IRC Client Voice and Choice Initiative and Ground Truth Solutions

Pilot Case Study: Protection Programme

Juba, South Sudan

June 2016

What is Client Responsiveness?

For the International Rescue Committee (IRC), being responsive means understanding our clients' perspectives—their preferences, aspirations, and expectations—and reflecting those in decision-making processes.

(For further information, please see Annex 3. Client Responsiveness Performance Matrix.)

Overview

Host Programme; Location: Protection; Juba, South Sudan
Pilot 3: External data collection
Pilot Date: September 2015–March 2016
Survey Dates: November 2015 (Round 1); January–February 2016 (Round 2); and March 2016 (Round 3)

Summary of Key Learning from Pilots

- **Consider third-party facilitation to strengthen the accountability of the implementing team for following up on client feedback.** A third party—external to the project team, either internal or external to the agency—can play an important role helping the project team think through the reasons for and implications of the feedback received from clients and holding the team accountable for its enquiry and subsequent follow-up action.

- **Prioritise client responsiveness alongside programme implementation.** Buy-in, ownership, and adequate prioritisation of the client responsiveness process by the implementing team is important to effectively support any feedback mechanism, including and especially when faced with implementation challenges.

- **Invest in language capacity to communicate with clients.** Language capacity to communicate with all clients, not just those speaking the dominant language, is an important consideration. While the IRC team had both Dinka and Arabic speakers, and the external firm that collected data recruited enumerators speaking these languages (through not always the same dialect), this meant that all clients had the opportunity to share their views and hear the team's response.

Host Programme Description

The IRC Protection programme was implemented in the UN House Protection of Civilians (PoC) sites I. and III. in Juba, South Sudan. Information and Counselling Centres provided internally displaced persons (IDPs) living in the sites with information on accessing available services and sought to raise their awareness of human and refugee rights.

The programme team identified vulnerable clients living in the camp, namely IDPs from Jonglei, Unity, and Upper Nile states and host community members from Central Equatoria State. Slightly more females (approximately 55 percent) than males live in the sites, all of whom qualified as prospective clients for the Protection programme.

The project, funded by the Office of the UN High Commissioner for Refugees, closed suddenly in February 2016 following a donor decision to not extend project funding.

Annexes for Reference

1. Background on IRC's Commitment to Client Responsiveness
2. Background on Ground Truth Piloting
3. Client Responsiveness Performance Matrix
4. Pilot Feedback Reports from the Ground Truth Surveys

Pre-Existing Programme Responsiveness and Barriers to Responsiveness

The Protection programme had made efforts to understand the perspectives of their clients through household surveys, client intake forms at the Information and Counselling Centres, and other assessments. The programme team also undertook routine protection monitoring to identify vulnerable people and raise their needs in coordination meetings.

The degree of factual versus perceptual information obtained by the programme team was unclear; a grey area often exists between where "factual" information stops and "perceptual" information starts. Both information types are important and necessary. Through monitoring, the programme team may have determined vulnerability by asking clients for factual information about their current situation, such as whether the client was pregnant, disabled, etcetera. Perceptual information, per the Ground Truth methodology, seeks to obtain client opinions on service provision, such as whether the client thought that IRC services could be improved in some way to help vulnerable groups better access them.

An initial interview with the programme team revealed that they understood client responsiveness as capturing the perspectives of clients, but not how those perspectives would then inform programming decisions or otherwise be acted upon. The team may have adapted the project in response to the information received from clients, but feedback and response processes were not systematised. Therefore, the baseline level of the programme's client responsiveness could be considered poor.

Improvements to Responsiveness Following the Pilots

The Protection programme closed before the pilot was complete, after funding was discontinued (an unknown consideration when selecting the programme for piloting). Herein, the end level of responsiveness is judged based on the actions of the programme team following Round 1 of data collection, since by Round 2 the team was already closing down programme activities. The team did not take action to respond to the issued raised in the feedback report, despite some areas of concern.

Given the limited course correction that occurred, the end level of responsiveness for the pilot was not considered to have changed significantly from its initial poor rating.

