



TIP SHEET

Establishing Reporting Mechanisms and Closing the Feedback Loop

Eastern and Southern Africa Region (ESAR)

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FOREWORD

In the Eastern and Southern Africa Region (ESARO), UNICEF remains steadfast in its commitment to placing the voices of children, families, and communities at the heart of both humanitarian and development programming. Central to this commitment is the establishment of robust reporting mechanisms and the effective closure of the feedback loop cornerstones of our approach to Accountability to Affected Populations (AAP). These mechanisms are grounded in the principles of transparency, responsiveness, and inclusive participation, ensuring that our actions are informed by those we serve.

By systematically gathering, analyzing, and acting on community feedback, UNICEF enhances the relevance, quality, and impact of its interventions. This document outlines a comprehensive framework for designing and sustaining effective feedback systems from defining their purpose and selecting appropriate channels to establish clear protocols and safeguarding data. Each step is designed to build trust and strengthen program outcomes.

Crucially, closing the feedback loop ensures that communities are not only heard but also informed about how their input shapes decisions. This reinforces their role as active partners in the development process. Country-specific examples from UNICEF Country Offices in Somalia, Ethiopia, Kenya, Madagascar, Zimbabwe and South Sudan illustrate diverse approaches, challenges, and innovations in implementing feedback mechanisms. These case studies offer valuable insights and lessons learned across the region.

In conclusion, establishing effective reporting mechanisms and diligently closing the feedback loop are vital for building community trust, improving program effectiveness, and ensuring that our interventions are truly responsive to the needs and aspirations of affected populations. As we navigate complex and evolving challenges, community feedback remains a cornerstone of UNICEF's commitment to delivering meaningful, inclusive, and impactful results for children and families across Eastern and Southern Africa.



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CONTENTS

BACKGROUND	6
IDENTIFY THE PURPOSE OF THE MECHANISM	6
AN IDEAL FEEDBACK MECHANISM	7
STEPS FOR THE IMPLEMENTATION OF FEEDBACK MECHANISMS	7
SELECTION OF CHANNELS	8
Considerations for deciding Response Platforms	10
ESTABLISHING PROTOCOLS	12
Steps of the Feedback Management Loop	13
REFERRAL PATHWAYS	14
DATA PROTECTION	14
TIPS ON FEEDBACK	15
CLOSING THE FEEDBACK LOOP	16
Response Protocol	16
ANNEX COUNTRY EXAMPLES- From Somalia, Ethiopia, Kenya, Madagascar, Zimbabwe, South Sudan	17
Somalia	17
Ethiopia	18
Kenya	18
Madagascar	19
Zimbabwe	20
South Sudan	20
RESOURCES REFERENCE MATERIALS	21

ACRONYMS

ACRL	African Council of Religious Leaders
CO	Country Office
CTC	Community Treatment Center/clinic
ESARO	Eastern and Southern Africa Regional Office
FBL	Faith based Leaders
FBO	Faith Based Organizations
FPCC	Faith and Positive change for children
IP	Implementing Partners
RCCE	Risk Communication and Community Engagement
RL	Religious Leaders
SBC	Social and Behaviour Change
CFM	Community Feedback Mechanism
FM	Feedback Mechanism
AAP	Accountability to Affected Population
PSEA	Prevention to Sexual Exploitation and Abuse
SEA	Sexual Exploitation and Abuse
GBV	Gender Based Violence
CP	Child Protection
CSO	Civil Society Organisation
ESARO	Eastern and Southern Africa Regional Office
SOP	Standard Operating Procedure

BACKGROUND



A cornerstone of accountability to communities and affected populations is ensuring their feedback and complaints are heard and acted upon, making programs and responses more effective, relevant, and preventing harm. Establishing complaint and reporting mechanisms is also a key priority of the PSEA strategy. To achieve this, we need robust systems that allow communities to share their views and feedback safely. The information we receive must be collected, analyzed, and used properly. It's critical that these mechanisms are consistently implemented across all programs. Staff must be trained to welcome and respond to feedback, viewing it as an opportunity for advocacy, transparency, and continuous improvement.

Establishing effective mechanisms requires understanding what works best for communities, building trust, and fostering familiarity with the

systems in place. It also involves developing the skills needed to utilize them properly. A well-functioning complaints and feedback mechanism provides valuable insights into the quality and relevance of services, satisfaction levels, and organizational performance especially in terms of staff and partner behaviour. The stages in implementing an effective mechanism are:

- **Agree on key features** of the mechanism, including the channels to be used and protocols.
- **Establish processes to manage feedback**, which may include operating procedures for staff and terms of reference for partners.
- **Integrate complaints and feedback** into regular monitoring and evaluation activities, ensuring they inform program design and implementation.

IDENTIFY THE PURPOSE OF THE MECHANISM



- Will it be used exclusively by community members, or will implementing partners also have access?
- Is it designed to collect feedback on UNICEF programs, or will it also serve as a tool for reporting misconduct?
- Will it be used as a Common Feedback Mechanism by a consortium of partners, such as UN agencies, CSOs, and government bodies?
- Will the mechanism also allow community members to seek information?

