



Consultation Meeting organised by Educo Bangladesh
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Educo's Suggestions, Complaints & Commendations Policy



A framework for collecting stakeholder feedback and managing responses to ensure continuous learning and improvement.

Educo is governed by the principles and values set out in their **Global Impact Framework 2020-2030**. In addition to their commitments to transparency, participation and more, Educo is committed to a culture being open to constructive criticism and of continuous learning and accountability to ensure that the work they carry out has a transformative positive impact on the people and communities they aim to serve.

One of the ways that Educo works to meet their commitment to continuous improvement and learning is through involving the people and communities they serve (especially children and youth) in their evaluation and learning processes. To facilitate this, they have developed a **Suggestions, Complaints, and Commendations Policy (SCC)**, which establishes the process for setting up and managing various SCC mechanisms. The policy informs stakeholders of the responsibilities of the various actors in the SCC management process and provides recommendations for managing suggestions, complaints, or commendations (SCCs) in the best possible way. These mechanisms are one of the key ways that stakeholders can provide feedback on Educo's work, thus enabling them to shape and evaluate the programmes and projects that impact them.

This approach promotes Dynamic Accountability by creating spaces for continuous and meaningful dialogue with their stakeholders, allowing Educo to be more responsive to their diverse needs and priorities - helping to build trust and strengthening the impact and sustainability of their work. Educo is also holding themselves dynamically accountable to their stakeholders by engaging them not only in monitoring and evaluating Educo's programmes through the SCC mechanisms, but also by engaging them in the process of designing and implementing the mechanisms themselves.

Through periodic consultations, Educo ensures that the SCC mechanisms are accessible and meet the needs of their stakeholders.



[Download the **Suggestions, Complaints, and Commendations Policy**](#)





How it works

The SCC Policy serves as a reference framework for the entire organisation. Inline with the global SCC Policy, **each Country Office (CO) adapts the policy and translates it into local languages in order to meet the needs of a given context**, including the mechanisms put in place for submitting SCCs. National SCC Committees established in each COs promote the policy widely with their various stakeholders (currently, the policy is being implemented in : Bangladesh, Benin, Bolivia, Burkina Faso, El Salvador, Guatemala, India, Mali, Nicaragua, Niger, Philippines, Senegal and Spain). To assist the National SCC Commissions in implementing and managing the SCC mechanisms, Educo has developed a 'Guide to designing and implementing SCC mechanisms' and conducts training sessions with National SCC Committees and Programmes staff to ensure awareness of the policy and process.

Once the policy has been localised by a CO, the National SCC committees **work with their stakeholders, including children and youth, to select the appropriate SCC mechanisms and adapt them to ensure maximum accessibility and that they reflect the needs and priorities of their stakeholders**. These mechanisms can be both online and/or offline. Some examples include online portals, physical mailboxes, social media, email addresses, and public events and meetings. These mechanisms are not only available for the people and communities that Educo is working for and with, but also their staff, local partner organisations, service providers, and all other stakeholders who are impacted by their work (see next page to learn how the policy has been guiding the design of in-person meetings to gather community feedback in Bangladesh).

When a SCC is submitted, Educo aims to manage it in a timely manner. Depending on the nature of the SCC received, the established management process will ensure that the appropriate departments are involved in their resolution, and that the person that submitted the SCC is informed during each step of the process and in the end has the opportunity to evaluate how satisfied they were with the process and how their SCC was resolved (unless the SCC was submitted anonymously).

Transparency is an important component of the SCC management process. The National SCC Committees are required to register all SCCs received and how they were resolved, and then pass this information annually to the Global SCC Commission. This information is published annually in reports that share the number of SCCs reported by each CO and which mechanisms were used - and how Educo is responding. These reports are shared with the people Educo works for and with, **allowing their stakeholders to hold them to account - ensuring that they respond to the feedback they receive and adapt their programmes and ways of working accordingly**. By regularly monitoring SCCs, the SCC Committees can identify trends and use the data collected for course correction and improving programming.

Since implementing the policy, Educo has observed an increase in the number of SCCs received, demonstrating greater stakeholder engagement and trust in the process. Treating the SCCs as opportunities for improvement demonstrates **Educo's commitment to openness, participation, continuous learning, and dynamic accountability, ultimately aiming to have a transformative positive impact on the people and communities they serve**.

Lessons Learned

Engaging stakeholders in evaluation, design, and implementation processes fosters continuous improvement and builds trust, ensuring that programs meet diverse needs and priorities effectively.