Nevertheless, the team's understanding of responsiveness and its importance did increase through the piloting process. Team members may well champion improvements and better levels of responsiveness in future programmes.

Host Project Opportunities and Responsiveness Constraints

+ The Protection programme operated in the PoC sites where the programme team had significant opportunity to develop relationships with clients and proactively solicit client perspectives.
+ Protection teams, by definition, tend to maintain a client-sensitive approach, capturing a diversity of views and responding through programming to recognise client perspectives.

- The programme team was relatively small and remained primarily based in the Information and Counselling Centres instead of being mobile around the PoC sites, which could have better promoted visibility and opened opportunities for client exchange.
- The team priority was to seek client perspectives to support donor proposals and reporting, rather than for improving programme quality.
- The programme's funding was terminated during the pilot, which severely constrained the team's capacity to respond and meant that staff became largely focused on closing down the programme.

Designing the Feedback Mechanism—What We Did

The feedback mechanism was designed in three stages:

Preparations: The programme team were invited to complete a questionnaire to familiarise the IRC's Client Voice and Choice (CVC) and Ground Truth team with the programme and highlight particular areas to explore in detail during the pilot. The questionnaire did not yield substantial information, as most of the responses to the questions were taken directly from the proposal and did not address the questions posed. For example, when asked whether the team were interested in understanding more about whether clients both considered the protection team and programme relevant, accessible, and trustworthy, and felt empowered by the programme, the response was simply "Yes," without further detail.

Question Development: CVC and Ground Truth conducted a field visit with the programme team to develop questions and finalise the implementation process. Unlike in Pilots 1 and 2 (please see Pilot Case Studies: Integrated Community Case Management Programme), no workshop took place. Rather, questions were drafted on the basis of a conversation with the two programme leads and refined via email exchange. The questions were then translated into Arabic and Dinka.

Question Testing: The questions were tested without the supervision of CVC and Ground Truth to compare the effect of accompanying this process. The programme team took the lead and brought the questions to a substantial number of clients and reported back to CVC and Ground Truth on questions that needed amending.

Designing the Feedback Mechanism—What We Learned

- **Programme team commitment to being responsive is essential.** Buy-in by the programme team and willingness to learn what clients think of the programme, including programme delivery and IRC staff, is fundamental to a programme's responsiveness. In other pilots, the simple questionnaire provided programme teams a useful opportunity to think through how they currently collect client perspectives and the themes to further explore with clients. Programme teams could easily use the questionnaire as part of a self-led process of designing a feedback mechanism.

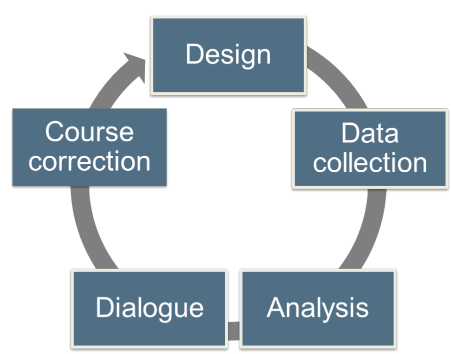
- **If sufficient guidance is given, programme teams can design questions/surveys independently.** If the programme team is invested in the feedback process and understand the purpose of the questions, the team can undertake this important step to design a feedback mechanism without further supervision, although assistance when doing this the first time may be beneficial. It is key for team members to understand that

Ground Truth Cycle

Description of Ground Truth Methodology

Ground Truth's approach is to work with humanitarian agencies to regularly collect the views of affected people regarding key aspects of a programme, analyse this feedback, and provide implementing agencies with real-time and actionable information from their clients.

(For further information on implementing these stages, please see Annex 2. Background to the Ground Truth Pilots.)



it does not matter whether the responses are positive (flattering) or negative (critical); only whether clients 1) Understood the questions as the questions were intended; and 2) Felt able and comfortable to respond to the questions. Programme teams should also ensure that no two questions solicit the same information and that all questions—including those designed to further explore areas of particular importance—are included in the final survey.

