3-step feedback mechanism: Closed feedback loops with migrants on the move

Action for Migrants: Routes Based Assistance (AMiRA) Programme

June 2019

Internal report

Guidelines for National Societies of the Red Cross AMiRA Programme on how to set up a feedback mechanism with migrant populations on the move

Isabella Leyh, Project lead

isabella@groundtruthsolutions.org

Kai Hopkins, Project support

kai@groundtruthsolutions.org

Table of contents

1. Introduction

This report details how the National Societies of the Action for Migrants: Routes Based Assistance (AMiRA) project can implement a feedback mechanism to gauge the views, opinions and perceptions of their intended target populations. National Societies might already have implemented reactive feedback mechanisms, such as helplines or suggestions boxes, but this mechanism allows the National Societies to proactively and systematically seek feedback from those they are trying to help. The feedback mechanism was originally designed by the British Red Cross using a toolkit Ground Truth Solutions developed in cooperation with the International Federation of the Red Cross. [1] It was later refined and adapted collaboratively with the National Societies in Burkina Faso and Niger. The feedback mechanism constitutes a vital component of the programme and will allow National Societies to:

1) **Listen** to their target populations and make them feel their opinion is valued.
2) **Learn** by tracking their progress on the learning questions developed in cooperation with INTRAC (see Box 1.1).
3) **Adapt** their programming based on the views, opinions and perceptions of the affected population in order to make assistance more efficient and in line with their needs.
4) **Report** on the perception indicators in the log frame (see Box 1.2).

This report should also be seen as a guideline to implement feedback mechanisms with populations on the move more broadly.

Box 1.1: INTRAC learning questions

All National Societies identified several learning questions at the start of the AMiRA programme in cooperation with INTRAC, in order to be able to track progress over the course of the programme and engage in programme-wide learning. In Burkina Faso and Niger, a very strong link was found between the learning questions and the questions included in the feedback mechanism. The feedback data collected will therefore help to review the progress made in exploring these learning questions. All National Societies are encouraged to identify possible links between their learning questions and the questions within the feedback mechanism.

Box 1.2: Perception indicators in the log frame

The collection of feedback data is needed to report on the following log frame outcomes:

Outcome 1: Migrants, returnees and host community members along the migratory route have enhanced and/or protected physical and psychological wellbeing

Outcome 2: Migrants, returnees and vulnerable host community members are better protected from harm and have greater options for protection support through referrals to specialised organisations

Outcome 3: Migrants, returnees and host community members are more socially and economically resilient, demonstrating enhanced social inclusion & cohesion within and between communities

A total of 11 indicators need perception data to report against.

[1] IFRC & GTS, "How to establish and manage a systematic Community Feedback Mechanism" (2018).

2. The feedback mechanism

2.1 Steps

The feedback mechanism consists of three components:

- **Exit survey**: Administered face-to-face immediately after a respondent exits a service point and concerning the service they have just received. At the end of the exit survey, respondents will be asked whether they feel comfortable sharing their phone numbers to participate in the follow-up survey.
- **Follow-up survey:** Administered some time after the exit survey over the phone to capture any changes in perceptions over time and mitigate against any courtesy bias that may have influenced their exit survey responses.
- **Discussion groups:** Discussion groups held with members of the affected communities after the results from the exit and follow-up surveys are analysed and discussed within the team to deepen understanding of data, co-create solutions and close the feedback loop.

Box 2.1 ***Face-to-face or via phone?***

The strategy of doing the follow-up survey over the phone instead of face-to-face was chosen to avoid the administrative burden of organising face-to-face interviews, which is especially challenging if migrants are hard to identify and reach or with migrants moving on quickly. This also allowed for volunteers to be matched to follow-up surveys by preferred language where possible.

It needs to be acknowledged, however, that using the phone as a collection method will exclude certain segments of the population who do not own a mobile phone. These people can still be reached by other means, for example by representing them in discussion sessions. Initial conversations with the National Societies and migrants in-country, however, confirmed that the majority of affected people do have access to a mobile phone and are comfortable sharing their contact details for follow-up surveys.

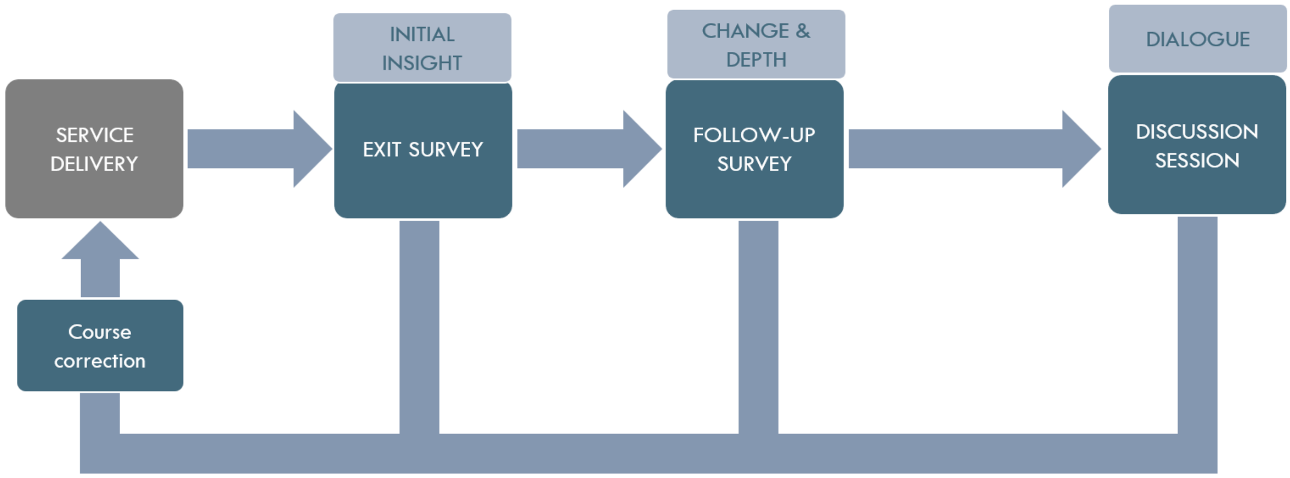
For more details, please see the table below.

	Exit survey	**Follow-up survey**	**Discussion groups**
What?	Survey	Survey	Focus group discussion with six to 12 guiding questions
When?	Immediately after service delivery Data collection every month	About a week after exit survey, but timing flexible depending on circumstances; please view section 3 for more detail Data collection every month	After the feedback data has been analysed and discussed with the team every month (only if needed)
Where?	At the service points	Over the phone away from service points	A location that allows for confidential discussion
How?	Face-to-face, conducted by volunteer enumerators (try not to have staff administer the survey as this will bias the results)	At the end of the exit survey, respondents will be asked whether they consent to being contacted over the phone to answer a few more questions.	Face-to-face with a volunteer taking the role of the facilitator and a volunteer acting as note-taker

		Conducting it face-to-face is not possible as migrants might move on very quickly. Volunteers can then proceed to call the numbers collected from the National Societies' offices (either centralised in the capital or in each region)	
Who?	A representative sample of the total population of service recipients in the region	A representative sample of those having taken part in the exit survey	Groups of six to 15 participants (size depending on the sensitivity of the topic) The groups do not need to be drawn from a sample of those who have responded to surveys The groups should be representative of the target population where possible Individual groups should be sufficiently homogenous to allow everyone to feel comfortable to speak their mind (women/men separated; leaders and community members separated)
Why?	Ask service recipients questions about their satisfaction with the service and assistance provided by the Red Cross	To be able to capture changes in perceptions after some time (especially relevant for health, psychosocial and referral services) and adjust for any courtesy bias resulting from giving feedback at the point of service	To be able to discuss the feedback data with the targeted population. This allows the team to deepen their understanding of the feedback given, get more detail on certain aspects of the data and co-create solutions together with their service recipients. It is also a great opportunity to close the loop, allowing for discussions between the team and their target population.

