



مؤسسة نهر الأردن  
Jordan River Foundation

## STANDARD OPERATING PROCEDURE

### QUALITY MANAGEMENT DIVISION

### INSTITUTIONAL DEVELOPMENT DEPARTMENT

## EXTERNAL FEEDBACK/COMPLAINT RESPONSE MECHANISM

### IP-QMDID003

Revision History		
Revision Date	Version	Summary of Revision
May 19, 2022	V2.0	A comprehensive update to the SOP title and all sections

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## 1. Procedure Objective

This SOP aims to support JRF in implementing and maintaining a standardized, formal and effective Feedback and Complaints Response Mechanism (FCRM) in processing accountability issues submitted by external stakeholders and beneficiaries, and to monitor the implementation of immediate corrective/preventive/disciplinary actions.

## 2. Terms/Definitions

Terms	Definitions
<b>Foundation</b>	Jordan River Foundation (JRF)
<b>QMD</b>	Quality Management Division
<b>ID</b>	Institutional Development Department
<b>HR</b>	Human Resources Department
<b>CoE/CoC</b>	JRF Staff Code of Ethics (Code of Conduct)
<b>BCoC</b>	Breach Code of Conduct
<b>Feedback and Complaint Response Mechanism (FCRM)</b>	A formalized process to enable JRF stakeholders' feedback providers, victims, or witnesses of misconduct to provide feedback or report cases and for JRF to process these complaints in a structured manner  the FCRM is the mechanism for collecting and handling grievances, suggestions and feedback from JRF stakeholders and in relation to all ongoing interventions, projects, and services of Jordan River Foundation
<b>Feedback</b>	A positive or negative statement, a concern or a suggestion on a non-sensitive issue related to an intervention or service provided by JRF staff members, and that would help in improving the implementation process of JRF projects and initiatives
<b>Complaint</b>	Complaints are an expression of dissatisfaction or discontent about misconduct. Complaints can be either minor issues (such as

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	dissatisfaction with assistance or activities) or major issues (such as fraud, corruption, abusive behavior, or sexual exploitation).
<b>Corruption</b>	The abuse of entrusted power for private gain
<b>Fraud</b>	A deliberate act of dishonesty which uses deception to gain some form of benefit (or advantage), or someone else experiences a loss
<b>Sexual Exploitation</b>	Any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.
<b>Sexual Abuse</b>	The actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.
<b>PSEA</b>	Protection from Sexual Exploitation and Abuse
<b>Child Safeguarding</b>	The process of protecting children from abuse or neglect, preventing impairment of their health and development, and ensuring they are growing up in circumstances consistent with the provision of safe and effective care that enables children to have optimum life chances and enter adulthood successfully
<b>Stakeholder</b>	A party that has an interest in JRF, and can either affect or be affected by JRF operations and services provided
<b>PoC</b>	People of Concern, mainly JRF beneficiaries
<b>External Feedback/Complaint Log</b>	Database with all received external feedback/complaints logged and saved
<b>Supporting Documents</b>	Any related document to the external complaint
<b>Corrective action</b>	Actions that need to be taken to improve the organization's processes to eliminate causes of non-conformities or other undesirable situations that might be a cause for any complaint or dissatisfaction
<b>Case file</b>	A folder that includes all documents related to a feedback/complaint
<b>Investigation Committee</b>	A dedicated committee that is in charge of conducting investigations of received complaints or allegations and have the necessary skills and competence to undertake such investigations appropriately

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<b>Confidentiality</b>	is critical in the handling of complaints/feedback in order to protect the privacy and safety of the complainant, the subject of the complaint and other witnesses that may be involved. Unless consent is given by the beneficiary to share their identify with for the purpose of resolving their specific complaint. The facts and nature of sensitive complaints, the identity of the key participants and the investigation records are all confidential. This means that access to and dissemination of information will be restricted only to a limited number of authorized staff for the purpose of concluding a necessary investigation.
<b>Referral</b>	If a complaint is not within the responsibility and domain of JRF, the process of referral shall be readdressed to the relevant body deemed to be appropriate to deal with the complaint wherever possible.
<b>Referral Process</b>	To ensure survivors of SEA allegedly perpetrated by their personnel receive immediate professional assistance, either by providing them with direct services or referring them to relevant service providers where consent is given within maximum 72hours of incident occurrence
<b>Investigation Report</b>	A document that details the findings of an investigation as soon as a formal complaint is filed or an incident occurs. This is where investigators record the issues of the matter, analyze the evidence, and formulate a conclusion
<b>Investigation &amp; Risk Assessment Plan</b>	A form filled out at the start of a CSG/SEA investigation that sets out: the summary of allegation, elements of the alleged breach, risk assessment, identified list of evidence/information, and list of potential witnesses.
<b>Grand Criminal Case</b>	Homicide and Rape

