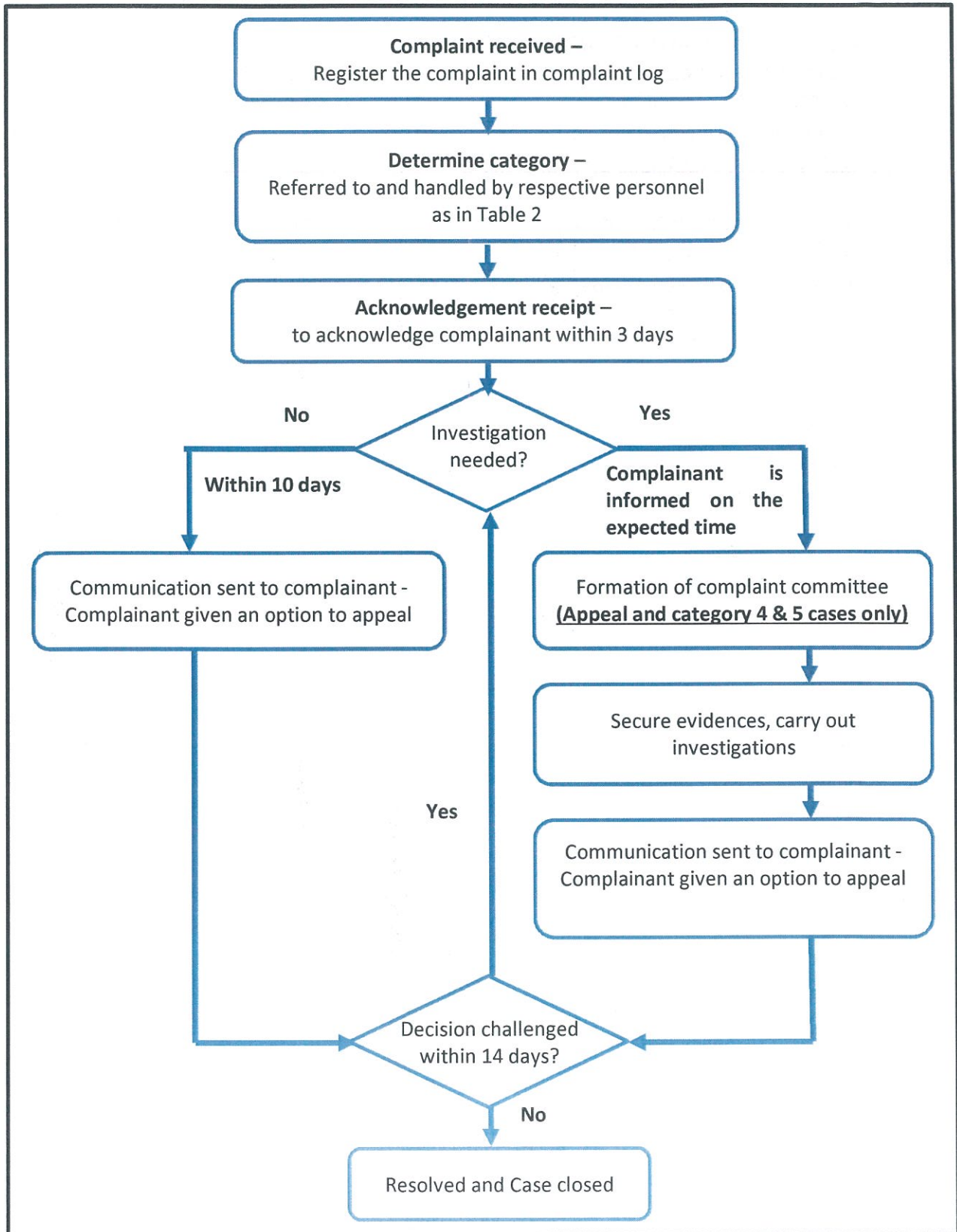
Thank you for your feedback and comments towards MERCY Malaysia. Your feedbacks and comments have been forwarded to the Complaint Committee to be processed. You are expected to receive the feedback from us within 10 working days. Below is your case number MERCY/(Project Code)/(Complaint no).

