



COMPLAINTS HANDLING POLICY AND PROCEDURES FOR INTERNATIONAL PROGRAMMES

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Note on terminology: the term "beneficiaries" is used to mean those specific individuals and communities that we serve through our work with our partners.

SECTION ONE

COMPLAINTS HANDLING POLICY

1.1 Rationale and Purpose of Complaints Handling for CAFOD's International Programmes

CAFOD's Vision, Mission and Values emphasise our belief in a world where every individual's rights and dignity are respected. Accountability at CAFOD means taking responsibility for listening to the needs, concerns and views of our supporters, donors, partners and the communities that they serve. It means acting on what they are telling us and being answerable to them for the decisions that we make. It means that we strive to improve the quality, learning and effectiveness of our international programmes as we place our partners and the communities that they serve at the centre of our work.

As part of an ongoing move to improve our accountability to all stakeholders¹, CAFOD is committed to establishing and implementing a Complaints Handling Mechanism (CHM) for managing, responding to and monitoring complaints within our International Programmes for individuals and organisations to raise issues and feedback to CAFOD.

CAFOD aims to establish a CHM that is user-friendly, safe and accessible, but that is also simple, efficient and effective and does not create undue bureaucracy. Our commitment to fairness, transparency, accountability and protection of vulnerable people is central to the development of this policy and it is these principles that will drive the implementation of complaint handling mechanisms with our partners.

CAFOD's CHM aims to:

- improve our accountability to our partners and beneficiaries
- ensure the respect and dignity of those wishing to raise an issue, concern or complaint about CAFOD
- raise awareness amongst partners, beneficiaries and other parties' right to raise concerns and complaints with CAFOD
- protect and guide CAFOD staff in handling complaints
- allow us to rectify mistakes
- alert us to problems in our work
- help us to continuously learn and improve
- strengthen the relationship between CAFOD and our partners
- improve the effectiveness of our programmes

CAFOD will set up procedures in order to receive and respond to complaints from partners.

For beneficiaries, CAFOD will support partners to put in place the most appropriate method in order that beneficiaries can raise complaints with us either directly or via the partner. To this end, CAFOD will promote the need for a complaints handling mechanisms with partners and will provide support to them in developing such mechanisms in line with the principles and practices outlined in this document.

Nothing in this policy should be understood as taking away the right of any individual, group or organisation to seek redress under any relevant legislation.

¹ Stakeholders: Staff of partner organisations, direct and indirect beneficiaries of CAFOD funded activities, other parties affected by the implementation of CAFOD funded activities.

1.2 Key Principles of a Complaints Handling Mechanism (CHM)

To ensure that a complaints mechanism is effective, trusted and therefore used depends on the following key principles:

Participation – Involve people at every stage

This policy outlines the main principles and procedures that will underpin any complaints CHM but unless the user-groups of the mechanism itself are included in the process of design and development of such, in any context, it is unlikely that it will be used. A successful and effective CHM will only be achieved if it is developed in a highly-participatory way with representatives from all stakeholder groups and if it is integrated into programme activities.

CAFOD will work with partners to ensure that mechanisms are set-up for their use that work in the best way for the partner and CAFOD. Working together, CAFOD and partners will in turn work with groups of our programmes to create user-friendly mechanisms that work for them.

Contextualisation and Appropriateness

Mechanisms for handling complaints must be appropriate to the specific context within which they are intended to operate. Any process must be localised. It must be appropriate to the local context of where it is intended to operate, be in keeping with local legislation and fit with the specific nature of the programme being implemented. Again this will only be achieved if designed in a participatory way in consultation with its stakeholders.

Safety

A safe CHM will consider potential dangers and risks to all parties involved in each process, including CAFOD and partner staff, complainant, witnesses and other parties involved. The mechanism should be designed to incorporate ways to prevent harassment, injury or harm to those wishing to raise an issue or complain. CAFOD will do its utmost to ensure confidentiality, offering physical protection if necessary and when possible, and to address the possibility of retaliation against those wishing to raise concerns or stand in witness.

Confidentiality

Confidentiality helps create an environment in which people are more likely to raise concerns, complain or stand in witness to bad practice or incidents of abuse. People might not raise concerns or complaints if they are in fear of reprisal or retaliation from CAFOD or partner staff or other community members or any other stakeholder in doing so. Confidentiality assures that any information given is restricted to a limited number of people and that it is not disseminated wider, therefore offering an element of protection and security to the complainant.