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AN IDEAL FEEDBACK MECHANISM



A good feedback mechanism involves the participation of affected people and here are some best practices.

- The community of affected people should be aware of the existence of the Feedback Mechanism (FM) and its format should be accessible to all in the community, including low literacy community members, disabled community members and children.
- Affected people should be involved in the development of feedback mechanisms to help ensure linguistic accessibility, cultural appropriateness and to build trust.
- Policies on granting of consent should be clear to all.
- Providing multiple feedback channels, passive, and initiative-taking increases the likelihood of all feedback being collected.

An ideal feedback mechanism holds service providers accountable to affected people

- Responding to feedback is important for maintaining community trust in feedback mechanism and can be directed to the individual directly or the affected community.

- There should be a designated feedback manager, capable of acting on feedback.
- The feedback manager role should be distinct from the feedback collector role.
- Policies on data protection and data sharing should be clear to all.
- Feedback mechanisms aid in the evaluation of programmes and services and feedback mechanisms themselves should be regularly evaluated.
- Different feedback requires various levels of systematic response:
 - Specific cases of individual problems unresolved by the current system may be resolved quickly reaction on a transactional level.
 - Trends or emerging patterns allow feedback managers to resolve the most pressing systemic issues through process redesign and resources reprioritization.
 - At both levels, it is important to close the loop - to inform users of improvements resulting from their feedback.

STEPS FOR THE IMPLEMENTATION OF FEEDBACK MECHANISMS



Complaints and feedback mechanisms take time to establish. The key steps are as follows:

- 1 Determine the purpose** of the feedback/complaint system and secure leadership support to ensure it is adequately resourced and promoted.
- 2 Sensitize staff** to foster ownership of the mechanism, ensuring everyone understands their role and collaborates across sectors to minimize duplication and confusion across services.
- 3 Consult with affected populations** about the different features of the mechanism to ensure it is understood, accepted, and trusted. During this phase, conduct a risk assessment to identify risks associated with the mechanism and strategies to mitigate them.
- 4 Identify communication channels** that align with the local population's preferences, socio-cultural contexts, and languages spoken, ensuring accessibility for different groups, including children.

5 Consider barriers to access and plan ways to overcome them.

6 Select suitable tools for each stage of the feedback management cycle: capturing, managing data, analysis, visualization, and reporting.

7 Develop operating guidelines and procedures on ethics, confidentiality, and data handling.

8 Establish a robust, secure referral system for complaints related to SEA, GBV, and fraud, including maintaining an up-to-date list of local service providers, ensuring services for both child and adult survivors of SEA.

9 Train staff on the required standards of behaviour when engaging with people in general and children (including PSEA).

10 Publicize the mechanism, ensuring people understand its purpose, can access it, and know what to expect when using it.

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SELECTION OF CHANNELS



A single communication channel cannot meet the needs of all population groups, so using multiple channels tailored to community preferences and context is recommended. Key factors to consider when selecting channels include their availability, acceptability, trustworthiness, and ease of use. A mix of analogue and digital channels is often most effective for broad reach. Resource needs vary by channel for instance, hotlines need trained staff, while paper data collection requires manual data entry. Community input, including from diverse age, gender, and disability groups, is essential in identifying the most suitable channels. An effective reporting system should incorporate a variety of these options.

Is it the right channel for sensitive reporting including Sexual Exploitation and Abuse (SEA)?

→ Have consultations been conducted with communities, particularly women, children, and other at-risk groups, regarding the reporting channel?

- Has the reporting channel been utilized for reporting issues?
- Is there a clear referral pathway and process in place for GBV and Child Protection (CP) services, including for SEA?
- Have the service providers involved in the referral pathway been trained on SEA?
- Are the communication modalities and materials culturally acceptable and can effectively and respectfully disseminate key messages to different age, gender, ethnic and disability groups?
- Do the Social and Behaviour Change materials raising awareness include a definition of SEA and details of the reporting channel? Are there materials tailored to the specific target populations?
- Have staff managing the reporting channel received training on handling SEA reports, in addition to general Gender Based Violence and child protection issues?

Communication channels

When choosing the channel of feedback, it is important to take into consideration issues around the context and limitations. The following provides an overview for some considerations.

- 1 Hotline/helpline:** Hotlines can be highly efficient, especially when many people have phone access. However, they are limited to those with phone connectivity and can be costly to maintain. Key considerations include: a) Who will manage the line (UNICEF, a third party, or contractor)? b) Is the line dedicated or shared with other purposes?
- 2 Email or digital/online platform:** These are useful for communication and can streamline data collection and analysis. However, they are only accessible to those with smartphones and internet access. It is important to ensure the platform is safe and maintains confidentiality.
- 3 Community focal points:** Trained and trusted community focal points offer valuable face-to-face communication, especially effective for children. However, not all community members may know them, and there can be confidentiality challenges and delays in data sharing and response. Key questions include: a) Is there clear guidance for reporting to UNICEF? B) How is confidentiality maintained by volunteers?
- 4 Existing service providers trained on PSEA:** Trained service providers (e.g. social workers, health staff) can effectively receive reports, especially when trusted by the community, often during regular service delivery. However, this channel may only reach those already accessing services. A key consideration is whether clear guidance exists on how providers should report to UNICEF.
- 5 Complaint boxes:** Complaint boxes can be effective in locations like hospitals or community centres but require clear procedures for managing submissions. They may not be trusted for sensitive issues. Key consideration: Are there established procedures for how often the boxes are checked and who is responsible for reviewing the complaints?