The complaint should be screened and decisions to carry out the investigation should be carried out without delay. Please note that, complaint committee shall be formed for appeal cases and category 4 & 5 cases. Complaint committee consist of two of panels:

- i) Investigation panels
- ii) Appeal panels

The detail of the MERCY Malaysia complaint response procedure is illustrated in the process flow on the next page.

MERCY MALAYSIA COMPLAINT RESPONSE FLOWCHART



RESOLVING COMPLAINTS

Staff should be encouraged and supported to resolve complaints locally and informally. All formal complaints must be documented, whenever possible, (along with the action taken to deal with the complaint) in a MERCY Malaysia complaints form.

Staff receiving sensitive complaints and complaints which cannot be resolved easily should refer to the Head of PDO or Head of Q&A depending on the category of complaint. In cases where immediate risk such as child abuse, sexual exploitation etc. was identified, senior management shall advise the Programme Officer to lodge a police report immediately. Programme Officer on field should identify the local referral system and actors involve in providing protection during project assessment and design stage.

Complaints of sexual abuse by MERCY Malaysia staff on the field will be investigated based on MERCY Malaysia Code of Conduct, HR policy and guided by International Building Safer Organization Handbook and Guidelines.

The complainant should be informed about the status of their complaint. *If complaint is upheld*, advise the complainant that action has been taken as appropriate. Again it is important that the principle of confidentiality is upheld. However, if a decision has not been reached, the complainant should be provided with progress report with an indication of a likely date of conclusion.

Decisions made must be communicated to the complainant along with the right to appeal. It must be made clear that, the appeal should be done within 14 days from the decisions received. An appeal panel will be formed once the right to appeal is accepted and the final investigations will be carried out until the case is closed.

CONFIDENTIALITY, SAFETY AND NON-RETALIATION

MERCY Malaysia will ensure that the details of the complainants are kept confidential throughout the entire complaint process. In some cases, it may be necessary to disclose information to third parties. This will be decided on a case-by-case basis and only with the agreement of the complainant.

Complainants have the right to voice their concerns without fear of retaliation. It is the responsibility of all MERCY Malaysia's staff (especially those in country missions) including Senior Management and EXCO to ensure that the non-retaliation policy is publicly disclosed.

WHEN WILL MERCY MALAYSIA NOT RESPOND TO A COMPLAINT?

MERCY Malaysia will treat everyone who registers a complaint with courtesy and respect. In return, MERCY Malaysia will expect people who registered the complaints to raise their concerns fairly and appropriately. Where complainants would harass staff, behave abusively, or unreasonably pursue complaints, MERCY Malaysia reserves the right to withdraw or modify its complaints process.

A decision about what constitutes a persistent, habitual and vexatious complaint will be taken by the Executive Director, except where the complaint is about the Executive Director, in which case it will be decided by the President. For contextualized CRMs, this decision lies with the Head of Q&A. The complainant will be advised of the decision and the reasons for it. In such cases, the complainant will be advised that MERCY Malaysia does not propose to consider further, or correspond about, the complaint or any specific points raised in a complaint.

RECORDING AND REPORTING DATA OF COMPLAINTS

Complaints and resolutions for issues on field projects shall be collated and maintained at the Headquarters' Complaints File by the Q&A Department.

Complaints files from missions should be transferred to the Q&A Department periodically (preferable whenever staff returns to Kuala Lumpur on mission leave or for official purposes).

There will be limited viewing access to the complaints files, as befitting its confidentiality status – HODs (depending on the type of complaints), Senior Management and EXCO (where applicable) are allowed to view the complaints files.

MONITORING, EVALUATION AND REVIEWS

A key part of the complaint process is to identify any issues that need to be addressed in MERCY Malaysia's program delivery and/or ways of working so that similar complaints do not arise and the program delivery is improved.