- **Invest in translation capacity.** It is important to translate questions into all the languages spoken by the client group. The programme team did this, ensuring that all clients could share their perspectives. For teams working with clients speaking a range of languages different to those of the programme's staff, this is a challenge to address and overcome.

Implementing the Feedback Mechanism—What We Did

Survey Administration: Given the good accessibility in the Juba PoC sites, Ground Truth contracted IMPACT Initiatives to relatively quickly and cost effectively administer the surveys. The surveys occurred every month.

Preparation of the Report: The survey data passed from IMPACT Initiatives to Ground Truth, who prepared the feedback reports for each of the pilots after each survey round. The feedback reports provided a breakdown of question responses, where relevant, and included a narrative interpretation of the data to prompt the programme team in their review of the report.

Internal Dialogue: The programme team joined CVC and Ground Truth to discuss the feedback reports. CVC and Ground Truth prompted the team to consider the implications of the feedback received. The team's interpretations were often somewhat vague/confused and defensive in some cases with negative or underwhelming feedback.

External Dialogue: The programme team facilitated focus group discussions with a sample of clients in the PoC sites following the Round 1 survey. The focus group discussions report prepared by the team indicated that the focus group discussions contradicted much of the survey feedback, and the team expressed doubt regarding the quality of the external survey conducted (this, despite the external firm having extensive experience of data collection in the PoC sites). Members of the team with language capacity to conduct the focus group discussions were disbanded by February 2016, so CVC and Ground Truth agreed with the team to have IMPACT Initiatives—which had administered the surveys—facilitate focus group discussions. The IMPACT Initiatives focus group discussions revealed very different results than those focus group discussions arranged by the team, and highlighted a certain level of discontent in the team for not having communicated their departure and what the implications of this would be for the services that they were providing.

Course Correction: Programme funding ended on 29 February 2016. This news was shared with CVC and Ground Truth shortly after the Round 1 survey and dialogue. The programme team's efforts for the remaining period focused on programme closure rather than acting on the client feedback received in the Round 1 and Round 2 surveys. Notably, the team did not inform clients of the programme's discontinuation.

Adaptation of the Feedback Mechanism: During Round 3, clients answered a new set of questions, given that the survey was administered after the programme's closure at the end of February. The questions sought to understand the perceived impact of the programme's closure.

Survey Themes and Questions

These questions were asked in Round 1 (some questions were changed and added in Round 2):

1. (Access) If you need something, or help in finding a service in the camp, which of the following would you do?
2. (Access) Are there specific groups who cannot access services in this camp?
3. (Access) Do you and your family know where to find information about accessing available services?
4. (Outcomes) Would you recommend the IRC centre to a friend or family member?
5. (Outcomes) Were you referred to an appropriate service or did you receive the information you wanted?
6. (Outcomes) Did the IRC centre follow up to make sure you got the help you needed?

A different set of questions were asked in Round 3:

1. The IRC centre has closed and will no longer provide information about services in the PoC site. To what extent will this affect you and your family?
2. To what extent will it affect the ability of people with special needs to access services they need?
3. Were you aware of recent efforts by the IRC centre to get feedback on the services it offers?
4. If yes: Did you feel it improved the IRC information provision service?
5. If no: Would you like to be asked for your feedback on services provided in the camp by other non-governmental organisations?
6. To what extent are you worried about your safety when you leave the camp?
7. To what extent are you prepared to leave the camp?
8. To what extent are agencies listening to your specific concerns as you prepare to leave?
9. What are your most important needs when you leave the camp?