### 3. Governance

Responsibility	Responsible Function/Division
<b>Ownership</b>	QMD - ID

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<b>Ratification</b>	Director General SSD Director
<b>Revision</b>	QMD - ID
<b>Applies to</b>	JRF divisions/functions/departments JRF Stakeholders

#### 4. References

- 4.1 Jordanian Law and Regulations
- 4.2 Jordanian Labor Law
- 4.3 JRF PSEA Policy
- 4.4 JRF Anti- Corruption Policy
- 4.5 JRF Child Safeguarding Policy
- 4.6 JRF Online Child Safeguarding Policy
- 4.7 HR Policy Manual
- 4.8 JRF Code of Ethics
- 4.9 UN Secretary-General’s Bulletin: Special measures for PSEA abuse
- 4.10 JRF Intervention and Referral Guide
- 4.11 National Framework for Family Protection against Violence
- 4.12 JRF Feedback/Complaints Reporting Channels ([Appendix 1](#))
- 4.13 JRF Feedback/Complaints Response Mechanism Flowchart ([Appendix 2](#))

#### 5. Guidelines

- 5.1. All JRF personnel shall understand and sign JRF’s Code of Conduct. JRF is obliged to undertake necessary disciplinary action to prevent and respond to any misconduct by JRF personnel.
- 5.2. JRF FCRM only deals with complaints/feedback related to its projects, activities, staff, implementing partners and contractors. If a complaint is not within the responsibility and domain of JRF, the process of referral shall be readdressed to the relevant body deemed to be appropriate to deal with the complaint wherever possible.
- 5.3. JRF FCRM will escalate internal complaints and feedback received from JRF staff to HR for processing as per internal policies and procedures.

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- 5.4. Several channels are available to provide/report any feedback/complaint to Jordan River Foundation for the beneficiaries and stakeholders and in any way that make them feel comfortable and safe to do so. (*Appendix 1*)
- 5.5. Feedback and Complaints are received by the Institutional Development Department, and shall be processed according to JRF FCM and based on the category and urgency.
- 5.6. JRF FCM processes Feedback/Complaints as in receiving, analyzing, escalating and communicating to Concerned Parties/Investigation Committee, to ensure that necessary corrective/preventive/disciplinary actions have been taken.
- 5.7. Any received feedback/complaint has to be logged in a protected “**JRF External Feedback/Complaints Log**” with a unique code for reference and follow up, along with the response/decision(s)/corrective action(s) taken and its successful implementation. The log is only accessed by ID Senior Manager.
- 5.8. Complaints shall always be treated with confidentiality in order to protect the privacy and safety of the complainant, the subject of complaint and other witnesses. Name and contact details will not be revealed to any person outside key staff required for resolution and follow up.
- 5.9. In order to create and maintain accountability, at the discretion of management there may be consequences (penalty, disciplinary action etc.) if the concerned individuals do not respond to the complaint within the stipulated time frame or the same complaint continue to occur.
- 5.10. Directors and function/department heads are responsible for following up on any general complaint related to their function and for taking the necessary action.
- 5.11. In case of any anonymous feedback/complaint the case will be processed according to the procedure and based on the severity.
- 5.12. **JRF FC Reporting Channels:**
  - 5.12.1. There are several main channels, listed below, available for JRF beneficiaries and stakeholders to provide their feedback and complaints:
    - **Feedback and Complaints Boxes** The feedback and complaints boxes are physical boxes located in JRF HQ and Centers (QR FCC and QR CEC) in addition throughout Makani community centers. These are secure boxes where JRF stakeholders/PoC can

submit written suggestions/complaints into the boxes through a small opening.