Transparency

A CHM is transparent when all users are aware of the procedures; that they understand its purpose, have had an input into its design, have sufficient information on how to access it and understand how it works. Information about a complaint mechanism should be freely available and people with concerns should be able to speak regularly and openly to CAFOD or partner staff about the operation of the mechanism itself. CAFOD must make clear who is responsible for handling complaints and communicating outcomes in any situation, be it CAFOD staff directly or partner staff.

Accessibility

A CHM must be available to be used by as many people as possible within any stakeholder group in the place where programmes are being implemented. If a mechanism is designed and developed in participation with stakeholders as above, users will have determined the most appropriate way of setting up a mechanism that works for as many within the stakeholder group as possible. For example: When setting up a CHM with a CAFOD partner for use by the partner themselves – what might work for members of that partner in an urban head-office situation will not work in the same way for a staff member based in a remote location with limited communication. Likewise for beneficiary users: do gender roles need to be considered in order that the CHM is

equally accessible to both? The mechanism may also need to be adapted to be accessible to young people or the elderly, for example.

1.3 Scope of Complaints Handling Policy for International Programmes

CAFOD is open to all comments and complaints about our work in the countries where we implement programmes and will consider complaints that are within the scope of our international programmes. A complaint is an expression of dissatisfaction about the standard or quality of our international programme work, or is related to the actions or lack of actions taken by CAFOD or partner staff or volunteers that directly or indirectly cause distress to the affected party.

Though many concerns are raised and discussed between CAFOD staff, partners and beneficiaries involved with programme activities, a formal CHM is required for those occasions when complaints cannot be resolved informally and an individual or organisation wishes to make their complaint a matter of record and to receive a formal response.

1.3.1 Who can make a complaint under this policy

Parties raising complaints about CAFOD's International Programmes may include (but are not limited to):

- individuals officially representing a partner organisation
- any individual member of staff of a partner organisation
- proxies for a member of staff of a partner organisation
- beneficiaries of CAFOD-funded activities
- other stakeholders affected by the implementation of CAFOD funded activities including local leaders, government representatives, representatives of other NGOs

CAFOD will accept anonymous complaints recognising that complaints may be legitimate and the complainant may have good reasons as to why they do not want to disclose their identity, although following up such complaints will be more difficult. CAFOD will make best endeavours to ensure that there will be no retaliation against a complainant in response to complaints made against CAFOD or a CAFOD partner.

1.3.2 Key areas and Types of Complaints

Key areas of possible complaint may include (but are not limited to):

- Partner programme implementation
- CAFOD funding and/or programme decision
- Behaviour / conduct of a partner staff member
- Behaviour / conduct of a CAFOD staff member
- Misuse of funds / fraud by a partner organisation or CAFOD
- CAFOD's process of defining a public policy / advocacy position

Complaints fall into two main types of complaint: **non-sensitive** and **sensitive**. A non-sensitive complaint is defined as one that concerns the implementation of activities or programme decision, or an advocacy/policy position taken by CAFOD or a partner organisation with whom CAFOD works in solidarity with. A sensitive complaint is typically a complaint about corruption, sexual exploitation or abuse, or another gross misconduct or malpractice of CAFOD or partner staff.

All complaints, whether sensitive or non-sensitive will be handled in a confidential manner. In some cases it may be necessary to disclose information to third parties. This will be decided on a case-by-case basis and, as far as possible, with the agreement of the complainant. As such these two types of complaints need to be handled in different ways taking specific requirements and any risks to parties involved into consideration.

Complaints that indicate a possible criminal offence has been committed should be referred, either by CAFOD or its partner, to the statutory authorities responsible for investigating such matters.

1.3.3 Recording, Monitoring and Reporting Complaints

Complaints will be recorded onto an internal CAFOD IT system known as “Complaints Management System – International Programme” (CMS-IP). It will have restricted staff access, and will support complaints being logged on receipt, actions tracked and outcomes recorded.

CMS-IP will have a reporting function that will enable CAFOD to monitor the type of complaints received, the procedures followed and from where the complaint originates. Reports will be generated and distributed regularly to senior management of CAFOD’s international programmes.