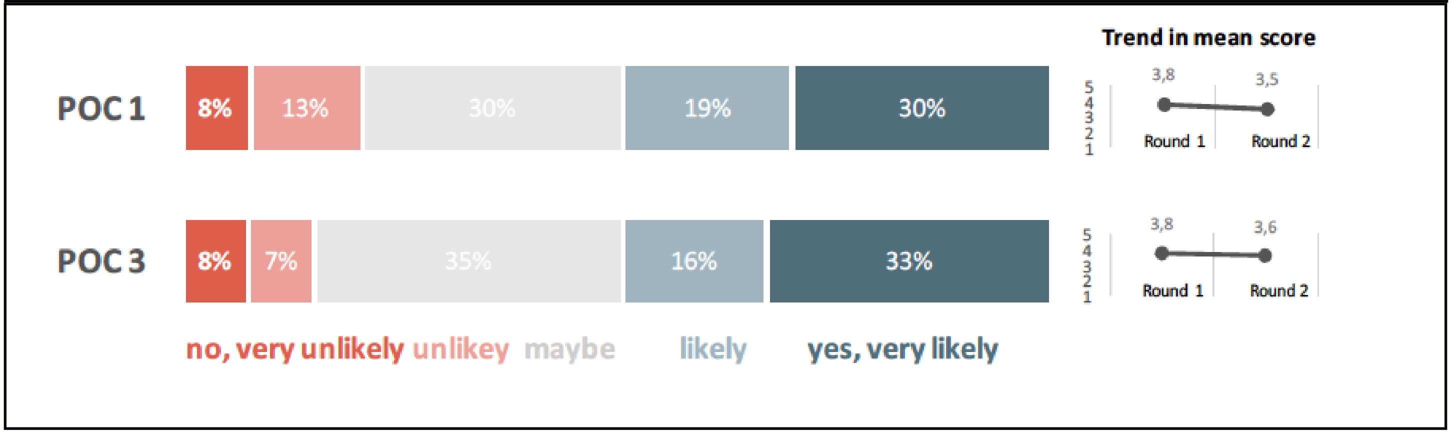
Implementing the Feedback Mechanism—What We Learned

- **Programme teams have the power to decide whether to prioritise client responsiveness.** The programme team was unable to course correct based on feedback received, which was consistent with the baseline interview wherein the programme team highlighted the prioritisation of programme delivery over client responsiveness. Yet, communicating with clients during programme closure is important; it is the responsibility of the implementing organisation to inform clients when closing as well as when starting a new activity or project. While a team chooses where and how to prioritise its time and efforts, CVC urges all teams to consider how simple client communication can be maintained even in the most challenging times of programme delivery.

- **A third party can provide a useful accountability check and prompt teams into further enquiry and action.** Third parties, in this case CVC and Ground Truth, can play an important role to prompt a programme team to consider the feedback received on a programme and potential implications, and hold the team to account for a satisfactory response. Whether the feedback is positive or negative, the third party can check assumptions and provide quality assurance that all aspects of client feedback were adequately considered.

  In this pilot, the programme team had a tendency to push for positive outcomes and ensure that the programme's performance and, by extension, their own, was considered positively by the headquarters' team (CVC) and a specialist third party (Ground Truth). Peer-facilitated internal dialogue sessions and/or those led by the IRC programme(s') technical advisor(s) or deputy director(s) of programmes could potentially review the feedback implications going forward.

Survey Question: Would you recommend the IRC centre to a friend or family member?



Summary of Two Rounds of Client Feedback

Awareness of the Information and Counselling Centres remained more or less the same from Round 1 to Round 2 (60 percent and 57 percent, respectively), despite focus group discussions conducted by the programme team where they raised awareness of the centres and their role. As the IRC was working in a PoC site, which is similar to a camp setting, it was not difficult to inform clients about the centre. The programme team was looking to promote the centres in the other programming contexts.

The programme team noted that a number of the clients surveyed did not regard the provision of information as a "service," nor considerit worthwhile. This suggests the need for improved awareness-raising efforts among clients of the benefit of information to allow them to access other services. Other programmes providing information may struggle to elicit positive reviews, even those programmes providing more tangible services. Such programmes should look to ensure that they follow the trend in feedback received over time and, if they are to benchmark their own performance, do so against programmes providing similar services.

Safety was a concern for clients in Round 1 and Round 2. While this is not directly attributed to the programme team in any way, the IRC has a responsibility to work together with other humanitarian actors and camp management to ensure that clients feel able to safely access services.