*Submitted feedback/complaints are revised by ID Senior Manager only.*

- JRF website (Contact Us - [www.jordanriver.jo/ar/contact-us](http://www.jordanriver.jo/ar/contact-us)) email transferred to ID Senior Manager only.
- Phone directly to the Institutional Development Department: (+962 6 5933211)
- 110 Helpline – any external feedback/suggestion is transferred to ID Department for receiving and processing.
- Email: [feedback@jrf.org.jo](mailto:feedback@jrf.org.jo) (accessed by ID Senior Manager only)
- Fax: +962 6 5933210

5.13. External Cases received through any of the allocated channels, are processed according to category and urgency as per the following:

I. **Case Category:** *(Appendix 2)*

- **Feedback** can be either Positive, Negative, Request for Information, or Request for Assistance.
- **Complaint** can be either a critical complaint or a non-critical (operational) complaint. The complaint shall be classified into one of the following categories based on the severity of the complaint;
  - a) **Non-Critical Complaints:** operational complaints are mostly related to the quality and quantity of assistance/services provided, projects and programs implementation issues, adequacy/accuracy of information provided, etc...
    - **Minor Dissatisfaction**
    - **Major Dissatisfaction**
  - b) **Critical Complaints:** complaints related to a breach of JRF safeguarding policies or a breach of Code of Conduct
    - **SEA/Child Safeguarding**
    - **Fraud/Corruption**
    - **Other BoC**

## II. Case Urgency:

- **Requires Immediate Action (Two to five working Days)**

An immediate action is an action taken to resolve any incident that instantly affects the involved stakeholders' satisfaction and hampers the current delivery of the program/service. This incident has to be solved without delay. Immediate Action cases are usually relevant to major dissatisfaction or critical complaint.

- **Requires Intermediate Action (Up to 10 working Days)**

An intermediate action is an action taken to resolve any incident that will affect the involved stakeholders' satisfaction in the short-run and may hamper the current delivery of the program. This incident has to be solved with little delay.

- **Requires Long-term Action (Up to 1 month)**

A long-term action is an action taken to resolve any incident that will affect the involved stakeholders' satisfaction in an extended period of time and may hamper the delivery of the program/service over the course of time. This incident has to be solved within a month.

5.14. Any external case is considered resolved and officially closed based on the:

- Satisfaction of the external stakeholder and/or
- Resolution of the case; and /or
- Avoidance of matter/issue occurring again/corrective action

5.15. In external cases that require investigation, a committee of 3-5 members, as per specialty, will be formed to study the case thoroughly in order to make decisions collectively, in the most rational and evenhandedly manner.

5.16. **Corruption/Fraud Complaints:** Any allegation of corruption, investigations shall be carried out by an in-house Investigation Committee assigned by JRF Director General (Anti-Corruption Response Committee).

5.17. **PSEA/Child Safeguarding Concern Complaints:**

5.17.1 JRF will make every effort to put in place prevention measures and support mechanisms to protect anyone who raises a complaint of SEA/Child Safeguarding Concern. JRF respects the privacy, confidentiality and rights of all those involved in a complaint or

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- allegation of SEA/Child Safeguarding Concern, including the complainant, the survivor, a whistle-blower, a witness and the subject of a complaint or alleged perpetrator.
- 5.17.2 SEA/Child Safeguarding Concern constitutes acts of gross misconduct and are therefore grounds for disciplinary measures.
- 5.17.3 Sexual activity with children (persons under the age of 18) is prohibited. Mistaken belief in the age of a child is not a defense.
- 5.17.4 Exchange of money, employment, goods or services for sex, including any humiliating, degrading, or exploitive behavior is prohibited.
- 5.17.5 Sexual relationships between staff and beneficiaries of assistance are strongly discouraged since they are based on unequal power dynamics.
- 5.17.6 Workers providing assistance to beneficiaries are obliged to create and maintain an environment that prevents SEA/Child Safeguarding Concern. Managers at all levels have an additional responsibility to do so.
- 5.17.7 Any JRF staff develops concerns or suspicions regarding SEA/Child Safeguarding Concern by a fellow worker, whether in the same organization or not, he or she must report such concerns via established reporting mechanisms.
- 5.17.8 It is **NOT the responsibility** of JRF staff receiving a complaint to ascertain whether or not the allegation is true or to make any investigation into the allegation. It is their responsibility to report the allegation through JRF reporting channels.
- 5.17.9 All received complaints shall be handled with extreme confidentiality.
- 5.17.10 Acquire consent from complainant to share identity. If not approved, continue the investigation anonymously.
- 5.17.11 Investigations of complaints or allegations of SEA/Child Safeguarding concern should be undertaken exclusively by the dedicated personnel of JRF that are charged with this responsibility and who have the necessary skills and competence to undertake such investigations appropriately.

A committee of five senior employees is formed to investigate each case thoroughly in order to make decisions collectively, in the most rational and evenhandedly manner. The committee is composed of;

- ID Senior Manager

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- HR Senior Manager
- Legal Advisor
- CSP Intervention Services Manager
- Case Management Services Manager

5.17.12 The investigative committee appointed for SEA/Child Protection Issues shall fill out the “Investigation Plan” form prior to conducting the investigation.