1.3.4 Learning from Complaints

Complaints will be used as feedback to the programmes and to identify any issues that need to be addressed in programme delivery or ways of working. CAFOD aims to adapt and evolve in response to all feedback received. Complaints should therefore be recorded in order to generate data through which possible weaknesses in assessing, planning, implementation, monitoring or evaluation can be identified.

CAFOD’s International Programmes Committee (IPC) and/or International Leadership Team (ILT) will review CMS-IP reports, agree improvement opportunities and next steps on a quarterly basis.

1.4 CAFOD’s Principles of Complaint Resolution

If, following an investigation, a complaint is found to be valid and against CAFOD, it is envisaged that the appropriate response will fall into one of three Resolution types:

- **Resolution #1 – Practice change:** An acknowledgement of the validity of the complaint, a demonstrable change of CAFOD or partner practice in the future, and reassurance to the complainant that there is a change in practice.

Examples: Erroneous/misleading information in a campaign or advocacy message. Poor staff attitude and behaviour in contact with partner, community. Unintentional misinformation or lack of information about eligibility for a service or goods distributed.

- **Resolution #2 – Making good:** Repairing/replacing the damage or omission i.e. ‘making good’ to the complainant(s).

Examples: Constructed transitional shelters fail to meet their stated design criteria due to use of poor quality materials. Listed beneficiaries fail to receive goods/services of an appropriate quality.

- **Resolution #3 - Restitution:** Providing restitution to the complainant(s) when the ‘loss’ or ‘damage’ is such that it cannot be made good.

Examples: Incidents of an extreme nature e.g. loss of life, limb, sexual abuse, child born as a result of abuse, HIV infection.

It is anticipated that the majority of responses to complaints that are substantiated after investigation will fall into “Resolution #1 – Practice change”. Our response will be a formal acknowledgement that practice fell short of the standards we set ourselves and reassurance that CAFOD’s practice will change as a result. No financial cost is involved.

Potential responses to “Resolution #2 – Making good”, imply a financial cost (whether goods or services). Wherever possible these will be written into the initial project budget e.g. additional 5% on specific budget line, and spent down proportionately as the project is implemented. However there will be occasions when this potential liability cannot be included in the budget and it will be necessary to accept this as a corporate liability. In the event that the project budget is unlikely to be able to meet the costs of “making good”, the Complaint Manager (see Annex B for a description

of complaints handling roles) must notify CAFOD's International Director within **one (1) calendar week** of becoming aware that the complaint may result in a corporate liability.

"Resolution #3 – Restitution" complaints need to be handled sensitively and carefully. Such complaints, no matter where fault is perceived to lie, must be notified by the Complaint Manager to CAFOD's International Director **within one (1) calendar week** of becoming aware that the complaint may require restitution.

Where the International Director has been notified about a complaint, s/he will decide whether to convene a reduced Corporate Emergencies Group (CEG) to consider what the appropriate course of action should be.

1.5 Management and Responsibility

A key element of a good CHM will be the open promotion of the mechanism and the continuing reiteration of our readiness to receive complaints. All staff have a responsibility to constantly remind stakeholders of our policy and that we are all available to receive complaints at any time. It needs to become a part of CAFOD culture to remind those with whom we interact that they can make a complaint about things that they are unhappy with. It is this ongoing promotion of this policy that will operationalise it and integrate it into our ways of working.

Country Representatives and Programme Managers have a particular responsibility for developing and implementing mechanisms with partners to prevent malpractice or abuse. In practice, this means that programme managers are primarily responsible for localising, implementing and monitoring CHMs within each country programme and are responsible for encouraging and supporting complaints mechanisms in partners for beneficiaries. They also need to ensure adequate training, support, tools and resources are available for staff in order for them to effectively operate the complaints mechanism.

Individual arrangements for disseminating this policy "in-country" will be put in place by Country or Regional Representatives with partners based on guidance from CAFOD HQ and other resources. These plans will take into account local conditions, attitudes and context in order that the local procedures are accessible and that people can file a complaint effectively and safely.

SECTION TWO

COMPLAINTS HANDLING PROCEDURES

2.1 Communicating and Establishing the Complaints Handling Mechanism (CHM)

All relevant stakeholders need to be fully informed and made aware of CAFOD's policy and procedure for handling complaints in our international programmes. CAFOD will communicate with partners about their right to complain and seek redress, will explain the full scope of this policy and procedures will discuss what constitutes a valid and invalid complaint and will establish how a complaint can be made in accordance with the key principles above².