2.2 Sequence

The proposed sequencing of these different components is illustrated below:



2.3 The survey tools

2.3.1 The questions

The survey tools are designed to gauge the perceptions of respondents towards the services they have just received at that service point on the day of the exit survey. Respondents will not be asked about services they have received from the Red Cross in the past or even at other service points on the same day.[2] The survey has three types of questions:

1. **Service-specific questions**: A set of questions that asks about the relevance and satisfaction with the service just received.
2. **General questions**: A set of general questions asked to all respondents covering whether respondents feel informed about Red Cross services; their preferred communication channels; whether their most important needs are being met; whether they feel treated with respect by staff and volunteers and whether they trust the Red Cross; whether they feel more resilient as a result of Red Cross support; whether they are aware of and trust complaint mechanisms; whether they know of anyone else in need of Red Cross services and why they might not have access to them.
3. **Open questions**: Open follow-up questions will be asked to find out more about the reasoning behind a respondent's answers.

Box 2.2 Tip: Which National Society?

As migrants might have come into contact with various National Societies along their route and had various experiences with each of them, it is important to be very specific about which National Society feedback is being gathered about. Both the survey introduction and individual questions should refer to the specific National Society and not to the Red Cross in general.

[2] This rule might be subject to change, based on the different contexts of the AMiRA programme. Please view section 3 for clarification.

The questions and logic of the exit and follow-up will largely be the same, as the follow-up's purpose is to capture any changes in opinion that might have occurred over time and away from the service point. Some of the important differences in the follow-up survey are:

1. The inclusion of questions on the process of referrals, as the services linked to these typically happen after an individual has left the service point
2. The deletion of questions where the opinion is unlikely to have significantly changed with time and is unlikely to be affected by courtesy bias
3. The addition of multiple-choice questions on preferred complaint mechanisms and suggestions for additional items in kits

The full question bank for the exit and follow-up survey can be found in Annex I and II.

Box 2.3 From exit to follow-up interview

Please note that volunteers doing the follow-up interview need to be provided with a list of phone numbers, the corresponding date of the exit interview, the service received at the time of the exit interview, the respondent's gender, and language. This information is important in order for them to ask the right questions (respondents might have forgotten which service they were questioned about a week earlier) and ensure a representative sample.

2.3.2 The scale

The answers given to the various questions will be ranked on a four-point scale with the following answer options:

- 1 - Not at all
- 2 - Not very much
- 3 - Mostly yes
- 4 - Very much
- No response / I don't know

The reasoning behind such a scale is that perceptions are nuanced and cannot be captured by a simple Yes/No binary option. It is important to note that these answer options are not to be read out to the respondents, but rather the enumerator should select the correct answer option based on the response received (Please view section 5 for more detail). There should always be an option that indicates that no answer was given, as respondents should never be forced to give an answer to a question they feel uncomfortable with or don't understand.

2.3.3 Data collection tool

The data should be collected electronically using phones or tablets. It is recommended to use Kobo Toolbox to programme the survey. It can then easily be downloaded onto the collection devices and used offline. The exit and follow-up surveys should be programmed separately.

2.3.4 Discussion group questions

There is no template for the questions to be asked in the discussion sessions, as these will need to be developed by the team after having analysed and discussed the feedback data gathered from the exit and follow-up surveys. When looking at the data, the team can ask itself the following questions as guidance:

1. Which results do we find surprising and why?
2. Which results can we not explain?
3. Which results would we like to further discuss with our service recipients to develop solutions together?
4. How might we address concerns raised and what do we need to be able to do that?

3. Adapting the mechanism to your context

One of the challenges of implementing the feedback mechanism is the varying contexts within the AMiRA programme. These are not only present between AMiRA countries, but also within AMiRA countries where the programme extends over several regions. The main differences are:

1) The length of time migrants will be staying in each location where services are provided
2) The types of services provided, especially whether there are more short-term focused humanitarian aid services (when predominately targeting migrants in transit) or long-term services focused on reintegration and livelihoods (when predominately targeting returnees)

These contextual differences will often make it difficult to implement the proposed components of the mechanism as envisioned and require a certain degree of flexibility. To make implementation easier for the different AMiRA National Societies, the following contexts have been identified and suggestions of how to best adapt the feedback mechanism to each of these contexts are detailed in the table below.

Context 1: Working with migrants at locations near the border who will most likely be crossing the border within the next day.

Example: Border towns in Burkina Faso

Challenges: Migrants might only be at the location of service delivery, such as bus stops, for a short amount of time, whilst waiting for the transport that takes them across the border. The timeframe will make it difficult to complete an exit survey, and a follow-up survey is not possible as the migrants' phone number will be disconnected as soon as they cross the border in a couple of hours.

Context 2: Working with migrants who are only passing through and who will most likely be crossing the border within a couple of days to a month.

Example: Burkina Faso and Niger

Challenges: After a short period of time, migrants will have moved across borders and will no longer be reachable for the follow-up survey over the phone. The sample for the follow-up survey might then be over-representing returnees who are staying for a longer period of time.

Context 3: Working with migrant populations that are relatively small and stable and will be staying at one location for longer than three months.

Example: Safe house in Sudan

Challenges: When migrants are staying at the location of service delivery, they will receive several services a day, and conducting exit-style services and differentiating between different services will be difficult. The risk of survey fatigue is high.

Context 4: Working primarily with returnee populations that are relatively stable and can be accompanied for a longer period of time.

Example: Guinea

Challenges: When working with returnees, a large part of the programme is focused on reintegration and livelihood activities, such as helping individuals to start their own businesses. Change in this context will only be visible after a few months and follow-ups after a shorter amount of time will not be able to capture the success of such programmes. Also, the distribution of mobile-cash does not allow for exit-style interviews. Returnees are very mobile within their own country and not easily found for face-to-face surveys.

In the following table, please find solutions for how the mechanism could be adapted to fit each context:

Context	Exit survey	Follow-up survey	Discussion groups
Context 1: Migrants crossing a border within the next day	Conduct exit interview when possible Save the data collected, even if the survey is not completed as the migrant has to leave to catch transport If migrants do not have the time to complete the survey at point of service, ask them whether they could leave their phone number and be contacted within the next hour to do an exit survey over the phone	It will not be possible to administer follow-up surveys in this context	It will be more difficult to conduct discussion sessions in this context, but some migrants might be willing to join a short focus group while waiting for transport. The content for this discussion would be based on feedback data received from previous migrants. As there is no need to use the same migrants for the discussion session that have previously responded to the survey, there is a

			possibility to gain more insight from other migrants passing through
Context 2: Migrants crossing a border within a couple of days to a month	Conduct exit survey as planned	Conduct follow-up survey over the phone after three days to a week The timing is flexible and should be adjusted based on the varying speeds at which migrants move on and cross borders. In Burkina Faso, the team determined that the follow-up should happen within three days of the exit survey, whilst in Niger the timing between the two surveys will be a week	
Context 3: Stable migrant populations in one location for longer than three months	Combine the exit and follow-up surveys as the population is stable and migrants receive multiple services at the same location. Due to the long nature of their stay, they will also be able to judge changes over time Do the survey once a month with a random sample, covering feedback for all the services they have received in the last month As the migrant population is relatively well-known by staff, do not ask the same person to complete the survey two months in a row Have volunteers come in to administer the survey each month. If that is not possible, there is a possibility to train residents to self-administer the survey on tablets (not possible without training) Add a question on how long they have been staying at the safehouse (or other location), to be able to disaggregate responses based on length of stay		Discussion groups can be organised in each of these contexts. Please note that the participants do not need to be drawn from the sample of those that have responded to the surveys
Context 4: Returnee populations	Combine exit and follow-up surveys as reintegration/livelihood services are being provided to individuals regularly over a couple of months and there is a lack of a specific service location Do the survey with a random sample over the phone each month as some returnees access services (such		

as mobile money) without going through Red Cross service points. Phone numbers and consent to call should be collected when service recipients are in contact with Red Cross staff (such as when they register for mobile cash)

Add a question on how long they have been receiving services from the Red Cross, to be able to disaggregate responses based on length of service provision

The phone numbers should be collected alongside information on services received, date of service delivery, languages spoken and gender at service points where possible, and volunteers can call the numbers to administer the survey

Box 3.1 Adapting the mechanism to your context

Due to the wide spectrum of different contexts within the AMiRA programme, not all of which have been addressed in this section, each National Society will have to maintain a certain amount of flexibility in the way they implement the feedback mechanism. The way you adapt the mechanism might well be a hybrid version of those laid out in the table above. It will be important to share learning regarding what the data is telling us and how the mechanism has been adapted through the MEAL Working Group and Programme Learning Events as well as at a country level.

Box 3.2 On consent and data privacy and protection

When recording feedback, three things need to be ensured:

1. Respondents always need to give consent to respond to the exit survey, provide their phone number and be contacted for the follow-up survey, as well as to participate in the discussion groups
2. The names of the respondents, as well as any identifier other than their phone number, should never be recorded alongside the responses given. The phone number needs to be used as an identifier to link responses given to exit and follow-up surveys.
3. The data collected through the feedback mechanism is confidential and should be treated in a sensitive way. Ensure that only a few selected people have access to the data, such as the person doing the analysis. You should store the data on a password-protected file. If the data is being shared, make sure that all information that would make it possible to identify an individual is taken out. For the follow-up survey, enumerators should only receive the phone numbers and should never have access to the whole data set with the corresponding responses.

4. Devising your sampling strategy

4.1 Sample size

Not everyone that receives services from the National Societies will be surveyed. A representative sample of the target population will be calculated. Please note that the sample should be calculated for each region individually. To keep samples manageable, a 90% confidence interval with a 10% margin of error has been chosen to calculate sample size.[3]

To calculate the sample size for the exit survey per region, one only needs:

1. Average monthly service recipient numbers per region (can also be the average monthly number of services provided, depending on which data is easily available)
2. A sample size calculator, such as this one to plug in population size, as well as the wanted confidence interval (90%) and margin of error (10%)

> ***Box 4.1 Confidence interval and margin of error***
>
> A 90% confidence interval indicates that one can be 90% certain that the range of values collected contains the true mean of the population.
>
> A 10% margin of error is the amount of random sampling error in a survey's result. If the result of the exit survey was that 68% found the service relevant to their needs, a 10% margin of error means that the "true" figure for this population could lie anywhere between 58% and 78%.

To calculate the sample for the follow-up survey, one needs:

1. The sample size from the exit interview
2. A sample size calculator to plug in the exit survey sample size, as well as the wanted confidence interval (90%) and margin of error (10%)

The following table provides a rough estimate of sample sizes and demonstrates that the samples will be manageable even if service recipient numbers grow:[4]

Monthly service recipient numbers per region	Sample for exit survey	Sample for follow-up survey
50	30	20
100	40	25
150	45	30
200	50	30

[3] This differs from the industry standard, which is 95% confidence interval and 5% margin of error. Once the feedback mechanism has been implemented and is working satisfactorily, National Societies should aim to move towards the industry standard and increase their samples.

[4] Sample sizes were calculated using sample size calculator: https://select-statistics.co.uk/calculators/sample-size-calculator-population-proportion/ with a 90% confidence interval and a 10% margin of error and rounded to the nearest 5

500	60	35
1000	65	35
2000	65	35

4.2 Representative sample

To make sure the sample is representative one should:

- Consider the male/female ratio of the target population in both exit and follow-up surveys. Where possible, the sample should be 50% women and 50% men in order to draw conclusions about the differences in perceptions between men and women. If this is not possible because the gender ratio in the target population is far from 50/50, always try to aim for the unrepresented gender to make up a minimum of 25% of the sample.
- Administer surveys at all service points equally. Even though no target sample for each service has been set, to avoid making things too complicated, there is a need to cover all service points in order to make sure that feedback is collected about all services the AMiRA programme offers in a given region.
- You might want to think about trying to gauge the perceptions of the members of the host communities that are accessing AMiRA services by over-representing them in the sample, in order to be able to draw conclusions on their views and opinions.

4.3 Random sampling

The people surveyed at each service point should be chosen randomly. This means that every person receiving an AMiRA service that day should have the same chance of being selected to give feedback. It is difficult to set out a distinct rule (such as surveying every third person exiting the service point) due to the amount of traffic at a given service point being subject to fluctuation, but there are certain rules for minimising bias that supervisors and enumerators can follow:

- Don’t sample the same person more than once;
- Don’t sample people who are close relatives (e.g. siblings or children/parents);
- Try to avoid sampling people who have heard other people’s interviews (even though people being able to listen into interviews should be avoided);
- If there are two people who seem to know each other well (e.g. two friends walking together), only interview one of them;
- Don’t select service recipients to be surveyed for the data enumerators, but let enumerators choose their own respondents (staff might know the targeted population better and select people based on how they think they might answer, who is the loudest or how eloquently someone expresses themselves)

5. Training your enumerators

Once the feedback mechanism and the relevant questionnaires have been adapted to the various contexts and a sampling strategy is developed, it is important to train a group of enumerators to administer the surveys. Perception surveys are different from other surveys enumerators might have previously undertaken, such as needs overviews or evaluations. They are asking for the subjective feelings and opinions of respondents and therefore require additional training.

> ***Box 5.1 Minimising courtesy bias***
>
> To minimise courtesy bias, there are four important things in bear in mind: 1) A person who provides services should not administer the survey. Instead, use volunteers as enumerators. 2) Keep the Red Cross logo on enumerators to a minimum; only use the badge if it is needed. 3) Find a place for the survey that is out of earshot to avoid people listening in and a respondent feeling pressured to answer in a certain way. 4) Highlight the confidential nature of the process. Reassure respondents that their name will not be noted and that no-one will be able to connect the responses back to them.

An enumerator training to administer the feedback surveys should include the following:[5]

- An introduction to perception surveys: What are their objectives? How they differ from evaluations (of need or impact). How, with perceptions, there are no "wrong answers". That the aim is to provide the Red Cross with the data needed to improve programming.
- The presentation of the feedback mechanism and its three different components: exit, follow-up and discussion sessions as adapted to local contexts. Enumerators must understand exactly the what? when? where? who? how? and why? of the different components as they will be in charge of executing them.
- The importance of random sampling and the rules on random sampling outlined in the previous section.
- The sample approach, including the importance of getting the male/female split right.
- The role of enumerators in perception surveys on 1) how best to establish a relationship with the respondent, 2) how to introduce the survey, 3) how to administer the survey, 4) how to ask the questions and record the most appropriate answers. Please find a handout detailing the various roles in more detail in annex III.
- Go through the questionnaire in detail and make sure the enumerators understand the sense and purpose behind each question.
- Introduce the four-point scale and emphasize the following important points:

[5] A template power point presentation used to give trainings to enumerators in Burkina Faso and Niger will be shared with the teams.

- Enumerators should **never** read out the answer options of the scale; they are supposed to ask the question and let the respondent respond.
- When they think they have understood the sentiment of the respondent, they should **verify** with the respondent whether the answer option they would choose is in line with the respondent's perception. Please see box 5.2 for an example.
- It is important to get the **nuances** of people's perceptions right. When an enumerator asks a question and respondents answer with a simple Yes or No, enumerators should follow up and ask "Completely yes or only sometimes yes?"

Box 5.2 Verifying answers

It is the enumerator, not the respondent, who is supposed to select the most appropriate answer option for four-point scale questions. They always need to verify with respondents if they have understood them correctly.

Enumerator: "Do you feel treated with respect by the staff and the volunteers of the Burkinabe Red Cross?'

Respondent: "Everyone I met was very nice, but I had to wait way too long even though there were not many people in front of me. I did not understand why."

Enumerator: "So would you say that you felt mostly treated with respect?'

Respondent: "Yes, mostly."

Enumerator chooses option "mostly yes"

- Introduce the purpose behind discussion sessions and the role enumerators will take (facilitators and note-takers). Please find a handout detailing these roles in more detail in annex III.
- Make it practical – enumerators need to practice the different elements of the survey to get it right. Different activities should include:

1. Practice the introduction in pairs. Clarify that a good introduction should include four things:
    - The objective of the survey: Respondents need to understand that this is done to improve services based on their opinion.
    - The management of expectations: It needs to be explained to respondents that their answers will have no impact on the services they receive but will be used to improve programming generally.
    - Confidentiality: Assure the respondents that their responses will be treated confidentially and cannot be traced back to them.
    - Honesty: Explain the importance of being honest and that there are no right or wrong answers, because the aim is to understand the opinions offered.
2. Practice choosing the right answer options. Have two volunteers come to the front where one is the enumerator and one is the respondent. Have the enumerator ask a question and the volunteer

answer. Make sure that the enumerator does not read out the answer options and verifies with the respondent that he/she has understood correctly. This can be done with several different pairs.

3. Practice the whole questionnaire in pairs. This should take up a significant amount of time during the training. The pairs should be rotating in terms of who is the enumerator and who is the respondent. At the end, have the group come back together to discuss any challenges they might have encountered and how to solve them.
4. Practice the questionnaire in the field. Have a training round of data collection, where the enumerators can further familiarize themselves with the tool. Again, discuss challenges they might have encountered.

Box 5.3 Train the trainer

If your AMiRA country has operations in several parts of the country and it is not possible to have all volunteers from each region join a centralised training program, either have one person from the national team go to each region to train volunteers or bring one person from each region to the centralised training program who can then disseminate that knowledge back to their colleagues. In this way all volunteers can be trained in the survey instrument and can conduct the collection process in their respective region.

Box 5.4 The language issue

Setting up feedback mechanisms with migrants often brings with it an important challenge: People speak different languages, which makes the collection of data difficult. If at all possible, try to recruit volunteers to be enumerators that speak the languages of the majority of migrants coming through. If the language is very common, have someone translate the questionnaire (so far, the questionnaire is available in French and English). If a written translation is not possible, ensure that during the training, enumerators practice translating the questions together so as to be able to translate the question from French or English whilst doing the interview and ensure some standardization in the way the questions are being asked.

If your team does not have access to anyone speaking the language, it might be possible to recruit from the migrant population – especially if they are staying for a longer period of time – to act as translators or even enumerators.

Box 5.5 Setting up an internal referral system

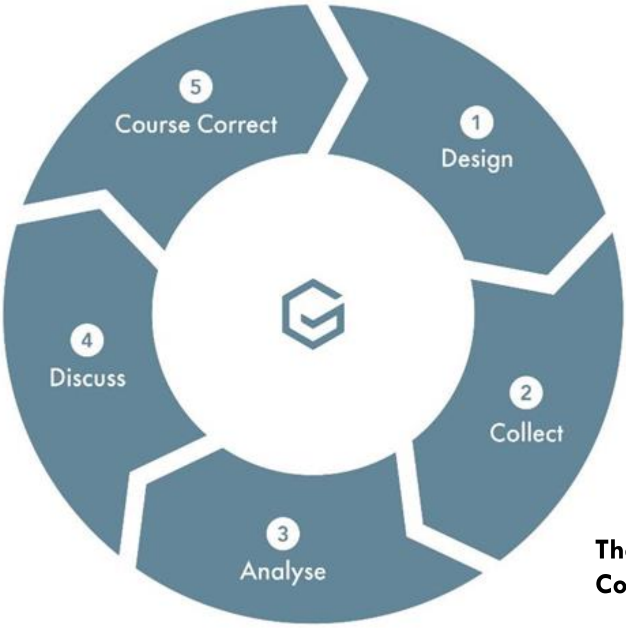
When your enumerators collect the data, they might come across two things:

- The respondent expressing unmet needs that can be covered by the AMiRA programme
- Sensitive issues and complaints that would need to be addressed on a case-by-case basis (e.g. harassment, corruption etc.)

It is important to clarify with enumerators beforehand how they should treat such cases. In the first instance they could be instructed to inform the respondent about how to access services and close the feedback loop right there and then, or tell them how to get the necessary information. In the second case they might want to record the details of the complaint separately from the responses given and share the information with their supervisor.

6. The feedback cycle

Using the feedback mechanism to collect data should be viewed as only one step in the feedback cycle. In order to close the feedback loop and successfully engage with communities by making programmatic adjustments based on their views and communicating the findings back to them, all steps of the cycle need to be completed. It is important for the whole AMiRA country team to be involved in this process. Everyone needs to understand who does what, and when, along the cycle.



The Ground Truth Solutions Constituent Voice Cycle

The following table illustrates the different steps of the cycle, when they should be undertaken, and who is responsible for each.

Stages	Description	Frequency	Responsibility
Design	Design the survey tool	The survey tool for this feedback mechanism has already been developed. The respective country team only needs to adapt it to their context and might want to update it on an ongoing basis if there are problems with questions	Programme coordinators, PMEAL (Planning, Monitoring, Evaluation, Accountability and Learning) focal point with input from the team
Collect	Collect your data	Monthly	Enumerators and PMEAL focal point
Analyse	Analyse your data and report on indicators	Short analysis at regional level each month Long analysis at national level and reporting on indicators every three months	PMEAL focal point

Discuss	Close the feedback loop by turning data into action and making programmatic adjustments based on the feedback data	Monthly / every trimester	Regional AMiRA teams every month / national AMiRA team every three months
	Communicating findings and actions taken back to communities	Monthly / every trimester	Regional AMiRA teams every month / national AMiRA team every three months
	Keeping track of changes in programming using the Management Response Form in annex VI	Monthly / every trimester	Regional and national coordinators

7. Doing the analysis

Once the data has been collected, it is recommended that the PMEAL focal point be charged with conducting the analysis of the data.

7.1 Components of analysis

The different steps of the analysis are as follows:

1. Clean the data. This should be done on a regular basis. Make sure that the raw data set contains no mistakes. Electronic data collection and skip logic should minimise the risk of errors in the data set, but it is still important to check whether the data makes sense.[6]
2. Calculate the frequencies and percentage for the demographics. Visualise demographics using pie and bar charts.
3. Calculate the frequencies and percentage of answer options chosen for four-point scale questions. These could be presented in bar charts.
4. Calculate the frequencies and percentages of responses for multiple-choice questions and represent the answers in bar charts or tables.
5. Compare the responses for different demographic groups based on gender, age, migration status (migrant in transit, returnee or host community member), disability, and location to see if considerable differences appear.
6. Look at the open-ended answers and identify patterns: What are the main themes in the answers given?

[6] For a short guide on data cleaning, please visit here

7. Calculate indicators for reporting and learning questions. The log frame indicators ask for the percentage of individuals who report on a certain issue. Look at the data for the corresponding feedback mechanism question and calculate what percentage answered with '3 – mostly yes' and '4 - very much' for the 4-point scale questions or with "yes" for binary questions.
8. Compare the answers given to exit and follow-up surveys. Depending on the level of capacity, one of the following options to compare scores can be chosen:
   - Low capacity: Compare the mean scores between answers given to the questions in the exit and follow-up survey. Please note that this option solely allows you to watch change over time. Due to a small sample and a high standard error, changes between two rounds can also be the result of sampling error and one should avoid over-interpretation. However, if scores stay stable over three rounds and suddenly jump, it might still signal an important change. More follow-up work in the form of discussion sessions and the consultation of other sources of information are then needed to unpack that change further.
   - Medium capacity: Compare mean scores between answers given to the questions in the exit and follow-up survey. Calculate the standard error to be able to draw more statistically sound conclusions on the changes in the data.
   - High capacity: Calculate correlations between answers given by individuals to exit and follow-up surveys and perform a within-sample t-test. The common identifier between respondents' answers to exit and follow-up surveys is their phone number. The correlations will be able to tell you how consistent the responses of an individual are across exit and follow-up survey and whether changes in answer scores occur. The within-sample t-test allows you to track the amount of change over time.
9. Compare feedback to questions from one month to the next to gauge whether improvements have been made.

Box 7.1 No change between exit and follow-up survey?

If after a few rounds, no difference in scores emerges between responses to exit and follow-up interviews, some of the duplicated questions can be dropped and the follow-up survey could be used in one or more of the following ways: 1) Different follow-up questions; 2) A qualitative tool that allows for the co-creation of solutions with migrants based on the findings from the exit survey; 3) A tool to raise awareness about services (could use the phone numbers for SMS messaging as well, if consent was given for this).

7.2 Excel dashboard template

For the purpose of simplifying the analysis process, an excel dashboard template has been produced that will be shared with the teams. The idea is that the person responsible for the analysis merely has to copy in the cleaned data set and that the graphs generate automatically. Before using it, make sure that the template is adapted to reflect the changes in the survey instrument you will have undertaken (adding and deleting questions). Someone who is familiar with excel will need to be in charge of updating the dashboard. Instruction on how to use the dashboard can be shared by the Burkinabe and Nigerien Red Cross.

7.3 Frequency

The analysis will be done in two stages:

1. A short analysis will be done at the end of each month to send the most pertinent results to the different coordinators at the regional level. For this purpose, a report template was developed that can be found in annex IV. This monthly report includes the demographics, a short summary of most of the important findings with the corresponding graphics. The report will form the basis on which the different regional teams will start discussing the data and formulating action points and questions for the discussion session.
2. A longer-term analysis on the national level will be done by the PMEAL focal point each trimester, in accordance with the reporting cycle, and will be shared with the coordinators.

8. Turning data into action

The most important step in the process is the last one: when the national and regional AMiRA teams meet to look at the data and turn it into action. This should be done every month based on the monthly report sent to the coordinators from the PMEAL focal point. Make sure that the team is familiarised with the report template and can read and interpret the graphs. The team should meet at an early stage of the implementation of the feedback mechanism to develop an action plan that details the different steps they would like to undertake each month to discuss the data. Guiding questions for producing an action plan can be:

- What are the challenges we encounter when taking affected populations' views into account?
- How can we ensure that the feedback data is being used to improve programming based on the opinions of our target population?
- Who should do what, when and how?
- How can we communicate the results and actions taken back to our target population to close the loop?

The action plan should look like the one below which is based on those developed by the teams in Burkina Faso and Niger. Please find an action plan template in Annex V.

What?	**When?**	**Who?**	**How?**
Include a standing agenda point in monthly meetings to discuss the latest feedback data	Immediately	Regional coordinators	Monthly meeting
Presentation of results	At monthly meeting	Regional coordinator or PMEAL focal point	Print out monthly report or use power point slides
Discuss results and set action points/recommendations and responsibilities	At monthly meeting	AMiRA team	Discuss results that are negative or surprising and formulate possible ideas on how to improve
Formulate questions for discussion groups with service recipients	At monthly meeting	AMiRA team	Decide where additional information from service recipients would be helpful
Liaise with national office for action points that need the national coordinator's approval	After monthly meeting	Regional coordinator	Via email or telephone
Monitor progress	Throughout month and at monthly meeting	AMiRA team	Have coordinators check in with those responsible and look into

			the data in following months to see whether improvements have been made
Formulate key messages about results and actions taken to communicate these back to communities	After monthly meeting	Communication team	Decide on what needs to be communicated to target population and develop clear statements that capture this information to ensure common messaging across the team
Share these key messages with volunteers and anyone who is in contact with service recipients	At reunion with volunteers	Communication team and volunteers	Set up a standing agenda point for reunions with volunteers to brief them on the key messages and share messages via volunteers and the respondents' preferred communication channels as identified during the survey

Box 8.1 "We don't have the flexibility to change the programme!"

Be aware that the aim of the feedback mechanism is not to completely overhaul the programme and provide completely new services the respondents might be asking for. The feedback mechanism offers data on the various services the AMiRA programme is already providing and change can often only be done within certain parameters. Concentrate on improving the services you are providing rather than identifying new services. It may be possible to advocate with other organisations or local governments for the provision of services that are requested by the affected population in the feedback data but are out of the scope of Red Cross programming.

Collecting feedback is also about the process and about making your target population feel listened to. If done successfully, this will increase the trust they place in the National Society. It is therefore important to communicate back. If the feedback shows that respondents would like a different kind of service, communicate back to them about why this might not be possible at this moment in time.

9. What now? Next steps

This report has provided guidance and information on the different stages of the feedback cycle and how to implement the AMiRA feedback mechanism. In terms of immediate next steps, consider the following:

Step 1: Assign responsibilities. Decide who will be the focal point for the feedback mechanism. The obvious choice is the PMEAL focal point, but other people can also take over that role, especially if they have a background in Community Engagement and Accountability (CEA).

Step 2: Adapt the feedback mechanism to the local context. Discuss with the team how the different components of the mechanism can be implemented in each region.

Step 3: Adapt the questionnaires to the local context. Get input from the team about which questions they would find interesting to ask.

Step 4: Programme the questionnaires into Kobo Toolbox Collect or into another data collection tool.

Step 5: Train your enumerators.

Step 6: Call a meeting with the AMiRA team so that they can familiarise themselves with the monthly reporting template and to draw up an action plan that will ensure the team sits down, discusses the data and takes action.

Step 7: Roll-out the exit survey. It is important to get the exit survey right, before implementing the follow-up survey so as to not overwhelm the team.

Step 8: After one to two months, start implementing the follow-up survey in contexts where this is applicable.

Step 9: If after a few rounds, no difference in scores emerges between responses to exit and follow-up interviews, change the process to add more value.

Box 9.1 Evaluate your feedback mechanism

After a while you might want to evaluate how your feedback mechanism is performing. Here are some tips on how best to do that:

1. Track the improvement rates (change over time) of results and performance indicators – are scores getting better?
2. Observe buy-in from communities through their behaviour and levels of participation (check how many people do not give consent to be surveyed and the attitude of respondents, how many people participate in discussion sessions)
3. Gather feedback on the feedback process (ask questions about satisfaction with the feedback process) in discussion groups and key informant interviews. Is there a better way to engage with people?
4. Triangulate feedback findings with other evaluation data to demonstrate accuracy
5. Gauge feedback from other stakeholders (AMiRA colleagues and partners such as INTRAC, donors and delivery partners) on the quality of evidence, reporting and communication

10. Annex

Annex I – Exit Survey

Note: To be specific, please replace the x Red Cross with the name of your National Society.

Topic	Questions	Response options
Introduction (everybody)	*We would like to ask you a few questions about your experience with the x Red Cross today. This will not take more than 10-15 minutes of your time. Your answers will have no influence on the services you will receive, but will be used to adapt and improve the services more generally. All your responses will be treated confidentially, so we would really appreciate you being totally honest - there are no right, or wrong answers and your honest responses will help us a lot in adapting our services.*	*Consent:* ☐ *Yes* ☐ *No*
Information [to be completed by enumerator]	*[date of exit survey]*	*[date]*
	[date of follow-up survey]	*[date]*
	City	☐ City 1 (e.g. Niamey) ☐ City 2
	Location of interview	☐ Location 1 (e.g. Health centre) ☐ Location 2 ☐ Location 2
	Gender [observation]	☐ Male ☐ Female
	Language [observation]	☐ French ☐ Haussa ☐ English ☐ Others (to be specified)
Demographics (everybody)	How old are you?	[age] ☐ No response
	Are you in transit to another country, are you returning to your country of origin from another country or are you a member of this community?	☐ Migrant (in transit) ☐ Returnee ☐ Member of the host community ☐ No response
	Do you have difficulties to see, hear, walk or to remember or concentrate?	☐ See ☐ Remember/concentrate ☐ Hear ☐ Walk ☐ None ☐ No response
Service(s) received at service point (everybody)	What service(s) did you just receive from the x Red Cross?	Services : ☐ Health ☐ Psychosocial ☐ Cash ☐ NFI ☐ Food items

		☐ RFL ☐ First aid course ☐ Information ☐ Livelihood/reintegration support ☐ Referral
		[if referral] Which referral:
		☐ Health ☐ Psychosocial ☐ Shelter ☐ Other (to be specified)
	[if 'Information'] What information?	☐ Rights of migrants ☐ Risks of migration ☐ Measures of auto-protection ☐ Services available along the migration route
Relevance (everybody)	Does the aid you receive from the x Red Cross help you cover your most important needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	[if 'not at all' or 'not very much'] Which of your most important needs are not covered?	Services: ☐ Health ☐ Mental health ☐ Psychosocial ☐ Shelter ☐ Protection ☐ Information ☐ Livelihood/reintegration support ☐ Food ☐ NFI ☐ Education for children ☐ Vocational training ☐ WASH ☐ Others (to specify)
Health (if respondent has received health services)	Was the health consultation/treatment relevant to your needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	Do you believe that the service you just received from the x Red Cross contributes to improving your health?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response

	How could this service be improved?	*[Open]*
Psychosocial (if respondent received psychosocial services)	Do you feel listened to by the staff or volunteers of the x Red Cross?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
	Were the activity in which you just participated and/or the exchanges with the x Red Cross team relevant to your needs?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
	Do you feel better after having participated in this activity and/or the exchanges with the team of the x Red Cross?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
	How could this service be improved?	[Open]
NFI/hygiene kits (if respondent has received NFI or hygiene kit)	Are the kit or the non-food items you received relevant to your needs?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
Financial support (if respondent received financial support)	Does the financial support you received enable you to respond to your most urgent needs?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
Food items (if the respondent received food)	Are the food items you received relevant to your needs?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
Information (if respondent has received information)	*[if respondent received information on rights]* Do you feel better informed about your rights?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
	[if respondent received information on risk of migration] Do you feel better informed about the risks of migration?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
		□ 1 - not at all

	[if respondent received information of services available along migration route] Do you feel better informed about the kinds of services available to you?	□ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
	[everyone who received information] Was the information you received relevant to your needs?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
Security (if respondent has received protection support)	Do you feel safer as a result of the support received from the x Red Cross?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
RFL (if respondent received RFL support)	Was the service of putting you in contact with your family relevant to your needs?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
	Are you satisfied with the service of putting you in contact with your family?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
Livelihood/Reintegration (if respondent has received livelihood/reintegration support)	*(if received training on livelihood activities)* Was the training that you have just received relevant to your needs?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
	Do you feel better able to make a living as a result of the assistance given by the x Red Cross?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
	Do you feel better prepared to cope with financial chocks as a result of the assistance given by the x Red Cross?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
Information (everybody)	Do you feel informed about how to access the services of the x Red Cross?	□ 1 - not at all □ 2 - not very much □ 3 - mostly yes □ 4 - very much □ No response
		□ Flyer

	[*if 'mostly yes'* or *'very much'*] How did you get this information?	☐ Poster ☐ Staff at train station ☐ etc [to be completed by team]
	[everybody] How would you prefer to get this information in the future?	☐ Telephone ☐ Flyer ☐ Poster ☐ Staff at train station ☐ etc [to be completed by team]
Relationship (everybody)	Do you feel treated with respect by the staff and volunteers of the x Red Cross?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	Do you trust the x Red Cross to be a reliable source of assistance?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	[if 'not at all' or 'not very much' to one of the preceding questions] Why not?	[Open]
Resilience (everybody)	Do you feel like the assistance you just received from the x Red Cross helps you to become more resilient?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
Access to services (everybody)	Do you know someone who would be in need of assistance by the x Red Cross, but does not have access?	☐ Yes ☐ No ☐ No response
	[if 'Yes'] Why do they not have access?	[Open]
Complaints mechanisms (everybody)	Do you know how to make suggestions or complaints about services or staff behaviour to the x Red Cross?	☐ Yes ☐ No ☐ No response
	[if 'Yes'] If you were to make a suggestion or complaint about services or staff behaviour to the x Red Cross, do you believe you would get a response?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
Open question (everybody)	Is there anything else you would like to add?	[Open]

Follow-up (everybody)	Could we call you in a few days' time to ask you some more questions about your experience with the x Red Cross?	□ Yes □ No □ No response
	[If 'Yes'] Could we ask for your phone number? It will not be shared with anyone outside of the x Red Cross and will only be used for the follow-up survey.	**[Insert phone number]**

Annex II – Follow -up Survey

Topic	Question	Response options
Introduction (everybody)	*We would like to ask you a few questions about your experience with the x Red Cross a while ago. This will not take more than 10-15 minutes of your time. Your answers will have no influence on the services you will receive, but will be used to adapt and improve the services more generally. All your responses will be treated confidentially, so we would really appreciate you being totally honest - there are no right, or wrong answers and your honest responses will help us a lot in adapting our services.*	*Consent:* ☐ *Yes* ☐ No
	Phone number	[Insert phone number]
Information [to be completed by enumerator]	*[date of exit survey]*	*[date]*
	[date of survey]	*[date]*
	[Service received, verify with respondent]	Services: ☐ Health ☐ Psychosocial ☐ NFI ☐ Food items ☐ RFL ☐ First aid course ☐ Information ☐ Livelihood/reintegration support ☐ Referral
		[if referral] Which referral:
		☐ Health ☐ Psychosocial ☐ Shelter ☐ Other (to be specified)
	[if 'Information'] What information?	☐ Rights of migrants ☐ Risks of migration ☐ Measures of auto-protection ☐ Services available along the migration route
	City where exit survey took place	☐ City 1 (e.g. Niamey) ☐ City 2
	Location where exit survey took place	☐ Location 1 (e.g. Health centre) ☐ Location 2 ☐ Location 2
Demographics (everybody)	*Gender [observation]*	☐ Male ☐ Female
	How old are you?	[age] ☐ No response
	Are you in transit to another country, are you returning to your country of origin from another country or are you a member of this community?	☐ Migrant (in transit) ☐ Returnee ☐ Member of the host community

		☐ No response
	Do you have difficulties to see, hear, walk or to remember or concentrate?	☐ See ☐ Remember/concentrate ☐ Hear ☐ Walk ☐ No response ☐ None
Health (if respondent has received health services)	Was the health consultation/treatment relevant to your needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	Do you believe that the service you just received from the x Red Cross contributes to improving your health?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	[if 'not at all' or 'not very much'] What did you find insufficient about the service?	[Open]
Psychosocial (if respondent received psychosocial services)	Did you feel listened to by the staff or volunteers of the x Nigerien Red Cross?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	Was the activity in which you participated and/or the exchanges with the x Red Cross team relevant to your needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	Do you feel better after having participated in the activity and/or the exchanges with the team of the x Red Cross?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	[if 'not at all' or 'not very much'] What did you find insufficient about the service?	[Open]
NFI/hygiene kits (if respondent has received NFI or hygiene kit)	Were the kit or the non-food items you received relevant to your needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	What else you would like to be added to the kit?	☐ Soap To be completed by team

Financial support (if respondent received financial support)	Does the financial support you received enable you to respond to your most urgent needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
Food (if respondent received food items)	Were the food items you received relevant to your needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
Information (if respondent has received information)	*[if respondent received information on rights]* Do you feel better informed about your rights?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	[if respondent received information on risk of migration] Do you feel better informed about the risks of migration?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	[if respondent received information of services available along migration route] Do you feel better informed about the kinds of services available to you?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	[everyone who received information] Was the information you received relevant to your needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
RFL (if respondent received RFL support)	Was the service of putting you in contact with your family relevant to your needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	Are you satisfied with the service of putting you in contact with your family?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
Livelihood/Reintegration (if respondent has received livelihood/reintegration support)	*(if received training on livelihood activities)* Was the training that you have just received relevant to your needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much

		☐ No response
	Do you feel better able to make a living as a result of the assistance given by the x Red Cross?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	Do you feel better prepared to cope with financial chocks as a result of the assistance given by the x Red Cross?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	Are you satisfied with the support the x Red Cross has given you in starting your own business?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
Information (everybody)	Do you feel informed about how to access the services of the x Red Cross?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
Referral (if respondent received referral)	Were you satisfied with the process of the referral?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	Were the services you received as a result of the referral relevant to your needs?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	[*if 'not at all' or 'not very much'*] Why not?	[Open]
Security (if respondent has received protection support)	Do you feel safer as a result of the support received from the x Red Cross?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
Relationship (everybody)	Did you feel treated with respect by the staff and volunteers of the x Red Cross?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
	Do you trust the x Red Cross to be a reliable source of assistance?	☐ 1 - not at all ☐ 2 - not very much

		☐ 3 - mostly yes ☐ 4 - very much ☐ No response
Resilience (everybody)	Do you feel like the assistance you received from the x Red Cross helps you to become more resilient?	☐ 1 - not at all ☐ 2 - not very much ☐ 3 - mostly yes ☐ 4 - very much ☐ No response
Complaints mechanisms (everybody)	Do you know how to make suggestions or complaints about services or staff behaviour to the x Red Cross?	☐ Yes ☐ No ☐ No response
	How (through which channels) would you like to make your complaints and suggestions to the x Red Cross?	☐ Telephone ☐ Suggestion box ☐ Community leaders ☐ Face-to-face ☐ Others (to be specified)
Open Question (everybody)	Is there anything else you would like to add?	[Open]

Annex III – Handout for enumerators

Role of enumerators: Perception surveys (1)

1. **Establish good relationships with respondents**
   - Ensure that you familiarise yourself well with the questions
   - Always maintain a positive attitude
   - Answer the questions of respondents frankly and honestly
   - Never force anyone to participate in the survey

2. **Introduce the survey well**
   - Explain the objective of the survey
   - Stress the confidential nature of the survey
   - Manage expectations by explaining that the responses will have no direct impact on the aid received by the individual
   - Point out that the aim is to gauge their opinions and that there are no right or wrong answers
   - Insist on the importance of them being honest

3. **Advice on how to administer the survey**
   - Interview respondent alone
   - Do not rush the interview
   - Be neutral during the entirety of the survey
   - Do not suggest responses
   - Do not change the sense or the sequence of the questions

Role of enumerators: Perception surveys (2)

4. **Choose respondents randomly**
   - Do not survey the same respondent twice
   - Do not survey several people from the same household/the same family
   - Avoid surveying people who might have heard other people respond to the survey
   - When two people seem to know each other well, only survey one of them

5. **Advice on how to ask the questions and choose the correct response option**
   - Never read out the answer options – let the respondent respond and listen
   - Ensure that you yourself have understood the response: Verify the answer option with the respondent
   - If the respondent has not understood the question, ask it again and try to reformulate it without changing its meaning
   - Fill out the survey yourself; the respondent should never see the response options
   - Every time the respondent's answer does not fall within the pre-set answer options, tick "other" and specify the response
   - If the question is open, be specific about the answer in order for the person doing the analysis to understand the meaning

Discussion groups

1. **Ground rules**

- Prepare six to 12 questions/discussion themes
- Recruit between six and 15 participants depending on the sensitivity of the topic discussed, but never more
- The participants should be representative of the target population
- Create homogenous groups to ensure that everyone feels comfortable to respond honestly (separate male/female respondents; separate community leaders)
- You need a facilitator, a note-taker and, depending on the size of the group, an assistant
- The discussion group should never take more than 60 to 90 minutes

2. **Establish good relationships with the participants**

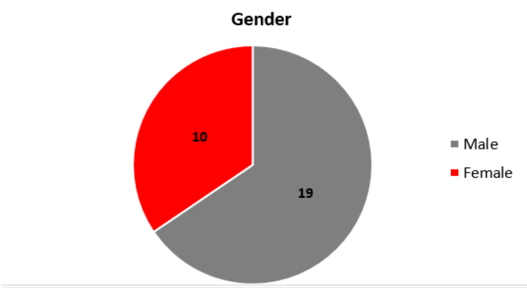
- Explain the objective of the discussion session
- Clarify how you will record the discussion
- Stress the confidential nature of the responses given during the discussion
- Never note down the names of the participants or any other identifying feature
- Create an open, calm and private atmosphere: Introduce yourself and talk to the respondents to make them feel comfortable
- Introduce ground rules such as not interrupting others, being respectful to others
- Ask your questions, but also leave room for open discussion
- Pay attention to the dynamics of the group and mitigate any power dynamics (ensure that everyone has time to speak their mind)

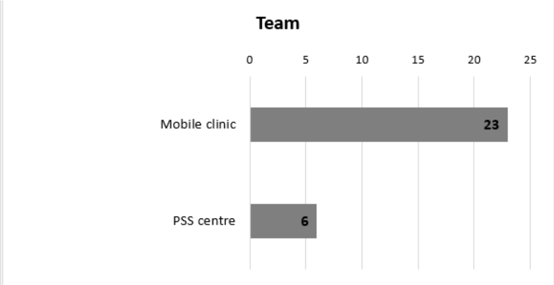
Annex IV – Monthly reporting template

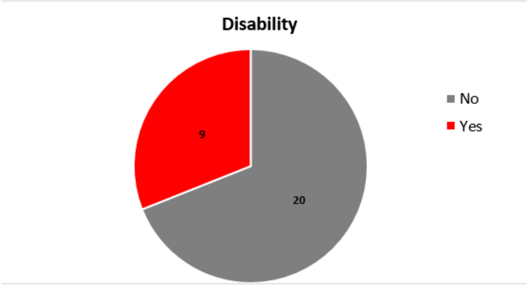
Feedback – Fada-Ngourma – May 2019

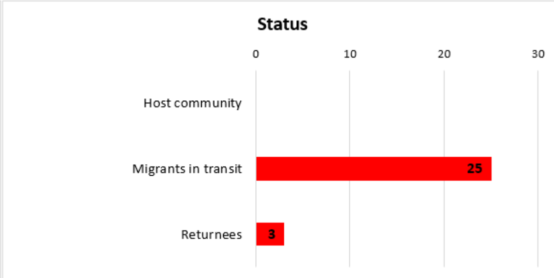
Key findings

Demographics of respondents







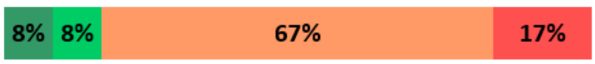


Main findings:

- The respondents do not feel informed
- The communication channels being used to get information are staff stationed at train stations, but the preferred channel to receive information is the phone
- Information is mentioned as the most important unmet need
- The majority of respondents still do not know how to address a suggestion or complaint to the Red Cross

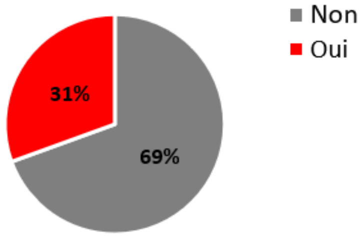
Do you feel better informed about the risks of migration?

Do you feel informed about the kinds of services at your disposal?



Do you feel treated with respect by the staff and volunteers of the Burkinabe Red Cross?

Do you know how to make suggestions or complaints about services or staff behaviour to the Burkinabe Red Cross?



Annex V – Action Plan Template

Project :			
Date :			
Goal :			
What ?	**Who ?**	**When ?**	**How ?**
What needs to be done to achieve our goal?	*Who needs to take action to complete this step?*	*When should this step be completed?*	*What do you plan on doing to complete this step? What resources you need to complete this step?*

Annex VI – Management Response Form

This template can be used as a guide by the AMiRA country teams to structure the discussions around the feedback data in meetings. It also helps to record the discussion of the data and any changes identified and actions taken by the team. It is a tool for internal learning, but also useful for reporting purposes.

Data – what did it tell you?	
What data was new information?	What data confirmed what you already knew?
How was the data analysed, discussed and shared internally?	
How did these steps develop your understanding of the data and some of the underlying issues? Did staff find these internal discussions useful?	
What possible changes / improvements were identified?	
How were the findings communicated externally?	How were the findings discussed externally?

How did these steps develop your understanding of the data and some of the underlying issues? Did staff find these external discussions useful?

What possible changes / improvements were identified?

Will you be able to implement these changes? If not, why not?

What are the challenges in using the feedback data?	
Internal: (e.g., capacity and capabilities such as time and resources)	External: (e.g., such as donor pressure or priorities)

What changes to the process – including the questions asked, how they were asked and the subsequent stages of analysis and dialogue – would make the process more useful?