5.18. Any **Grand Criminal Case** received shall be reported immediately to HR and Legal in order to take necessary actions and refer case to concerned authorities.

## 6. Procedure

### 6.1 Procedure Steps

1	Step Details	Executor	Timeframe
	Receive External Case and obtain necessary information	ID Officer/ID Senior Manager	-
Inputs	- External Case received		
Outputs	- External Case details obtained		
2	Step Details	Executor	Timeframe
	Identify relevant project/function and send case details to ID Senior Manager	ID Officer	Same working day
Inputs	- External Case details obtained		
Outputs	- External Case details sent to ID Sr. Manager		
3	Step Details	Executor	Timeframe
	Identify case category, and insert case details with a unique code into the “External Feedback/Complaints Log”, and open case file for documentation ( <i>if available</i> ).	ID Sr. Manager	Same working day
	For cases with <u>Feedback/Non-Critical Complaints</u> category, proceed to step (4).		

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For cases with <u>Critical Complaints</u> category, proceed to step (9).			
Inputs	- External Case details sent to ID Sr. Manager		
Outputs	- External Case logged, categorized and coded		
<b>4</b>	<b>Step Details</b>	<b>Executor</b>	<b>Timeframe</b>
Send <u>Feedback/Non-Critical Complaint</u> details via email to relevant Project/Line Manager and request justification/action/further information		ID Sr. Manager	One working day
Inputs	<ul style="list-style-type: none"> <li>- External Case logged, categorized and coded</li> <li>- Information/supporting documents</li> </ul>		
Outputs	- Feedback/ Non-Critical Complaint sent to relevant function		
<b>5</b>	<b>Step Details</b>	<b>Executor</b>	<b>Timeframe</b>
Respond with requested justification/action/further information, and provide supporting documents ( <i>if available</i> ).		Project/Line Manager	Within two working days
Inputs	<ul style="list-style-type: none"> <li>- Feedback/ Non-Critical Complaint sent to relevant function</li> <li>- Information/Supporting Documents</li> </ul>		
Outputs	- Response sent to ID Sr. Manager		
<b>6</b>	<b>Step Details</b>	<b>Executor</b>	<b>Timeframe</b>
Discuss/Confirm received response with relevant manager and take corrective actions ( <i>if needed</i> ).  If further investigation is needed, go to step (9). If not, proceed to step (7).		ID Sr. Manager + Project/Line Manager	One working day
Inputs	- Response sent to ID Sr. Manager		
Outputs	<ul style="list-style-type: none"> <li>- Response confirmed</li> <li>- Corrective actions taken (<i>if needed</i>)</li> </ul>		
<b>7</b>	<b>Step Details</b>	<b>Executor</b>	<b>Timeframe</b>

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<p>Inform <u>Feedback provider/Complainant</u> with response/corrective actions taken (<i>in presence of relevant staff member if needed</i>) and close case as per the below;</p> <p>If <u>Feedback provider/Complainant</u> is <b>satisfied or not satisfied without a valid reason</b>, then the case is officially closed.</p> <p>If <u>Feedback provider/Complainant</u> is <b>not satisfied with a valid reason</b>, go back to step (6).</p>		ID Sr. Manager/ID Officer	One working day
Inputs	<ul style="list-style-type: none"> <li>- Response confirmed</li> <li>- Corrective actions taken (<i>if needed</i>)</li> </ul>		
Outputs	<ul style="list-style-type: none"> <li>- Feedback provider/Complainant informed</li> <li>- Case is officially closed</li> </ul>		
<b>8</b>	<b>Step Details</b>	<b>Executor</b>	<b>Timeframe</b>
Send "Case is officially closed" email to Project/Line Manager and update "External Feedback/ Complaints" Log		ID Sr. Manager	Same working day
Inputs	<ul style="list-style-type: none"> <li>- Case is officially closed</li> </ul>		
Outputs	<ul style="list-style-type: none"> <li>- Updated "External Feedback/ Complaints" Log</li> </ul>		
<b>9</b>	<b>Step Details</b>	<b>Executor</b>	<b>Timeframe</b>
Form Investigation Committee based on case category (in cooperation with DG)		ID Sr. Manager	One working day
Inputs	<ul style="list-style-type: none"> <li>- External Case logged, categorized and coded</li> <li>- Information/supporting documents</li> </ul>		
Outputs	<ul style="list-style-type: none"> <li>- Investigation Committee formed</li> </ul>		
<b>10</b>	<b>Step Details</b>	<b>Executor</b>	<b>Timeframe</b>