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Considerations for deciding response platforms

TYPES	HOW IT WORKS	CHALLENGES	COST	COMMENTS
Hotline managed internally by UNICEF personnel	UNICEF personnel in charge of the hotline respond to calls and based on the type of query, refers callers to the appropriate response options	• Sustainability (staff investment) • Capacity of staff to handle cases and referrals • Data protection protocol and data management of sensitive information. • Define clear responsibilities and SOPs for handling reports and closing the feedback / complaint loop.	It depends on the staff contract and level but can be an important investment on the long term. • If the office opts for a tollfree line – there might be additional costs associated	Currently used in Ethiopia – with 3 UNVs managing the hotline
Inter-agency hotline/contact centre hosted by UN agency	A UN agency is tasked with managing the hotline, with cost contributions from the different agencies participating in the project. Standard Operating Procedures (SOPs) have been established for data management and referrals.	Agencies need to agree on data protection and referral processes.	Costs could be co-shared among different UN agencies	An interagency project may enable a more sophisticated and efficient reporting mechanism but requires effective interagency coordination to function well.
Inter-agency or UNICEF hotline/contact centre managed by third party (recruited company or CSO/ NGO partner)	An external company or an NGO (could be a call centre) manages the reports	The cost could be high especially if third party (company using specific software) manages the hotline/contact centre		In ESAR similar system rolled out in Mozambique and other countries in the region

TYPES	HOW IT WORKS	CHALLENGES	COST	COMMENTS
The existing reporting channels, including grievance mechanisms, feedback mechanisms, and the child helpline, are also used to report SEA allegations.	The existing reporting channel also serves as a mechanism for reporting SEA cases. It requires a Memorandum of Understanding (MoU) and Standard Operating Procedures (SOPs) with UNICEF to establish appropriate procedures for sharing information on SEA cases perpetrated by aid workers.	It requires an agreement and Standard Operating Procedures (SOPs) on how to manage SEA reports perpetrated by aid workers, including how information is shared by the hotline managers to UNICEF. It also requires a clear assessment of the safety, accessibility, and confidentiality of the hotline. Additionally, training for the hotline managers is necessary.	The cost may be limited, as the hotline is already supported by different sections and structures.	Options currently being explored in Zimbabwe
Trained focal points in communities (through partners)	Partners (CSOs) trained PSEA focal points can receive reports of SEA in the communities they are working.	It requires capacity building for focal points, clear reporting procedures, close monitoring, and extensive awareness-raising about the role of the focal point. The reach may be limited in terms of the total number of people reached.		

Once the mechanism is up and running, feedback is handled according to pre-established procedures, and data is collected, analysed and shared. Corrective actions are taken where feedback indicates that something is not working well. Some types of feedback (rumours, perceptions) are also important to inform our analysis, but do not require individual case management. The decisive action is to close the feedback loop by informing people who have provided feedback about the actions that have been taken to improve things.