MERCY Malaysia's CRM manual shall be reviewed annually. This will be the responsibility of the Quality and Accountability Department (Q&A), with ultimately approval from MERCY Malaysia's EXCO. This assessment will also include the contextualized CRM of the different country projects. The period of assessment will be carried out in accordance with the M&E plan of respective programme or projects.

The year-end evaluation will be also carried out on all aspects of the CRM – feedback from the beneficiaries especially on safe guarding among vulnerable groups will be obtained to ascertain the effectiveness of the CRM. Complaints from the public and the different beneficiaries of each project will be evaluated and a report will be furnished to the management and executive committee.

Indicators for the CRM will include:

- Number of complaints received, processed, feedback given.
- The kind and numbers of complaints received: sensitive or non-sensitive
- Number of appeals
- Challenges/advantages/lessons learnt from the CRM (this involves interviews with the users of the mechanism).

The Q&A Department will work closely with the Program Officers or Project Manager to ensure that there is a monitoring process of the contextualized CRMs in order to ensure that beneficiaries, partners and local staff are aware of, and understand the CRM.

It is the responsibility of the Q&A Department, the Communications Department, the PDO Department and project heads (where relevant, for example one-off projects) to devise, improve upon and publicize the procedures for handling complaints from all sources.

CONTEXTUALISED CRM

It will be reiterated again that when carrying out the CRM in different countries, the Program Officer will take into account local conditions and culture, with the intention of making it easier for the general public in those countries to make a complaint. That being said, the CRM will have to be amended accordingly in making it accessible to the beneficiaries by using simple languages, procedures and mechanisms. All of this will be done while ensuring access to safe means of voicing complaints. However, programs officers will still use the main CRM outlined in this manual as a guide in dealing with complaints from partners and/or government agencies who has the capacity and capability to understand this main policy and the infrastructure to utilize it (ie internet access and English language capacity)

GUIDELINES IN PREPARING CONTEXTUALIZED CRM

Project officers will have to take into consideration, amongst others, the language, literacy, and the needs, and be responsive to, women, children and people with disabilities. Community members, international staff, implementing partners need to be consulted and involved in the development of the CRM on the field.

Literacy Rates

Communities with higher literacy rates would be able to handle a system that allows for documentation (i.e written complaints). Communities with lower literacy rates for example would not be able to use documentation (unless they seek a trusted representative who is able to write their complaints for them). As such, the beneficiaries will lodge complaints verbally. However project officers are responsible to ensure that these complaints are logged in and there is documented proof of the issues raised.

Marginalized communities

MERCY Malaysia will try to its best to provide safe and secure complaint mechanism to the marginalized communities, utilizing all its resources without jeopardizing their safety, dignity and rights to provide their complaints and feedbacks.

It is important that the vulnerable group such as women, children, physically disabled and the elderly be given a say as to how they are able to lodge complaints (an example of ways to do this include having focus groups and discussions with representatives from vulnerable group).

IT SHOULD BE STRESSED TO BENEFICIARIES THAT NEITHER THEY NOR THE PROJECT WILL SUFFER REPERCUSSIONS WHEN THEY CHOOSE TO COMPLAIN.

IMPLEMENTING THE COMPLAINTS MECHANISM

MERCY Malaysia's CRM should be implemented based on the following principles. Implementation involves proactive steps to ensure that the stakeholders are aware and able to access MERCY Malaysia's CRM. Stakeholders, especially beneficiaries, need to understand whom and how complaints can be made. MERCY Malaysia staff should also understand who is responsible for complaints and who they can refer to if they cannot resolve complaints.

MERCY Malaysia's CRM is based on the following principles:

i) BENEFICIARY PARTICIPATION TO DECIDE ON APPROPRIATE MEANS OF LODGING COMPLAINTS

For beneficiaries on field projects, where issues of culture, language and literacy levels come into play, receiving complaints can be done in any number of ways. As stated earlier, Programme Officer or Project Manager should ask the beneficiaries and the host communities about the appropriate way to lodge complaints. **Consultations on the most**

comfortable or appropriate means of lodging complaints should at best occur with beneficiaries at the onset of the project

Local partners and staff should also be consulted to decide on the best way to lodge complaints. Some methods include using feedback/complaints boxes or having a designated staff member who is always accessible.