CAFOD will communicate with partners in a number of different ways and at all stages of the process, including:

- as part of ongoing relations and correspondence between CAFOD and partner staff and offices
- in partner meetings
- as part of partner agreements
- during monitoring visits and needs assessments
- via CAFOD website

CAFOD will agree with partners how to communicate our policy with beneficiaries of programmes (including children in appropriate and child-friendly ways) and to establish procedures for accessing CAFOD in participation with them. CAFOD will support partners in this process and equip them with the necessary tools to ensure that any mechanism is underpinned by the key principles outlined above.

2.2 Receiving Complaints

The complaints handling flowchart and description (see Annexes A and B) presents an overview of the process that CAFOD will use to respond to complaints from partners and from beneficiaries.

Formal complaints must be made in writing either directly from the complainant or via someone acting on their behalf. A CAFOD staff member, or a partner staff member, may take on this role of acting on behalf of the complainant if they are contacted directly about a complaint although only CAFOD staff have access to CAFOD's Complaints Management System – International Programmes (CMS-IP).

Complaints should be made in writing or via e-mail to the CAFOD Complaint Manager responsible for the geographical area relative to the complaint - Refer to Annex C for a full list of such contacts. If the Complaints Manger is implicated in the complaint then a formal complaint must be submitted to the published Regional Manager.

If a complaint is received by telephone or in person but cannot be dealt with at the time of the conversation, the complainant must be made aware of the Complaints Handling Procedures. It is the complainant's decision whether to formally submit a complaint, with the support of CAFOD or partner staff as necessary.

In order to ensure confidentiality complaints submitted to CAFOD will be opened only by the Complaints Manger or their delegate. The complainant will be sent confirmation of receipt of complaint within 1 calendar week.

All complaints will be logged centrally on CMS-IP.

² CAFOD will engage with partners in a planned manner over a period of time appropriate to the nature of the relationship with the partner, and the type of programme and project work.

2.3 Processing and Investigating Complaints

It is the responsibility of the Complaint Manager to determine the type and nature of the complaint and thus decide on the specific Policy or programme / project documentation that it relates to and which needs to be followed. In-line with this, the Complaint Manager will agree with his/her line manager the most appropriate action to take and how the complaint will be investigated. The roles and responsibilities of CAFOD and partner staff and any other parties involved in the complaint will be agreed at this time depending on the type and nature of the complaint.

The nature and seriousness of the complaint will determine how the investigation should be conducted:

- (a) **Programme funding / implementation** In cases of complaints related to programme decisions/implementation the investigation will be managed by the Programme Manager supported by programme/project documentation. Such cases are classed as *non-sensitive*.
- (b) **Sexual abuse, abuse and exploitation** In cases of complaints relating to sexual abuse, abuse and exploitation, particularly involving children, the investigation will be undertaken in accordance with the Child Protection Policy. *[Note: In the future the Safeguarding Children and Vulnerable Adults policy will be used.]* The Director of Organisational Development and People (ODP) will manage any such investigation. Such cases are classed as *sensitive*.
- (c) **Misuse of funds / fraud** In the case of alleged financial misconduct the Director of the Finance and Services Division (FSD) must be informed and the make up of the investigation team will be decided by him/her in consultation with the most senior manager in the relevant location/department. Relevant policies are the fraud and loss policy and the code of behaviour and associated policies. Such cases are classed as *sensitive*.
- (d) **Misconduct (excluding those of a sexual nature)** In cases of alleged misconduct of CAFOD staff *not* of a sexual nature, the investigation should be managed by the line manager's manager. Relevant policies which may be applicable are the code of behaviour and associated policies, grievance policy, disciplinary policy and whistle blowing policy. Such cases are classed as *sensitive*.

Investigations will be carried out confidentially and only a limited number of persons who need to know about the complaint will be involved in the process. Investigations will be conducted following CAFOD's Investigation Guidelines. These guidelines are written for investigators as to how to manage and conduct an investigation. It contains guidance on concerns about possible reprisals against complainants or witnesses and guidance on identifying risks at the start of the process. The designated Complaint Handler is responsible for addressing and monitoring these. Investigations vary in timeframe depending on their complexity; however, the aim is to conclude investigations within 6 calendar weeks of receiving the complaint.

If a finding of malicious complaint by another member of staff is reached, sanctions will be pursued against the complainant.