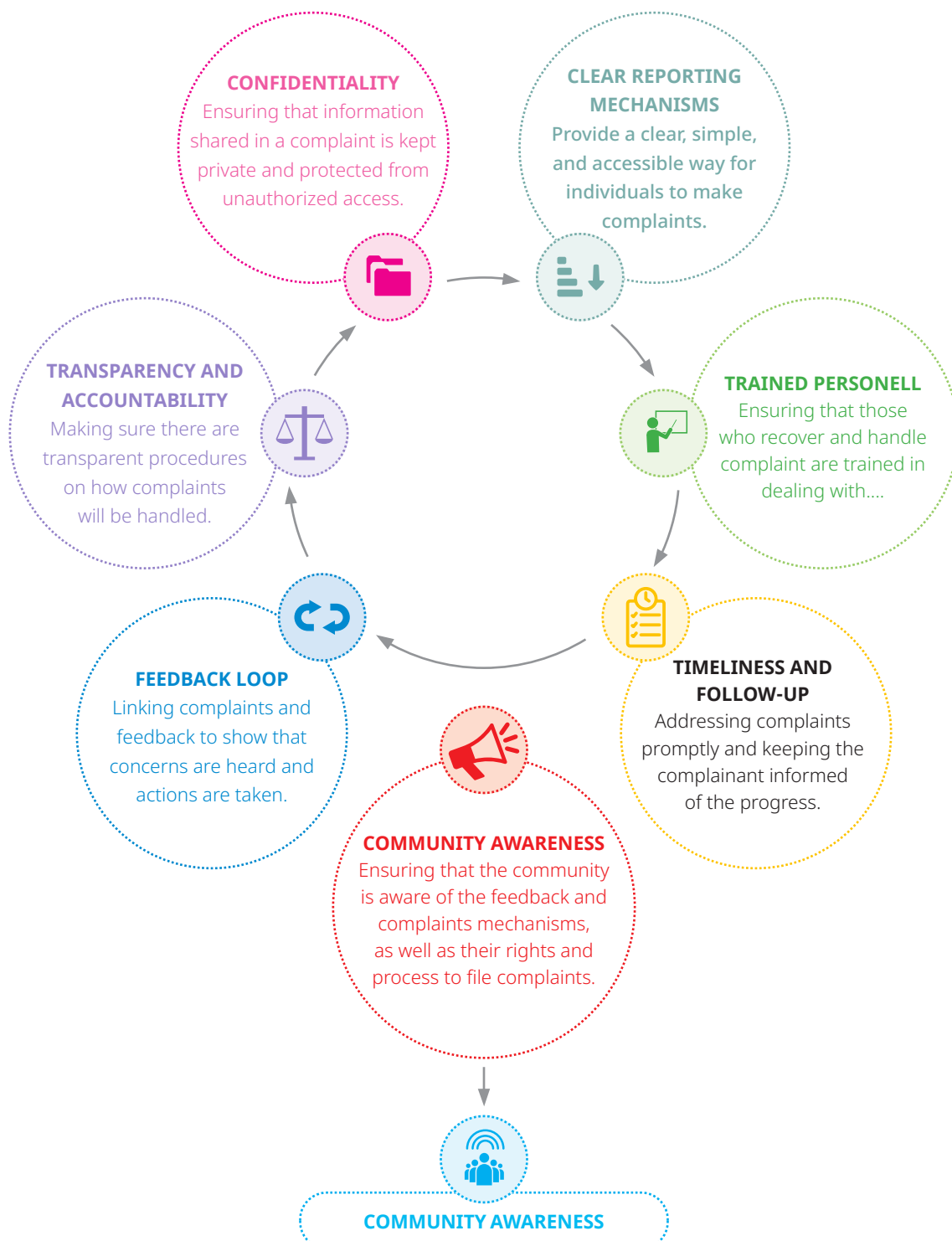
ESTABLISHING PROTOCOLS



When a community uses the same channel for both feedback and complaints, it becomes essential to ensure that the channel is properly equipped to handle sensitive issues, such as those related to sexual exploitation and abuse (SEA). The system should offer confidentiality, be reliable,

and be trusted by the community. Otherwise, people may not feel safe or comfortable coming forward with their concerns, which can lead to underreporting of issues, especially sensitive ones like SEA.

Some key actions to consider in setting up or enhancing such a system include:



By ensuring the feedback and complaints system is well-managed, communities can feel more confident that their concerns will be addressed in

a safe and respectful manner, creating a healthier and more supportive environment overall.

Steps of the feedback management loop

RECEIVE AND MANAGE COMPLAINTS AND FEEDBACK

- **Record the feedback** in a tool linked to a centralized database, using predefined categories (e.g. quality of services, complaints, perceptions, rumours).
- Address cases that can be dealt with immediately (sector-specific)
- **Refer sensitive feedback** (SEA, fraud, corruption, etc.) using the referral protocol and established pathways.