Maintaining transparent SCC management, timely resolutions, and annual reporting promotes accountability and allows Educo to use feedback constructively for ongoing improvement and transformative impact.



THE SCC POLICY IN ACTION: Educo's Open Days in Bangladesh



Educo Bangladesh is located in Dhaka, but Open Days were conducted in 8 locations throughout the country with 9 local partners

Educo Bangladesh, together with their partners, has adapted Educo's global SCC Policy to the local context, translating it into local languages and aligning it with existing practices. Using the adapted SCC policy as a guide, Educo Bangladesh have engaged in a variety of activities to comply with the policy, for example installing SCC boxes in several adolescent and youth clubs at different project intervention areas, and introducing a dedicated cell phone number (for submitting SCC) that is managed by the national SCC core committee in Educo Bangladesh. Additionally, Educo Bangladesh has conducted events to gather feedback from their stakeholders, including their **Open Day events** held once annually across different locations they work in.

These events are designed with the help of their 'Open Days' guide and using a participatory co-design approach by incorporating the directly engaging their stakeholders to share suggestions from the design stage to implementation. Different stakeholders were invited through individual meetings to share beforehand the kind of information they would like to receive about Educo, and the format in which they would like to receive it. These preferences helped in the preparation of the information shared during the event. Educo also formed an Open Day Commission, which not only engaged staff but also partners, right holders and duty bearers to prepare execution plans and organise the event at different locations where Educo and its partners has been implementing the projects currently.

Examples of Activities and Channels for Feedback: microphones and portable SCC boxes for verbal and written feedback, assistants to help participants write their SCCs, dedicated phone number and email address for SCC submissions, and distribution of writing materials - plus SCC mechanism leaflets.

As an organisation dedicated to improving the lives of children and youth, Educo took careful consideration in designing Open Day events that were child-friendly and aligned with their **Child Safeguarding Policy**. Some considerations taken include ensuring consent from parents and/or legal guardians for participation, child-friendly seating arrangements and materials, supervised transportations to/from events, as well as inclusive criteria for child and adolescent participation (age, education level, gender, sexual identity, etc).

Educo's Bangladesh's Open Day events have been successful in engaging stakeholders (by 2023, a total of **799 people** were reached) and have gathered valuable feedback, leading to adaptations in Educo's work. Participants of the events were pleased with the opportunity to attend the events and share their feedback and Educo has been able to **adapt their work to better serve the communities they work in.**

What are Open Day participants saying?

'I think the open day and consultation meeting is like a reflection of the field activity. It is a good platform for expressing our feelings towards the projects.'

Md. Rahim Uddin, Upazila Education Officer, Ranisankail, Thakurgaon

Please note: Open Day events not only collect feedback but also share project information, financing, resource allocation, and desired outcomes, extending beyond the scope of the SCC Policy.

Want to learn more about Educo's SCC system and Open Days?



Watch our 2023 Dynamic Accountability Dialogue: Dynamic Accountability in Practice to head about the global policy and system, plus hear from Educo Bangladesh sharing their experiences with localising the policy and their Open Days.



The SCC system was featured in our [Good Practice Library](#).

Also check out Educo's Global SCC Annual Reports ([2021](#)) and ([2022](#)) to see the types of feedback received, mechanisms used, and how Educo has responded and adapted their work.



Educo, a member of the ChildFund Alliance, is dedicated to promoting fair and equitable societies that guarantee the rights and well-being of children and their communities. They operate directly in 14 countries and are present in many more through their alliances.



The **Dynamic Accountability Guidebook** is practical guide for organisations on their journey towards becoming more dynamically accountable - no matter their starting point. It offers a simple introduction to dynamic accountability - what is it and why organisations should practice it - plus a series of case studies demonstrating how different organisations are putting dynamic accountability into practice.



Accountable Now is a global membership platform that supports civil society organisations to be more transparent, responsive, impact-focused, and community-led. For more than 15 years, we have been working to shift power, champion equity, and embed dynamic accountability into everyday practices.

Our work focuses on supporting civil society organisations to continuously reflect, learn, and adapt to strengthen or embed new ways of working grounded in processes of inclusive, participatory and meaningful engagement with all stakeholders. It goes beyond monitoring & evaluation, due-diligence and compliance, driving accountability as a dynamic process that centres communities' voices, feedback, and preferences.

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