The number of clients reporting that they would recommend the Information and Counselling Centres to a friend decreased from 63 percent to 47 percent between Round 1 to Round 2, possibly due to clients witnessing the activities in the centres already winding down.

Almost half (49 percent) of clients reported that they were undecided about whether the programme team would respond to their feedback. The team had conducted focus group discussions after Round 1, meaning clients may have expected improved responsiveness. However, the result may suggest that the focus group discussions did not exactly offer the opportunity to make the clients feel that the team heard their feedback.

Feedback Indicating the Need for Course Correction—What We Did and Why

As programme funding ended during the piloting process, the programme team was unable to course correct activities in the PoC sites in response to client feedback received. However, the team was not fully committed to receiving negative feedback nor did they welcome it as an opportunity to learn and improve. Had funding not become an issue, it was unclear whether the team would have taken proactive efforts to understand the feedback and respond to it through changes in programme delivery.

CVC and Ground Truth discussed with the programme team what the team might have done differently, or taken into account in the delivery of other programmes. A number of issues raised through the client feedback process—including in the focus group discussions report conducted by IMPACT Initiatives—implied the need for course correction by the team. Many of these issues would not have required significant resources to address.

One of the main recommendations from the focus group discussions report is the need for the programme team to move around the camp more and be more visible and thus more accessible to solicit clients' feedback while also raising awareness of the IRC's presence. The team could have also used their attendance in the Protection Cluster meetings to flag issues around safety and identify collective responses to this issue.

Next Steps and Recommendations from these Pilots

Given that the IRC has stopped its Protection programming in the PoC sites, this case study does not examine next steps or recommendations for the programme team in relation to that specific programme. However, below are a number of recommendations that staff implementing broader Protection programming in South Sudan, South Sudan country management, and Protection specialists in other locations may wish to consider. IRC Juba Protection staff reported following up on some areas to improve the projects they moved on to implement:

1. **Consider client perspectives in exit strategies.** Review policies and procedures around programme exit in terms of client communication and the programme exit implications to plan for and exit in a way that addresses client concerns.
2. **Levels of client satisfaction cannot be compared across programmes in different sectors.** Programmes providing information as a service may need to work harder to raise awareness among clients of the programme's service and how it can assist clients to meet their basic needs. Ultimately, it is the client's choice to determine the value they place on one service over another. However, as decisions about client services should not be based solely on client perspectives, so too must we not undermine the value of information provision and protection programming more broadly.
3. **Foster a culture wherein we can learn from failure.** It is important for teams and organisations committed to improving client responsiveness to communicate to and convince staff that negative feedback should be proactively learned from and adapted to improve programmes in response. Negative feedback can sometimes be a good sign, in that our clients clearly feel comfortable to express their views with us. Senior management play an important role in fostering an organisational culture that permits staff to openly discuss and learn from failure.

UKaid
from the British people

This work was conducted by the CVC initiative at the IRC and funded with UK aid from the UK government.

IRC Client Voice and Choice Initiative and Ground Truth Solutions

Pilot Case Studies: Annex 1
Background to Client Responsiveness at the IRC

June 2016

IRC's Commitment to Client Responsiveness

In 2015, the International Rescue Committee (IRC) launched a bold new five-year strategy that, among a number of objectives, seeks to make the organisation more responsive to its clients, or people it serves. The organisation has committed to systematically and deliberately seeking the perspectives of its key stakeholders—clients and implementing partners—and to include those perspectives in decision-making processes regarding the type of programmes, and how and to whom, when, where and by whom to deliver said programmes. In doing so, the IRC believes that its programmes will become not only more responsive to the people it seeks to benefit, but also more effective.

The CVC Initiative

Becoming responsive means more than establishing feedback mechanisms; it requires being more effective at listening, being better at interpreting and understanding client perspectives when making decisions, and choosing courses of action that give those perspectives due weight and consideration. Becoming responsive means that IRC staff have the ability and the will be so, since becoming responsive requires wholesale change in the way that staff think and act.