ANALYSE & DISSEMINATE DATA

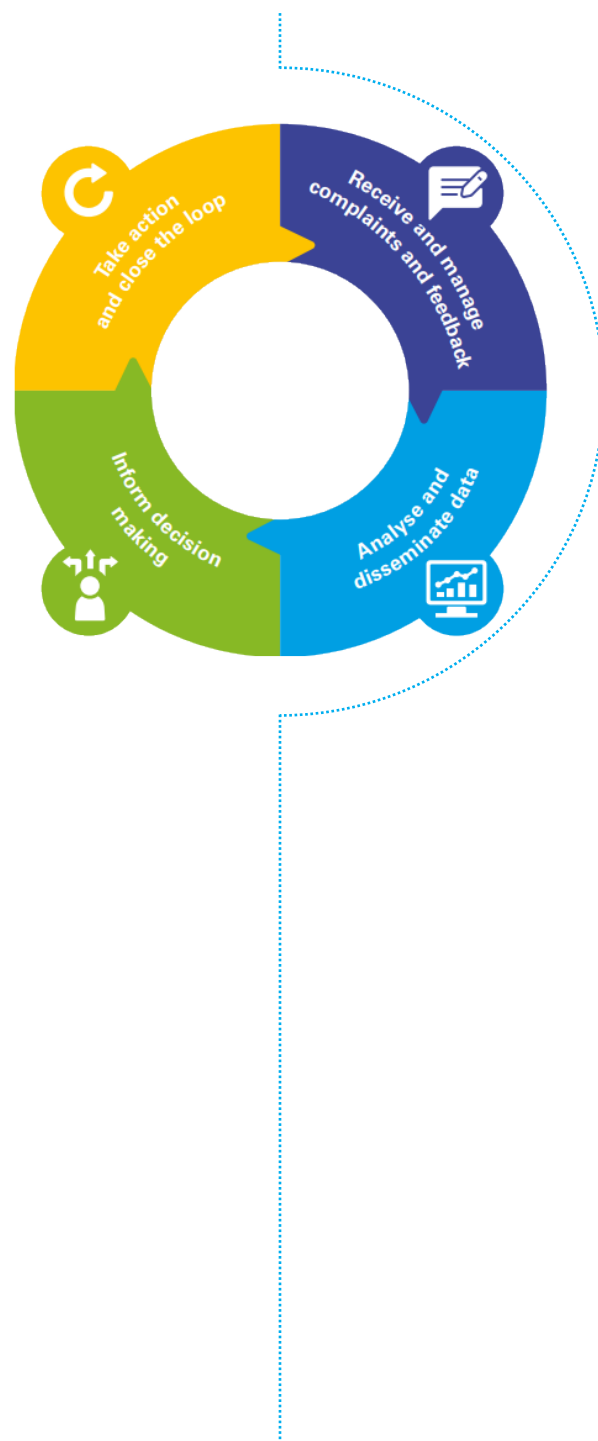
- **Clean the data** to remove corrupt or inaccurate records, if necessary.
- **Analyse and extract** important trends from the data.
- Visualize data using a real-time dashboard. Identify issues and potential solutions.
- **Report the results**, using visuals and narrative for clarity.
- **Disseminate the results** to senior management, ideally as a standing item at management meetings.

INFORM DECISION-MAKING

- **Discuss** trends, issues and proposed solutions.
- **Agree actions** to respond to feedback; for example, changing activities that are not working.
- **Allocate** time, roles and responsibilities, and timescales to ensure corrective action to take place in the short term.
- **Use the results to inform** the next planning cycle.
- **Use the results as evidence** in discussions with donors, government and other stakeholders.

TAKE ACTION AND CLOSE THE LOOP

- **Track** how feedback has been addressed, including for referrals.
- **Track** how programmes are being adapted in response to feedback.
- **Communicate the responses** and action taken to affected populations.
- **Evaluate the complaint and feedback** mechanisms to make sure it is representative of the population and that you are acting appropriately on concerns that are raised.



REFERRAL PATHWAYS



Feedback that concerns UNICEF can be handled directly and will relate to a specific sector. Where feedback pertains to the work of other agencies, robust referral systems between different sectors, organizations, and governments exist to ensure that nothing gets overlooked or slips through the cracks. A referral pathway sets out clear steps for action, helping ensure that all professionals respond in the same, evidence based way reducing guesswork and variation in practice. Referral pathways act like a roadmap simplifying complex systems into step-by-step guidance, which is especially useful for new staff or multidisciplinary teams.

Importantly, if you receive feedback that does not relate to programs that UNICEF runs directly, you must still listen to the person providing the feedback and close the feedback loop. Having a defined pathway helps ensure that people get the right help, at the right time, from the right service, improving outcomes and preventing delays or missed referrals. If, for any reason, referral is not possible, be transparent and honest about this. Acknowledge the information you have been given and explain why it cannot be resolved at this time. While we may not be able to address the feedback directly, we can use our influence to press for a solution from other partners or from governments.

DATA PROTECTION



Organizations responsible for handling personal data must ensure the safety and privacy of every individual who provides feedback. The steps to take are as follows:

- Assign a trained and qualified data protection focal point responsible for implementing, monitoring, and evaluating data protection measures.
- Establish formal agreements with partners and third parties on how data will be protected and provide training for staff and partners on data protection.
- Raise awareness among affected populations and local communities about their rights regarding personal data and informed consent.
- Assign categories of consent for different types of data collected and data referred to other parties, ensuring the protection of the most sensitive information.
- Implement secure data storage and access protocols to prevent unauthorized access, loss, or theft of personal data.
- Regularly audit and review data protection practices to ensure compliance with data protection laws and regulations and adjust policies as necessary.
- Establish a clear process for individuals to withdraw consent for the use of their personal data, and ensure they are informed of their rights to do so at any time.
- Safeguard the data throughout its lifecycle, from collection to disposal, ensuring that it is only kept as long as necessary and securely destroyed when no longer needed.
- Regularly update security measures, including encryption and secure data transmission, to stay ahead of potential cyber threats or breaches.



