



BARN OCH KVINNOR ORGANISATION

Faith • Action • Results

FEEDBACK AND COMPLAINTS POLICY

A Safe, Accessible and Accountable Mechanism for Feedback, Complaints and Appeals

Document Reference	Version	Date of Issue	Next Scheduled Review
BOK-POL-015	1.0	May 2025	May 2026

1. Purpose of Policy

Policy Statement

Barn Och Kvinnor Organisation ("BOK", "the Organisation") is committed to high standards of honesty, integrity and accountability. In line with our values and Code of Conduct, we promote and support a culture of respect, ethical behaviour, corporate compliance and good governance.

Receiving feedback and responding to complaints is an important mechanism for the Organisation to monitor and improve performance, and to be accountable to our stakeholders, including our donors, the beneficiaries and communities where our activities are implemented, and our partners.

Purpose of Policy

The purpose of this Policy is to:

- provide a process through which any person can provide feedback, make a complaint or lodge an appeal; and
- outline the way in which the Organisation manages and resolves feedback and complaints.

2. Scope

What is a complaint?

We define a complaint as an expression of dissatisfaction about the standards of service, actions, or lack of action, by the Organisation, its staff, partners, or anybody directly involved in the delivery of our work.

Complaints could include, but are not limited to, the following:

- a criticism relating to the quality of programme delivery, including services provided to children with disabilities, children living with HIV, or women and widows supported by our programmes;
- dissatisfaction from a donor or supporter about a particular fundraising approach or campaign;



- a concern about the standards of service provided by staff, volunteers, contractors, suppliers, partners, or others acting on behalf of the Organisation.

What is feedback?

Feedback is information offered in relation to our activities or performance, with the aim of improving our services. Feedback may:

- be general in nature, for example outlining a barrier or limitation to our services;
- be neutral or positive, for example a compliment; or
- suggest improvements to our programmes or operations.

Who does this policy apply to?

Feedback or complaints can be made by any beneficiary, community member, donor, partner organisation, or any member of the public, whether an individual, civil society organisation, government body, company or other entity.

Staff have a separate avenue for raising concerns or providing feedback about their employment and should refer to the Organisation's Human Resources Policy and internal grievance procedure.

This Policy applies to the Organisation's operations in all locations in which it works, including all donor-funded programmes.

What is not covered by this policy?

- any concern of misconduct, as defined in the Organisation's Whistleblowing Policy, including but not limited to dishonest, fraudulent or corrupt behaviour, abusive or exploitative behaviour, serious misuse of information, and any discrimination or harassment — these are addressed under the Whistleblowing, Safeguarding and PSEA policies;
- complaints by staff about other staff, or a personal work-related grievance, which are addressed under the Organisation's internal grievance procedure;
- requests to amend or update donor records, communication preferences, or to manage a recurring gift subscription;
- requests for donation refunds.

3. Policy Details

Principles

The Organisation values and encourages all forms of feedback and complaints. We believe that our stakeholders can help hold us to account, and that their feedback and voice will improve the quality of our work. The Organisation is committed to:

- providing the opportunity for people to safely express their opinions or dissatisfaction in an easy and accessible way, including for beneficiaries with low literacy, language barriers or disabilities;
- fairly, responsively and efficiently handling complaints or concerns;
- using information collected through feedback, complaints and appeals to continuously improve our services; and
- not adversely affecting anyone as a result of making a complaint, or a complaint being made on their behalf.



How to Provide Feedback or Make a Complaint

Feedback and complaints can be made via:

- email: info@barnochkvinnor.org; or
- in person: to any member of BOK staff, or through community-based feedback mechanisms established at programme sites.

A complaint may be made anonymously, though the Organisation's ability to resolve it may be affected if no contact with the complainant is possible.

If your concern relates to misconduct, please refer to the process outlined in the Organisation's Whistleblowing Policy, and other relevant policies, including the Anti-Corruption Policy, the Safeguarding Policy, and the PSEA Policy.

How Will a Complaint be Managed?

Everyone who makes a complaint to the Organisation will be treated with courtesy and respect. In return, the Organisation expects people who make a complaint to communicate their concerns fairly and appropriately. We expect that all parties involved in a complaints process will act respectfully throughout and maintain confidentiality during the process. Any form of interference with the process of following up a complaint, such as harassment or abusive behaviour, may impact the outcome of the complaint.

The Organisation will:

- acknowledge the feedback or complaint received within 5 working days;
- assess the complaint, including determining whether the concern raised is in scope of this Policy — if the concern is an allegation of misconduct or a staff grievance, it will be referred to the appropriate process under the relevant policy;
- assess the complaint for severity, complexity and impact, to decide by whom the complaint should be managed;
- review and resolve complaints within 30 business days, during which the person responsible for managing the complaint will: communicate with the complainant, where required, to clarify the outcome sought and gather further context; review the activity or behaviour subject to the complaint, including engaging with any person complained about and other relevant stakeholders; and, where appropriate, apologise for any wrong and take action to address or rectify the issue;
- inform the complainant and the relevant BOK staff member of the outcome, acknowledging that some details may not be shared in order to comply with confidentiality and privacy obligations;
- maintain accurate records of all communications; and
- use information and outcomes to identify continuous improvement opportunities for the Organisation's programmes and services.

Appeal and Escalation Process

If you are unsatisfied with the Organisation's response to your complaint, you may seek a review of that response.

Internal Appeal

The relevant member of Senior Management will review all information pertaining to the complaint, to determine whether due process was followed and whether the resolution was appropriate. If that person was involved in the initial management of the complaint, the appeal will instead be reviewed by another member of Senior Management or a



designated Board member. This review will be completed within 30 business days of the request being received, and the outcome will be communicated to the person who lodged the appeal.

External Escalation

Where a complaint concerns a breach of donor-specific standards, complainants may also raise the matter directly with the relevant donor or institutional funder in accordance with that donor's own complaints and accountability mechanisms, including Sida, EU institutions, or other bilateral and multilateral partners funding the Organisation's work.

Where the Organisation is a member of a national or international NGO coalition, umbrella body, or self-regulatory scheme, complainants may also raise concerns relating to breaches of the applicable code of conduct with that body.

Privacy and Confidentiality

The Organisation respects your privacy and will treat information collected through the feedback and complaints process confidentially, in accordance with the Data Protection and GDPR Policy. Information will only be shared with the consent of the complainant, or where required to assess and resolve a complaint or appeal.

4. Related Policies and Procedures

- Data Protection and GDPR Policy
- Safeguarding Policy
- PSEA Policy
- Whistleblowing Policy
- Anti-Corruption Policy
- Equal Opportunities Policy
- Human Resources Policy

5. Supporting Documents and References

Legislation

- EU General Data Protection Regulation (GDPR)
- Applicable national charity, non-profit and data protection legislation

BOK Documents

- BOK Constitution
- BOK Whistleblowing Policy
- BOK Safeguarding Policy
- BOK PSEA Policy
- BOK Anti-Corruption Policy
- BOK Human Resources Policy

Other Supporting Documents



- Sida Civil Society Organisation accountability and complaints requirements
- Relevant EU institutional donor accountability frameworks
- Applicable national NGO self-regulatory or umbrella body codes of conduct

6. Policy Owner

This Policy is owned by Senior Management, on behalf of the Board of Directors.

7. Implementation and Communications

The Organisation is committed to ensuring the accessibility and transparency of its Feedback and Complaints Policy. This Policy will be published on the Organisation's website and made available at all programme sites in accessible formats.

Information about feedback and complaints will be included in induction and orientation for staff, volunteers and partners. People responsible for handling complaints will be trained in doing so.

8. Policy Details

- Date of policy: May 2025
- Version history: Version 2.0
- This Policy is scheduled for review annually, or sooner in the event of material changes to donor requirements or applicable law

This Policy has been formally approved by the Board of Directors of Barn Och Kvinnor Organisation.

Barn Och Kvinnor Organisation • Empowering Women • Protecting Children • Strengthening Communities