## 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 SMT  IFRC 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 SMT  IFRC 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)