TIPS ON FEEDBACK



- ➔ **Don't collect more information than you can handle:** Only collect data that you can realistically process and act upon. Overloading your system with excessive data can lead to delays in response and undermine the effectiveness of the feedback process.
- ➔ **Don't duplicate complaints and feedback mechanisms:** Having multiple channels that collect the same types of feedback can cause frustration and lead to feedback fatigue. Streamline and simplify the process to ensure a better experience for those providing feedback.
- ➔ **Do use different channels of communication to reach a wide range of people and communities:** Leverage multiple communication methods such as phone lines, online platforms, community meetings, and printed materials to ensure accessibility and inclusivity for all.
- ➔ **Do include mechanisms that are accessible to under-represented and vulnerable groups:** Ensure that feedback mechanisms are accessible to children, women and girls, people with disabilities, and those who are socially or geographically isolated.
- ➔ This may include offering options in different languages, using sign language interpreters, or providing easy-to-read materials.
- ➔ **Do take action (close feedback loop), and if this isn't possible, explain why openly and honestly:** Respond to the feedback you receive in a timely and transparent manner. If you cannot act on a particular piece of feedback, provide a clear explanation and outline any steps you are taking to address the concern in the future.
- ➔ **Do prioritize feedback based on urgency and impact:** Assess feedback based on its urgency and ensure that the most critical issues are addressed promptly.
- ➔ **Do ensure confidentiality and respect for privacy:** When collecting feedback, especially sensitive information, ensure that individuals' privacy is protected. Confidentiality should be maintained to make people feel safe in sharing their concerns.
- ➔ **Do track trends and analyze feedback:** Regularly analyze feedback to identify patterns or recurring issues. This can provide valuable insights into areas for improvement and guide program adjustments.



Response protocol

To be effective, complaints and feedback mechanisms must be tightly integrated with decision making processes and receive full support from leadership. This requires fostering an organizational culture where feedback and complaints are not viewed as criticism, but as opportunities to improve and strengthen our programs. Additionally, data generated through complaints and feedback mechanisms must be regularly analysed and disseminated. Staff should be encouraged to adopt innovative and flexible approaches based on the feedback received. Creating such an environment can increase the frequency with which staff collect, use, and respond to feedback, contributing to the improvement of the quality and effectiveness of our programs. For this to happen, you will need to:

- Promote an adaptive management approach, ensuring that the design of programs and plans incorporates flexibility to adjust

activities in response to feedback. Establishing milestones for feedback analysis and course correction will ensure this approach is integrated into our work.

- Establish procedures for taking immediate action when feedback indicates urgent issues that require prompt attention.
- Ensure course correction is transparent: Everyone, including affected populations, must understand that adjustments are evidence based and aimed at improving the situation.
- Advocate flexible donor funding to allow continuous course correction and ensure that interventions remain relevant and appropriate.
- Use feedback as a powerful tool to support your case with donors, governments, and other stakeholders when advocating for funding and program implementation



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Country examples - from Somalia, Ethiopia, Kenya, Madagascar, Zimbabwe, South Sudan

Somalia

Enhancing collective AAP: Mainstreaming Accountability to Affected Populations (AAP) or Community Engagement and Accountability (CEA) into program operations is a fundamental commitment of humanitarian organizations. In collaboration with the inter-agency AAP Taskforce, UNICEF has rolled out the first “Interoperable Aggregated Community Feedback Model,” in alignment with the Humanitarian Country Team’s (HCT) commitment to addressing Post-Delivery Aid Diversion. This marks the beginning of efforts toward common analysis, inclusivity, and accountability. The initiative aims to improve Complaints and Feedback Mechanism (CFM) analysis in Somalia across UN agencies, international organizations, and local NGOs.

To guide the process of rolling out the model, technical standards have been developed, illustrating how the Aggregated CFM Model will connect to and contribute to a common mechanism, how individual CFMs will improve their own capacity and effectiveness, and how a common analysis of feedback data will be developed and serve as an evidence base for decision-making. Standardization has therefore been established on common process flows, categories of feedback/complaints and taxonomy, logbooks, minimum data fields, timelines for closing the feedback loop, referral pathways/ service mapping, and reporting process flows and timelines. To foster a common understanding and practices on mainstreaming AAP principles and approaches, 40 partners have received capacity-building training, with rollout to all Cluster Coordination Groups. Quarterly feedback reports are submitted to the HCT to inform decision-making.

Improving inclusive feedback mechanisms:

With funding from Norway’s Humanitarian Action for Children (HAC), UNICEF Somalia has partnered with Alight Somalia to scale up disability-inclusive humanitarian responses in Jubbaland. This initiative aims to ensure inclusive accountability mechanisms and accessible feedback systems. Feedback mechanisms have been made more accessible for adults and children with disabilities through the creation of ‘Reachable Complaints Boxes’ and awareness campaigns about their locations and how to use them. Feedback has included requests for clarification about service gaps, barriers to accessing life-saving interventions, and a lack of knowledge about existing services in all targeted districts. This feedback has allowed for timely adjustments of strategies to better meet the community’s needs. As a result of interventions, including door-to-door visits, 386 people living with disabilities, including 22 children, were referred to services such as nearby schools. Ongoing collaboration with teachers supports the referred children’s educational needs.

Additionally, 40 young people with disabilities were identified to receive mentorship and training through the Champions with Disabilities Approach. A total of 5,977 complaints and feedback were received, resulting in 4,209 resolved responses. This action addresses the need for trust, empowerment, and ownership within local communities. The inclusion of community mobilizers, supervisors, and accountability assistants ensured that the interventions were grounded in the realities and needs of the affected populations.

