

CARM Feedback Grades and Required Actions

Category	Type	Description	Example	Action
Grade 1	Positive feedback	Any positive information about the program, organization	Satisfaction or thanks expressed for an intervention, activity program, or Mercy Corps in general.	→ Forward all feedback to PM/point person on program team
	Suggestions	Any suggestions not resulting from dissatisfaction with program activities	Suggestions or recommendations for a different type of activity, good, or quantity of goods.	→ Respond to all requests for information → Respond to all suggestions that were not submitted anonymously
	Request for information	Question on program activity or related details such as distribution.	Asking for more information related to a program or the organization.	→ Acknowledge receipt of all positive feedback (advisable, but not required)
Grade 2	Requests for assistance	Any request for support that is not expressed as a complaint	Asking for help or support from Mercy Corps or another agency; an external referral to another NGO may be necessary if Mercy Corps does not provide the services requested.	→ Forward all feedback to PM/point person on the program team → Respond to all requests
Grade 3	Minor dissatisfaction with program activities with no safety risk	Dissatisfaction with a program activity or any related feedback which has no major safety or danger risks	Missing items from kits, minor poor quality items/services/facilities (no impact on safety), delays in services, lack of follow-up by Mercy Corps, dissatisfaction with services, dress code, or selection criteria, rudeness by Mercy Corps or partner staff.	→ Forward all feedback to PM and point person on the program team → Make appropriate adjustments for current and future interventions → Respond to all feedback that was not submitted anonymously
Grade 4	Major dissatisfaction with program activities or the behavior of Mercy Corps Team Members or Partners, ¹ that has a potential impact on safety or wellbeing	Any feedback about an activity that is related to safety risks or danger of people, programs or organizational reputation that does not rise to the level of Grades 5 or 6. If any uncertainty, elevate to Grade 5 or 6.	Scheduled services didn't happen, poor quality items that may affect safety were distributed, refused eligible services and/or inclusion/exclusion errors based on selection criteria, unsafe facilities, poor quality infrastructure, playgrounds near dangerous areas / safety hazards, dissatisfaction with distribution locations, safety concerns related to program activities..	→ Forward all program activity-related feedback to DoP, security and PM/point person on program team; Case Management Committee → For feedback related to the behavior of staff or partners, forward to DoP, CARM focal point, security, and HR; Case Management Committee
		Allegations of inappropriate behavior or misconduct by Mercy Corps Team Member or Partners, that does not rise to the level of Grades 5 or 6. If any uncertainty, elevate to Grade 5 or 6.	Lack of safety or endangering of beneficiaries and community members in any non life threatening way, petty theft, destruction of property / vandalism, verbal abuse, favoritism, bullying, harrassment and discrimination, or other related inappropriate behavior by Mercy Corps staff, partners, volunteers, consultants, service providers.	→ Make appropriate adjustments to activities for current and future interventions → Respond to all feedback that was not submitted anonymously
Grade 5	Fraud or corruption by Mercy Corps Team Members or Partners	Allegations of fraud or corruption by Mercy Corps Team Members or Partners	Corruption including fraud, theft, embezzlement, unapproved conflicts of interest/undisclosed relationships, false claims, bribery/kickback, or preferential treatment; potentially systemic beneficiary inclusion/exclusion errors or discrimination; falsification of documents including beneficiary lists, vendor selection, expense reports; providing information that leads to unfair advantage, material support for armed or terrorist groups.	→ CARM focal point or their supervisor to immediately report to HQ Ethics team (Integrity Hotline) and notify CD* → Make adjustments to activities / staffing based on outcome of investigation
Grade 6	Sexual exploitation and abuse, child abuse, sexual misconduct, human trafficking by Mercy Corps Team Members or Partners	Allegations of child abuse, human trafficking or sexual exploitation by Mercy Corps Team Members or Partners	Sexual advances towards community members or children, asking for sexual favors in return for assistance, use of or threats of physical violence by Mercy Corps staff or partner staff, procuring commercial sex acts, or charging application/employee recruitment fees; child abuse may include physical, emotional, or sexual abuse or neglect of children by Mercy Corps team members or partners.	→ CARM focal point or their supervisor to immediately report to HQ Ethics team (Integrity Hotline) and notify CD and safeguarding focal point* → Make adjustments to activities / staffing based on outcome of investigation

*For Grade 5 and 6 feedback, the CD and safeguarding focal point (for Grade 6) will only be copied on the initial communication to the HQ Ethics team if the feedback does not name or in any way implicate them in the incident. If there is any question around the potential involvement of the Country Director, they will not be informed until guidance is provided by the Ethics team.

¹ Section 2 of the Mercy Corps "Ethics Complaint and Whistleblower Policy" defines "team members" as: members of Mercy Corps' Boards of Directors, officers, management, team members, seconded employees, interns, and volunteers; and "Partners" as: Sub-recipients, partner organizations, contractors, outside experts (including attorneys), consultants, agents, representatives, and any other organization or individual that acts on Mercy Corps' behalf or at Mercy Corps' direction.