Beneficiaries need to understand the rationale behind the complaints mechanism. They should be told that the mechanism is to help MERCY Malaysia improve its accountability to beneficiaries and improve on its current services.

ii) PUBLICISING THE CRM AND ENSURING ITS ACCESSIBILITY.

The CRM shall be publicised and made accessible at all MERCY Malaysia's project sites, head office in Kuala Lumpur and on the corporate website. It shall be publicised and made accessible at all programs. The aim is to ensure that the RIGHT TO COMPLAIN is well-known and the CRM is clear.

For project or program, communication about the CRM can be done in a number of ways, such as in meetings with communities and partners, posters around project sites and in local government offices or on the back of flyers printed specifically for the events. This should be reflected in the project plan and/or the contextualized CRM.

It should be noted here that in some project sites, the issue of security is a concern. As such a simplified version of the CRM may be made public at project sites. In some cases, even a simplified version may not be allowed. As such, the project officer may have to communicate the CRM in a verbal manner. All of this should be reflected in the contextualized CRM.

Staff should make sure that stakeholders understand the CRM as clearly possible. MERCY Malaysia will endeavour to make the mechanism easy to understand, using simple language. The CRM provided by MERCY Malaysia will be translated to the local language of the project area if there is a need.

Beneficiaries must be made aware that they are able to complain against project staff and the complaints will reach the staff's superior. They should be made aware of who is responsible for their complaints. They should also be made aware of the process of the CRM. Project officers should come up with guidelines on how to share the information of CRM to the beneficiaries. These guidelines should be made known to implementing partners and international staff to ensure that information on the CRM is properly disseminated to the beneficiaries.

iii) **FAIRPLAY AND COURTESY**

MERCY Malaysia is committed to deal with all complaints received on a fair and equitable basis. Staff must recognise the need to be fair to the individual or organisation that the complaint is lodged against. Staff should also make sure that complainants will be treated courteously and with respect.

Those receiving the complaints must listen and if the complaint is valid, be committed to solving the complaint.

MERCY Malaysia shall only entertain complaints that are valid and supported, if necessary, with the relevant documentation and facts.