COUNTRY EXAMPLES

Digital engagement U-report to address aid diversion:

To ensure timely communication on rights and entitlements of affected communities, UNICEF Somalia enhanced the use of the U-report platform, a free and anonymous SMS system for the exchange of information and feedback in message dissemination and collecting feedback. As part of a multimedia campaign to prevent aid diversion, the U-Report platform conveyed messages on the prevention and secure reporting of RUTF sales in markets as well as its exclusive purpose for malnourished children to 100,182 individuals. UNICEF received feedback using the U-report platform from 2,900 individuals who reported having seen RUTF being sold in markets <https://somalia.ureport.in/opinion/6929>. The U-report continues to provide a trusted and anonymous platform through which communities including young people can access information and share their voices in a safe way.

Ethiopia

UNICEF Ethiopia has been working with over 2,520 frontline workers, including religious leaders, community health workers, and HEWs, who were trained on community participation, interpersonal communication, risk communication, and community engagement. The frontline workers have been instrumental in ensuring the participation of their communities in preparedness and response to humanitarian situations, and engaging communities through discussions and dissemination of life-saving information. In 2024, the frontline workers engaged over 3.5 million people who participated in various campaigns that resulted in the reduction of cholera cases and increased identification and vaccination of zero-dose children within their communities. They provided the affected people with information on preventive behaviours, available services, and locations to access services. Furthermore, apart from disseminating information and

ensuring participation in preventive behaviors and available services, they gathered feedback from over 91,000 people regarding the services provided. The main concerns included a lack of food, lack of ambulance services, shortage of medicines, lack of access to clean water, lack of livelihood opportunities, and lack of transparency in beneficiary targeting. Most of the feedback was referred to relevant authorities for action. The feedback was collected through established AAP mechanisms, such as focus group discussions, feedback surveys, and community sessions.

Kenya

The State Department for Environment and Climate Change and UNICEF Kenya launched the Children's Climate Risk Index-Disaster Risk Model (CCRI-DRM) to monitor and respond to children's climate vulnerability. During the launch, the youth focal person and CEO of Youth and Urbanism highlighted the importance of meaningful youth engagements in strategic intervention.

UNICEF Kenya's SBC section led a multi-sectoral engagement with young people in the northeastern counties of Kenya where people are exposed to the cyclical climate-induced emergencies. Youth-led community action can be catalysed by providing information on risk, highlighting role models and giving youth a safe space to discuss and reflect. Youth have led awareness raising sessions in marketplaces, households and other communal places on safe hygiene, waste disposal. Key results after action taken by Listening, Discussion and Action Group members include:

- ➔ Improved hygiene practices, knowledge on likely floods due to El-Nino because community members took action to prepare for El-Nino after youth conducted awareness raising sessions.

- ➔ 150 school children in Mandera can wash hands with soap and have better awareness of the importance of safe hygiene.
- ➔ Female youth activists are empowered and given a platform to create art for climate action and awareness on climate-related challenges.
- ➔ Small-scale tree-planting initiatives inspired by the radio programming led to county government donating 6000 seedlings – which will benefit schools and schoolchildren, and school staff have pledged to nurture them.

Madagascar

A Common Feedback Mechanism was put in place under the leadership of the Department of Disaster Preparedness and Response (BNGRC) in collaboration with UNICEF, WFP and other partners. By 2024 the mechanism received over 100,000 cases of feedback from the communities, of which over 70% were closed. And 77% of the respondents were satisfied with the way their feedback was handled. In addition, UNICEF support the Ministry responsible for decentralization to strengthen social accountability forums at community, district and regional levels to ensure that communities hold duty bearers accountable to provision of quality services in health, nutrition, WASH, education and protection. At community and district levels, 40% of issues resolved by duty bearers continue to be monitored e.g. the elimination of fraudulent charges in health centres, reduced stock outs, resumption of water supply and the renovation of drainage systems, increased presence/commitment of nutrition frontliners, issuing of birth certificates for missed children, increased youth friendly services, abolition of private/ payment lessons offered by teachers, improved transparency in cash transfers, etc.

Through End user Supply Monitoring (EUSM), UNICEF monitors delivery and use of distributed items. By Mid-2024, the EUSM dashboard indicated that 148 service points visited (i.e., service points that UNICEF has provided with products or equipment) and 356 products checked to verify availability, use and satisfaction. In addition, a Post Distribution Monitoring managed by the Ministry in charge of social protection and the BNGRC with the support of UNICEF and partners as a type of monitoring that allows to follow the quality, effects and effectiveness of interventions through surveys on a representative sample of beneficiary households covering several themes related to protection, food security, satisfaction, PEAS and GBV. Under social protection, UNICEF is supporting government to pilot data operability to transfer information from communes (village level) to district, regional and national levels through the Guichet Social, and (Management Information System) system of the social window.