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Inform the members of the investigation committee of the details of the case and share any supporting document <i>(if available)</i>	ID Sr. Manager	One working day	
	- Investigation Committee formed		
	- Investigation Committee briefed		
<b>11</b>	<b>Step Details</b>	<b>Executor</b>	<b>Timeframe</b>
	<p>Plan and conduct investigation, obtain facts, take decisions/corrective actions/recommendations and reflect on “Investigation Committee Report”.</p> <p>For CSG/SEA cases; develop the “Investigation and Risk Assessment Plan” and conduct investigation accordingly. If the decision is taken by the assigned committee to refer the victim (complainant), with complainant’s consent obtained, to a legal or social service agency to provide legal and/or intervention support services; then a referral form should be filled and signed by the complainant and the responsible personnel as per “Referral Case Manual”, and disciplinary actions will be applied against perpetrator.</p>	<p>Relevant Investigation Committee</p>	<p>Up to three working days</p> <p>Within five working days</p>
Inputs	<ul style="list-style-type: none"> <li>- Information/supporting documents</li> <li>- Investigation Committee Report template</li> <li>- Investigation and Risk Assessment Plan <i>(for CSG/SEA)</i></li> <li>- Referral Case Form <i>(when applicable for CSG/SEA)</i></li> </ul>		
Outputs	<ul style="list-style-type: none"> <li>- Decisions/Corrective actions/Recommendations taken</li> <li>- Investigation Committee Report filled out</li> <li>- Investigation and Risk Assessment Plan filled out <i>(for CSG/SEA)</i></li> <li>- Referral Case Form filled and signed <i>(when applicable for CSG/SEA cases)</i></li> </ul>		

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12	Step Details	Executor	Timeframe
	Finalize investigation report, and obtain Investigation Committees signatures, Shared Services Director approval/recommendations, and DG approval ( <i>when required</i> )	ID Sr. Manager	Two working days
Inputs	- Investigation Committee Report filled out		
Outputs	- Investigation Committee Report approved		
13	Step Details	Executor	Timeframe
	Update “External Feedback/ Complaints Log” and save all supporting documents along with all related reports/records in case file	ID Sr. Manager	One working day
Inputs	<ul style="list-style-type: none"> <li>- Investigation Committee Report approved</li> <li>- Supporting documents</li> </ul>		
Outputs	<ul style="list-style-type: none"> <li>- Updated “External Feedback/ Complaints Log”</li> <li>- Updated case file</li> </ul>		

## 6.2 Related Forms and Templates

Form Name	Code
External Feedback/Complaints Log	LOG-QMDID002
Investigation Committee Report	RPT-QMDID006
Investigation & Risk Assessment Plan	FRM-QMDID007

## 6.3 Key Performance Indicators (KPIs)

KPI	Target
Percentage of compliance to timeframe	90%
Percentage of managing & processing External Cases	100%
Percentage of closing External Cases	100%

➤ Appendix 1 – JRF Feedback/Complaints Reporting Channels:



The infographic is titled "JRF Feedback/Complaint Reporting Channels" and features the Jordan River Foundation logo in the top right corner. The main heading in Arabic is "قنوات التواصل لتقديم المقترحات والشكاوى لمؤسسة نهر الأردن". It lists six reporting channels:

- خط 110 للأسرة والطفل** (110 Helpline for Family and Child): Represented by a telephone icon.
- صناديق الشكاوى والمقترحات المتوفرة في مقر المؤسسة الرئيسي ومراكزها** (Complaint and Suggestion Boxes available at the main office and centers): Represented by an envelope icon.
- البريد الإلكتروني feedback@jrf.org.jo** (Email): Represented by an envelope icon.
- موقع مؤسسة نهر الأردن الإلكتروني - اتصل بنا www.jordanriver.jo/ar/contact-us** (Jordan River Foundation Website - Contact Us): Represented by a computer monitor icon.
- فاكس +962 6 5933210** (Fax): Represented by a printer icon.
- تقديم الشكاوى مباشرة إلى مدير التطوير المؤسسي +962 6 5933211** (Direct Complaint Submission to the Institutional Development Manager): Represented by a person icon.

➤ Appendix 2 – JRF Feedback/Complaint Response Mechanism - Flowchart:

