## CRM Risk Assessment[[1]](#footnote-1) – Bangladesh Red Crescent Society (BDRCS) CBDRR project

| **No** | **RISK** | **IMPACT** | **Likelihood** | **CONTROL / MITIGATION ACTIVITIES** | **Deadline** | **Responsible** |
| --- | --- | --- | --- | --- | --- | --- |
| *Risk item number* | *List and describe the* *anticipated key risks*  | *Describe the anticipated* *impacts or consequences* *of the risks* | *High/ Medium/ Low*  | *Describe planned control and mitigation activities*  | *Deadline or frequency* *for the activities* | *Person in charge* *for the activities* |
| ***1*** | **Operational*** Inappropriate mechanism is set up
* Inadequate communications to the community
 | * Lack of acceptance or usage of CRM
* Lack of awareness and usage of CRM
 | *L* | * Conduct comprehensive analysis of local context/culture (including community consultation on appropriate channels to make complaints) to inform the design of CRM.
* Conduct information campaign providing clear and complete information[[2]](#footnote-2) on CRM using appropriate communication channels.
 | Prior to setting up | IFRC and BDRCS BC focal points |
| ***2*** | **Cultural*** Staff/volunteers perceive open feedback mechanisms as risky and complaints as negative criticism
* Communities perceive giving feedback or complaining as a western concept; complaining is not always culturally appropriate or frequently practiced
* Lack of community understanding of rights to complain
* Community fear of raising complaints
 | * Resistance and lack of commitment from staff/volunteers to implement CRM
* Lack of acceptance or usage of CRM
 | *M* | * Educate staff/volunteers on the importance of CRM in monitoring and evaluating programmes to detect errors and improve relevance and effectiveness of programmes.
* Adapt CRM to existing practices and traditions through analysis of existing structures, including careful choice of language and usage of terms like “complaint”.
* Involve (to the extent possible) national staff and the community throughout the process of designing and planning CRM.
* Community awareness raising, and communications to publicise rights to complain, how to complain and safety and protection for complainants.
* Ensure that the principle of safety and non-retaliation is clearly outlined in CRM policy, and procedures are in place to uphold the principle, including disciplinary action against breaches of the principle.
 | As per requirement | IFRC and BDRCS BC focal points |
| ***3*** | **Human resources*** Staff are concerned about capacity to manage complaints and fear being overburdened
 | * Resistance and lack of commitment from staff to implement CRM
 | *M* | * Provide proper training in complaints handling prior to setting up CRM.
* Ensure that CRM developed is within the existing capacity of staff.
* Outline clear timelines, roles and responsibilities for staff within CRM procedures, in order to review and manage caseloads effectively.
* Ensure information campaign is effective in informing about the scope of CRM, and has specified clearly the types of acceptable complaints.
 | Prior to setting up | IFRC and BDRCS BC focal points |
| ***4*** | **Organisational commitment*** Changes in organisational structure affecting the senior management/programme manager positions
 | * Resistance and lack of commitment from senior management/programme managers to effectively deal with and address complaints
 | *L* | * Ensure CRM policy is endorsed by senior management, agreed by programme managers and shared with staff, including those directly and indirectly involved.
* Continue building awareness of the importance of CRM in monitoring and evaluation to improve programme quality and accountability.
 | As per requirement | BDRCS SMTIFRC and BDRCS BC focal points |
| ***5*** | **Organisational reputation*** Opening up channels to receive sensitive complaints can lead to information being leaked and rumours spread
 | * The reputation of the organisation is damaged
 | *L* | * Ensure CRM procedures in place are fully functional and effective in order to identify and manage serious complaints quickly before they escalate.
* Ensure that the principle of confidentiality is clearly outlined in CRM policy, and procedures are in place to uphold the principle, including disciplinary action against breaches of the principle.
 | As per requirement | BDRCS SMTIFRC and BDRCS BC focal points |
| ***6*** | **External coordination[[3]](#footnote-3)*** Lack of coordination with partners or other agencies
 | * Duplicated or overlapping CRMs and potential confusion or resentment from the community
 | *L* | * Conduct thorough stakeholder mapping to identify partners working in the area.
 | As per requirement | IFRC and BDRCS BC focal points |
| ***7*** | **Security*** Lack of security due to conflict/violence (hartals)
 | * Delayed implementation of CRM and restricted physical access to CRM
 | *L* | * Maintain close monitoring of any potential security threat in the project area.
* Explore opportunities for remote CRM (context-dependent).
 | As per requirement | IFRC and BDRCS BC focal points |

1. Some aspects of this risk assessment have been adapted from the [Danish Refugee Council’s Complaints Mechanism Handbook 2008](http://www.pseataskforce.org/uploads/tools/complaintsmechanismhandbook2008_danishrefugeecouncil_english.pdf). [↑](#footnote-ref-1)
2. Including information on the project and agency, purpose of CRM, community rights to complain, who can complain, what complaints can or cannot be accepted, how to make a complaint, and what will happen after a complaint has been made. [↑](#footnote-ref-2)
3. Since this is a pilot CRM, this should not constitute a problem but it is worth noting for a fully established CRM. [↑](#footnote-ref-3)