In 2024 the CO trained 63 partners on Accountability to Affected Populations to ensure they mainstream AAP principles in health, nutrition, WASH, education and protection interventions. During the first half of 2024, UNICEF Madagascar trained 185 staff members, consultants and volunteers, including 98 women and 87 men, on Protection against Sexual Exploitation and Abuse (PSEA). As part of the capacity building of implementing partners and government partners, 351 managers were trained, including 151 women and 164 men. Since October 2023, 38 implementing partners have been assessed/reassessed on their capacity to protect against sexual exploitation and abuse, based on the 8 essential United Nations standards. Currently, 26 partners have full PEAS capacity, and 12 partners have average capacity. The latter are currently implementing their capacity building plan to meet all the required standards.

Zimbabwe

Generation and utilization of community insights to inform re-design of cholera response strategies.

Placing people at the center of humanitarian action is a key principle guiding UNICEF's emergency response programming. To ensure this, UNICEF, with support from the Collective Service (a partnership between UNICEF, WHO, and IFRC) for East and Southern Africa, trained participants from UNICEF, WHO, government ministries, civil society organizations, and academic partners on conducting rapid qualitative assessments (RQAs) in the context of emergencies. The RQAs generated insights into how different communities are affected by the outbreak and what influences decision-making on the uptake of desired behaviours for cholera prevention and access to treatment. Conducting regular rapid qualitative assessments and social listening facilitated the identification of setting-specific barriers and informed joint pillar action planning to address the evolving community needs. These actions include improving access to safe water by increasing the supply of water chlorination products, enhancing individual efficacy in their utilization through household water treatment demonstrations, and removing barriers to accessing health services by establishing Oral Rehydration Points within communities. Rapid evidence generation also strengthened the prioritization of multi-sectoral response actions to ensure the cholera response is adaptive to the needs of affected communities.

South Sudan

South Sudan is subject to recurrent flooding due to high water levels from Lake Victoria and heavy rainfall. The situation is aggravated by neighboring Uganda releasing excess water from the Jinja dam. This results in increased displacement of people, destruction of crops and livestock, and heightened food insecurity. UNICEF South Sudan has developed a Preparedness and Response Strategy in concurrence with the Government of South Sudan/Humanitarian Country Team Flood Preparedness and Response Plan, June 2024. Based on this strategy, UNICEF uses community engagement approaches focused on displaced populations to ensure that every community is informed about WASH, Health, Education, and Nutrition interventions, while also reducing the risk of GBV and SEA. UNICEF is also strengthening its community feedback mechanism to ensure the views and perceptions of affected communities are considered and acted upon. Approximately 1,500 social mobilizers are regularly collecting views, concerns, perceptions, and suggestions from the community. A hotline managed by the South Sudan Council of Churches is in place to receive and process information from calls. Most calls asking for support are related to Education and Health issues or access to those services. An interagency national task force is in place to collect and systematically analyze data from different sources, including UNICEF implementing partners, and share the information with the responsible unit/department/sector for action. A package of community engagement tools have also been developed to reinforce community resilience through participation and dialogue around climate change topics, natural disaster emergencies, floods, displacement, and peacebuilding. This package equips community leaders and social mobilizers with the necessary skills to meaningfully engage with communities.

RESOURCES REFERENCE MATERIALS



- PSEA Assessment & PSEA Toolkit: For CSO Partners – UNICEF
Link: <https://digna.ca/docs/psea-assessment-psea-toolkit-for-cso-partners-unicef/>.
- Sample ToRs for Hosting a Feedback Mechanism Platform.
- Sample ToRs for a Common Feedback Mechanism.
- Feedback Complaint Form Blue Dots: Link: <https://bluedothub.org/feedback-and-complaints/>
- Example of feedback Form Onsite Services: Link: <https://www.jotform.com/form-templates/complaints-compliments-and-feedback-form?msockid=3bb354e8034c68193d3d417102da69cd>
- Examples of Feedback logbook: <https://communityengagementhub.org/ifrc-feedback-kit/>
- [Accountability to Affected Populations Handbook](#).
- [AAP resources page](#).
- [Integrating AAP into Country Office Planning](#).
- [IFRC \(2022\) Feedback Kit](#).
- [IFRC \(2020\) Hotline in a Box](#).
- Guidance Note on how to conduct SEA Risk Assessments: [Joint SEA Risk Assessment Technical Note | IASC / PSEA](#).
- Useful tools for risk mitigation: [Safety Audits](#) & [AAAQ Framework](#).
- [AAP Technical Brief no. 4: Leveraging and linking AAP and PSEA for a community-focused approach – experiences from 15 country offices](#).
- Plan International (2019) Child Friendly Feedback Mechanisms: Guide and Toolkit. Link: <https://plan-international.org/publications/child-friendly-feedback-mechanisms/>

For every child
Whoever she is.
Wherever he lives.
Every child deserves a childhood.
A future.
A fair chance.
That's why UNICEF is there.
For every child.
Working day in and day out.
In 190 countries and territories.
Reaching the hardest to reach.
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The most left behind.
The most excluded.
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And never give up.



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