iv) **IMPLEMENTING PARTNERS AND THE CRM**

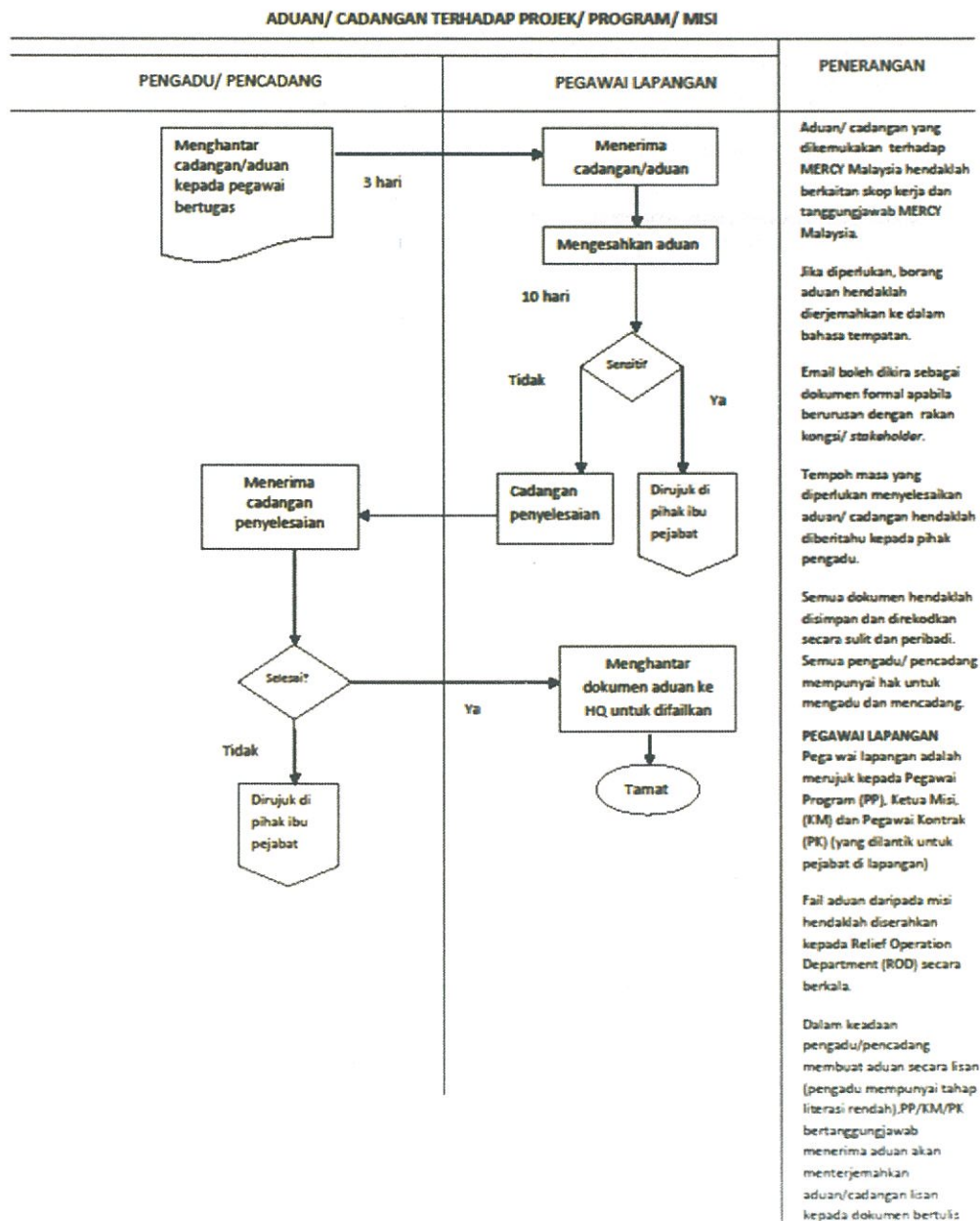
Staff should make partners aware of the CRM as part of any discussion around continuing or setting up a new partnership. In this case, the CRM is made known to the partners so that they are aware that they have a tool to complain if need be.

Implementing partners carrying out projects for MERCY Malaysia should be encouraged to fully participate in the design and implementation of the CRM. MERCY Malaysia's Programme Officer/Project Head or Coordinator should guide the implementing partners on the process of devising and implementing a CRM.


A point to remember: Complaints about the implementing partner's staff behavior will be handled by the management of the implementing partner. However, Q & A Department may assess or supervise the assessment of the partner's CRM on a timely basis, if this is agreed upon by the implementing partner.

Appendices

Appendix 1 (Example of CRM Process Flow for Project)




Appendix 2 (Example of Complaint Form in English)

	RELIEF OPERATIONS DEPARTMENT REF NUM: MM/ROD/CF/1000/2014 COMPLAINT FORM
Disclaimer: 1) A complaint has to be about some action which MERCY Malaysia is responsible for, or is within MERCY Malaysia's sphere of influence. 2) MERCY Malaysia complaint mechanism is to help MERCY Malaysia improves its accountability and its current service. Neither complainants nor projects will suffer repercussions when complainants choose to complaint. 3) Complaint should be made no later than three months from the date the complainant became aware of the incident that is the source of the complaint. 4) MERCY Malaysia aim to take action complaints within ten (10) working days of receipt and complaints received will be acknowledge within three (3) working days. 5) MERCY Malaysia will ensure that the details of complainants are kept confidential throughout the complaint process and complainants have the right to voice without fear of retaliation.	
Name:	Country:
Address:	Phone No:
Email:	
Complaint against : <input type="checkbox"/> Staff <input type="checkbox"/> Volunteer <input type="checkbox"/> Others: _____	
Complaint subject:	
Complaint Descriptions: <i>(Please include time and place of the incidents complaint)</i>	
Signature: _____ Name: _____ Date: _____	Received by: _____ Name: _____ Designation: _____ Date: _____
FOR OFFICE USE	
Corrective actions: _____ Is the problem resolve: <input type="checkbox"/> Yes <input type="checkbox"/> No If no, to whom it was transferred: _____	
Recommendations: _____	Reviewed by: _____ Name: _____ Designation: _____ Date: _____

Appendix 3

Example of Complaint Form in Bahasa Malaysia

	JABATAN OPERASI BANTUAN REF NUM: MM/ROD/CF/1000/2014
	BORANG ADUAN/ CADANGAN

1) Aduan dan cadangan hendaklah dibuat terhadap isu yang berkaitan servis dan perkhidmatan yang berkaitan skop dan tanggungjawab MERCY Malaysia. 2) Mekanisme aduan MERCY Malaysia adalah untuk membantu MERCY Malaysia memperbaiki servis dan akauntabiliti. Pengadu/ pencadang mempunyai hak serta tidak akan dikenakan sebarang tindakan sekiranya memilih untuk membuat aduan/ cadangan. 3) Aduan hendaklah dibuat tidak lewat daripada tiga bulan dari tarikh kejadian. 4) MERCY Malaysia akan mengambil tindakan dalam tempoh (10) sepuluh hari bekerja dan pengesahan aduan akan dibuat dalam tempoh (3) tiga hari daripada tarikh aduan diterima. 5) MERCY Malaysia akan memastikan bahawa setiap butiran individu yang membuat aduan/ cadangan akan dirahsiakan sepanjang proses aduan/cadangan tanpa rasa takut.	
--	--

Nama:	Negara:
Alamat:	No. Tel:
Email:	
Aduan/ Cadangan Terhadap : <input type="checkbox"/> Kakitangan <input type="checkbox"/> Sukarelawan <input type="checkbox"/> Lain-lain:	
Subjek Aduan/ Cadangan:	

Butiran Aduan/ Cadangan: (Sila sertakan tarikh, masa dan lokasi aduan)
--

Tandatangan: Nama: Tarikh:	Diterima oleh: Nama: Jawatan: Tarikh:
--------------------------------------	--

UNTUK KEGUNAAN PEJABAT	
-------------------------------	--

Tindakan susulan:
Selesai : <input type="checkbox"/> Ya <input type="checkbox"/> Tidak Jika tidak, kepada siapa kes ini dirujuk:

Cadangan	Disemak oleh: Nama: Jawatan: Tarikh:
----------	---

Complaint Response Mechanism (CRM) Kelantan, Malaysia

Issue No: 01	COMPLAINT RESPONSE MECHANISM	Page 18 of 22
This Document contains trade secrets, proprietary and confidential information of MERCY MALAYSIA. Disclosure or reproduction of this publication is absolutely prohibited without the express written permission of MERCY MALAYSIA.		

TABLE 1: SCOPE OF COMPLAINT

SCOPE OF COMPLAINT	
STAKEHOLDERS	
Beneficiaries	The complaints for beneficiaries will only be restricted to MERCY Malaysia scope of work and services, behaviour and attitude of MERCY Malaysia staffs and volunteers. Beneficiaries' complaints may include the quality of services provided to the beneficiaries.
MERCY Malaysia Staff (including HQ staff, local staff,	MERCY Malaysia staff have the options to complaint about various issues and may use MERCY Malaysia's staff grievance policy to do so. With regards to the project, MERCY Malaysia staffs may complain on the project delivery, MERCY Malaysia commitments to the project as a whole, attitude and behaviour of other staffs and volunteers, MERCY Malaysia staff who worked on the project and other stakeholder of the project. Staff complaints may include certain issues on handling beneficiaries. Complaints regarding MERCY Malaysia's project, should be referred to village leader (Penghulu) to handle. In the case where MERCY Malaysia's staffs complaint against (village leader)Pengkulu, it should be referred to Local Government Authorities.
EXCO & Volunteers	The complaints for volunteers will only be restricted to MERCY Malaysia scope of work and services and behaviour and attitude of MERCY Malaysia staffs. Volunteer complaints may include certain issues on handling beneficiaries. *Complaint from EXCO during mission will be treated as volunteer.
Local Government Agencies	Complains will be restricted to MERCY Malaysia scope of work and services, commitments to the projects, behaviour and attitude of MERCY Malaysia's staff (local and international) and volunteers.
Donors	Breach of contractual agreements.
General Public, other INGOs serving in the area, visitors to the project site.	Complains will be restricted to MERCY Malaysia scope of work and services, commitments to the projects, behaviour and attitude of MERCY Malaysia's staff (local and international) and volunteers.

TABLE 2: METHOD OF COMPLAINT

STAKEHOLDERS		METHOD OF COMPLAINT
Beneficiaries		<p><u>Literacy Rate</u></p> <p>In the case where beneficiaries have good literacy rate (can read and write), then the option of writing the complaints is open to them. Beneficiaries may fill in the complaint form; write a letter to project site officer, emails or text messages. Beneficiaries as well may put it into suggestion box or hand it directly to the project site officer.</p> <p>Please take note that, when designing methods to complain for beneficiaries that their input on this matter must be taken into consideration. Their input and suggestion would have been collected during the needs assessment period. If this was not carried out during assessment period, then this should be done as a preliminary step to design a contextualized CRM.</p> <p>In the case where the literacy rate is low, beneficiaries have to options to complain verbally. If beneficiaries prefer to complain verbally, then the contextualized CRM will be designed to fit this.</p> <p>Verbal complaints may be made in person or through a representative (village leader or an appointed beneficiary representative) as well as in the focus group discussions.</p> <p>MERCY Malaysia staff always have the options to complain both verbally and in written form.</p> <p>Complaints might as well be done through emails or phone calls.</p> <p>MERCY Malaysia's EXCO & volunteers always have the options to complain both verbally and in written form.</p> <p>Complaints might as well be done through emails or phone calls.</p> <p>Local government representative always have the options to complain both verbally and in written form.</p> <p>Complaints might as well be done through emails or phone calls.</p> <p>Donors always have the options to complain both verbally and in written form.</p> <p>Complaints might as well be done through emails or phone calls.</p> <p>The complaint form should be kept by Communication and Fundraising Department, Stakeholder and Engagement Officer, and Relief Operations Department.</p> <p>The group of stakeholder will always have the options to complain both verbally and in written form.</p> <p>Complaints might as well be done through emails or phone calls.</p>
MERCY Malaysia Staff (including HQ staff, local staff, EXCO & Volunteers)		
Local Agencies	Government	
Donors		
General Public, other INGOs serving in the area, visitors to the project site.		

Issue No: 01	COMPLAINT RESPONSE MECHANISM	Page 20 of 22
This Document contains trade secrets, proprietary and confidential information of MERCY MALAYSIA. Disclosure or reproduction of this publication is absolutely prohibited without the express written permission of MERCY MALAYSIA.		

[illegible]

Issue No: 01	COMPLAINT RESPONSE MECHANISM	Page 21 of 22
<p>This Document contains trade secrets, proprietary and confidential information of MERCY MALAYSIA. Disclosure or reproduction of this publication is absolutely prohibited without the express written permission of MERCY MALAYSIA.</p>		

[illegible]

Issue No: 01	COMPLAINT RESPONSE MECHANISM
--------------	------------------------------

This Document contains trade secrets, proprietary and confidential information of MERCY MALAYSIA. Disclosure or reproduction of this publication is absolutely prohibited without the express written permission of MERCY MALAYSIA.