2.3.1 Complaints to CAFOD

Where a complaint is received from a partner or beneficiary which relates to CAFOD activities or CAFOD staff, CAFOD will deal with the complaint. It will be handled under the relevant policy and procedures as detailed above or with reference to specific programme/project documentation

Where a complaint is received from a beneficiary which relates to partner activities or partner staff, CAFOD will refer the complaint to the most senior member of staff of the organisation, unless it is unsafe or inappropriate to do so due to the nature of the complaint:

- If the complaint is *non-sensitive* in nature CAFOD will support the partner to take responsibility to handle the complaint with the beneficiary to a resolution.
- If the complaint is *sensitive* CAFOD will need to decide on the best way to handle the complaint in line the principles as set out in this policy. If sensitive but of a nature that can

be handled under the partner's own organisational policies and procedures CAFOD will support the partner in the process. If the complaint is sensitive and more serious in nature and poses greater risk to all involved, it will be necessary for CAFOD to handle and investigate with the complainant directly. CAFOD will agree the processes to be followed with the partner CEO or independent equivalent.

2.3.2 Complaints from beneficiaries or partners about external organisations

If CAFOD receives a complaint from a partner or a beneficiary that is related to the activities or staff of a non-CAFOD funded programme or organisation, the complaint will be referred directly to the organisation concerned or to local ombudsman to mediate and manage the complaint, where possible. It might be necessary for CAFOD to support the complainant to seek a local ombudsman or to report to their local authorities and support services as appropriate and where safe to do so.

In all cases outlined above, any process agreed, action taken and outcomes reached will be recorded onto CMS-IP although for sensitive complaints the detail captured on CMS-IP will be limited.

2.4 Feedback and Support for Complainant and Implicated Parties

CAFOD and/or partners responsible for handling a complaint will provide feedback to the complainant and those implicated in the complaint as appropriate

- In *sensitive* cases the complainant does not 'own' the complaint so, strictly speaking, s/he has no 'right' to know the outcome of the investigation, particularly where it results in disciplinary action for a member of CAFOD staff as this is a confidential matter between CAFOD and the staff member. In such cases it will generally be sufficient to say that the complaint has been substantiated (and referred to management for a decision on discipline) or that the complaint is not substantiated. When giving this explanation, the identities or the evidence of other witnesses should never be disclosed.
- For *non-sensitive* complaints the complainant/s will be kept up-to-date and informed throughout on the decisions made, the investigation processes to be followed and timeframe towards a resolution. CAFOD will offer and agree any support that might be required by the complainant or any involved party whilst the procedures are being followed.

Where possible, the complainant must be informed within 2 calendar weeks of receipt of complaint about the case and be given a date when they can expect to receive a full report of the outcome of the processes taken. Timeframes for dealing with a complaint will vary due to the nature of the complaint or for procedural reasons and complainant will be kept informed of progress.

2.5 Resolution and Right to Appeal

It is in the interests of both the complainant and CAFOD to ensure that any complaint is satisfactorily resolved. Should the person making a complaint not feel satisfied with the outcome despite having had the opportunity to request further clarification or feedback, they can submit a formal appeal directly to CAFOD's International Director or CEO or a Trustee. This can be done in writing, by letter or e-mail, to the following addresses:

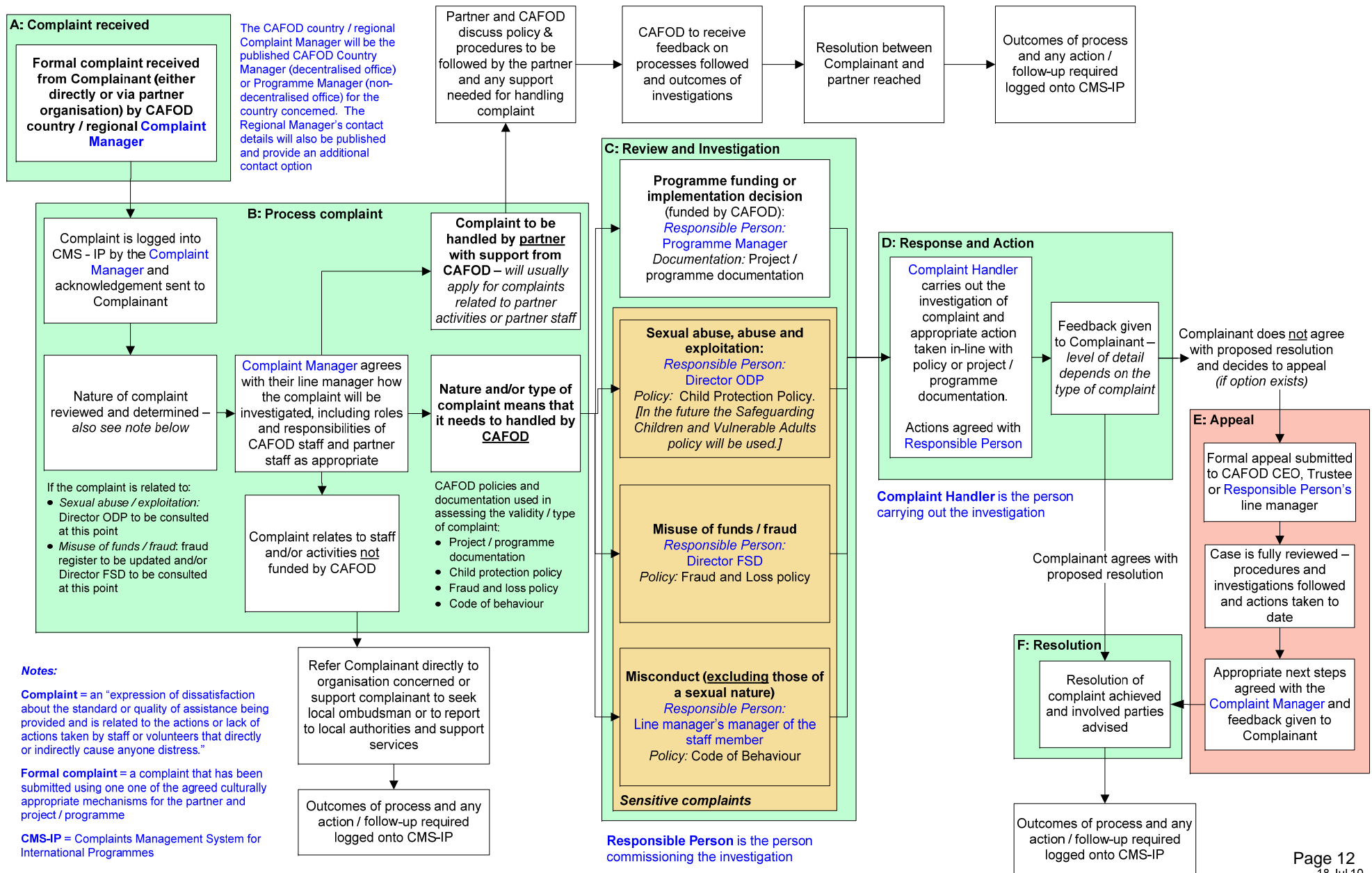
Geoff O'Donoghue, Email godonoghue@cafod.org.uk
Chris Bain, Director, Email cbain@cafod.org.uk

Address: CAFOD, Romero House, 55 Westminster Bridge Road, London, SE1 7JB.
Phone +44 (0)207 095 5500

Chairman of the Trustees - Bishop John Rawsthorne, Bishop of Hallam
Email bishopofhallam@btinternet.com

At this point the case will be fully reviewed. All the procedures and investigations that have been followed, the outcomes and the actions taken to date will be assessed. The most appropriate next steps will be agreed with all involved parties. A CAFOD representative will be designated to respond and keep the complainant and involved parties up-to-date as necessary on the appeal process. Resolutions will be agreed and outcomes thereof and any actions taken will be recorded in the CMS-IP system.

Annex A: COMPLAINANT TO CAFOD FLOWCHART – from an external stakeholder affected by the implementation of CAFOD funded international programme activities; “stakeholders” include beneficiaries of the project, local leaders, government representatives etc



Annex B: CAFOD Complaints Handling Process description - for complaints directly or indirectly to CAFOD

A: Receive complaint

- **Complainant:** Issue complaint either directly to the CAFOD Complaint Manager (in writing via letter or email) or via a member of the programme delivery team (verbally or in writing)
- **Complaint Manager:**
 - Receive complaint in writing, either directly from the complainant or via someone acting on their behalf
 - Log the complaint onto the CMS-IP system and send acknowledgement of receipt of complaint to the complainant or the complainant's representative (within **1 calendar week** of receipt of the complaint)

B: Process complaint

- **Complaint Manager:** Discuss and agree with their Line Manager the nature of the complaint:
 - a) programme funding / implementation
 - b) sexual abuse and exploitation
 - c) misuse of funds / fraud
 - d) misconduct (excluding those of a sexual nature) or
 - e) the complaint does not relate to activity or staff funded by CAFOD.

For complaints related to sexual abuse / exploitation or misuse of funds / fraud the Director of ODP and Director FSD (respectively) must be advised

- **Complaint Manager:** Assign the complaint to the appropriate Responsible Person via the CMS-IP system -
 - For programme funding or implementation complaints, the relevant **Programme Manager**
 - For sexual abuse and exploitation, the **Director of Organisational Development and People** (ODP)
 - For misuse of funds / fraud, the **Director of Finance and Services** (FSD)
 - For misconduct (excluding misconduct of a sexual nature), the **line manager's manager** of the staff member

C: Review and investigate complaint

- **Responsible Person:**
 - Review the complaint, decide actions to be taken with reference to CAFOD procedures and identify risks e.g. potential reprisals against complainants or witnesses
 - [Usually] Delegate the complaint to a Complaint Handler to carry out the investigation - by reassigning the complaint on the CMS-IP system
- **Complaint Handler:** Contact the complainant (within **2 calendar weeks** of receipt of the complaint) to inform them about the case and provide a date when they can expect to receive further information about the complaint. For complaints that do not relate to activities or staff funded by CAFOD, refer the complainant directly to the organisation concerned or support the complainant to seek local ombudsman or to report to local authorities and support services
- **Complaint Handler:** Investigate the complaint in line with policy or project / programme documentation, keeping the status of the investigation updated on the CMS-IP system

D: Response and action

- **Complaint Handler with support from Responsible Person:**
 - Take action in line with policy or project / programme documentation. For non-sensitive complaints, record a summary of action taken in the CMS-IP system. For sensitive complaints, only the status of the complaint needs to be recorded in the CMS-IP system as full details will be held by the relevant Responsible Person
 - Address and monitor any risks e.g. about reprisals against complainants or witnesses
- **Complaint Handler:** Contact the complainant (within **6 calendar weeks within receipt of complaint**) to give them feedback about the conclusion of the investigation
 - For sensitive complaints, confirm whether or not the complaint was substantiated and what is going to happen next (if anything)
 - For non-sensitive complaints, provide a report of the outcome of the processes taken
 - For more complex cases where the complaint has not been able to be resolved within 6 calendar weeks, provide a progress update to the complainant
- **Complaint Handler with support from Responsible Person:** If the complainant does not seem satisfied with the outcome, discuss their concern and offer to provide further clarification or feedback where possible (e.g. for non-sensitive complaints). If complainant is still not satisfied, refer them to the appeals process
- **Complaint Manager and Responsible Person:** Monitor progress via the CMS-IP system and chase up if necessary

E: Appeal

- **Complainant:** Submit a written formal appeal either directly to one of CAFOD's Appeals Managers, via email or post to CAFOD, Romero House, Westminster Bridge Road, London
 - International Director (Geoff O'Donoghue, godonoghue@cafod.org.uk)
 - CEO (Chris Bain, cbain@cafod.org.uk)
 - Chairman of the Trustees (Bishop John Rawsthorne, bishopofhallam@btinternet.com)
- **Appeals Manager:** Initiate a full review into the procedures that have been followed, the outcomes and actions taken. Agree appropriate next steps and designate a CAFOD representative to respond and keep the complainant and involved parties up-to-date as necessary on the appeal process

F: Resolution

- **Complaint Handler / Appeals Manager:** Advise involved parties that resolution of the complaint has been achieved and record actions taken in the CMS-IP system
- **Complaint Manager:** Monitor progress of the complaints they initiated via the CMS-IP system and follow-up with the relevant responsible person to ensure all complaints are satisfactorily resolved and closed down on the CMS-IP system

G: Organisational learning

- **Accountability Development Officer:** Produce quarterly reports from the CMS-IP system for review at the Quarterly IPC meeting
- **ILT and/or CLT:** Review CMS-IP reports, agree improvement opportunities and next steps.

Annex C: CAFOD Complaint Manager contact list

Please refer to the on-line version of the Complaint Manager list