The IRC established the Client Voice and Choice initiative (CVC) with a mandate to identify, test, and roll out an approach for the IRC to foster the development of greater organisational responsiveness by 2020.

Since 2015, CVC has sought to identify what does and does not work regarding methods for collecting and responding to client perspectives. CVC partnered with Ground Truth Solutions at Keystone Accountability to apply the Ground Truth methodology in refugee and internally displaced person (IDP) camps, rural areas, and urban centres focused on refugees, IDPs, and host communities in Greece, Kenya, South Sudan, and southern Syria. CVC met with colleagues from across field programmes, technical units, human resources, and senior management teams to better understand the barriers to and conditions that improve responsiveness. In addition, the CVC team organised a Learning Exchange in March 2016, bringing together IRC staff, major donors, implementing organisations, and policy-focused groups to discuss responsiveness approaches. Bringing all this learning together, CVC are developing an IRC Approach to Client Responsive Programming, which will aid country programmes—and those of other agencies—in implementing client responsive programming.

Why "Client"?

The IRC uses the term "client" in place of "beneficiary," as "client" evokes a greater sense of personal agency instead of a more passive recipient of aid. The IRC's use of "client" is deliberate, highlighting the limited power that many clients have over their lives and the IRC's desire to help empower them.

The term "client" is most commonly used in the service industry in a market context, where the recipients of a service choose their service provider and can decide to stop using said certain provider if that provider fails to meet expectations. Many times, people that receive humanitarian aid do not have a choice regarding their service provider, nor can they necessarily refuse service if the quality of the service provided is unsatisfactory.

Finally, the word "beneficiary" assumes a benefit; it is erroneous to assume that clients always benefit from the IRC's services. Instead, the IRC also seeks client perspectives to improve how it delivers services.

When is a Programme Considered 'Client Responsive'?

- Design: The IRC team integrates a client-responsive approach into programme design
- Capture: The IRC team selects and implements a combination of channels to effectively capture client perspectives
- Analysis and Interpretation: The IRC team analyses and interprets the implications of client perspectives
- Decision-Making: The IRC team systematically uses client perspectives in programme decision-making processes
- Action: The IRC team acts on the decisions taken about how to best respond to client perspectives
- Accountability and Improvement: The IRC team is accountable to its clients for its decisions and actions in response to their perspectives, and seeks continuous improvement regarding its responsiveness

For more information, see Annex. 3. Client Responsiveness Performance Matrix

IRC Client Voice and Choice Initiative and Ground Truth Solutions

Pilot Case Studies: Annex 2
Background to the Ground Truth Pilots

June 2016

The IRC and Ground Truth Solutions

Ground Truth Solutions at Keystone Accountability have developed an approach to the implementation of the feedback cycle, which has the potential to benefit the International Rescue Committee (IRC) and allow the organisation to learn from Ground Truth's methods. Ground Truth uses targeted questions and facilitates feedback processes to in order to reduce 'survey fatigue.' The questions are tailored to the particular programme and developed through workshops, which then provided the IRC with relevant, actionable information.

Key elements of the Ground Truth approach involve internal organisational discussion regarding the potential implications of client feedback, and external dialogue opportunities with clients to validate, further understand, and collectively develop solutions to the feedback hand-in-hand with clients. In addition, Ground Truth encourages communicating back to clients the feedback received and what is being done in response, thus improving accountability.

More information about Ground Truth is available on their website, here.

CVC Pilot Implementation—Summary of Stages

Step 1 (approximately one-to-two weeks): The IRC's Client Voice and Choice (CVC) team familiarised the host country programme management and host project leads with what they could expect from the piloting process, including the benefit of participating in the pilot, timelines, budget, responsibilities, and deliverables.

Step 2 (approximately two-to-three weeks): The CVC team engaged the host country programme team to plan the field visit and design the client feedback and response mechanism. The host project leads completed a questionnaire summarising the host project, identifying the information they hoped to obtain from clients, and noting the factors that would influence the choice of feedback mechanism.

Step 3 (approximately one week): Field visit by Ground Truth and CVC to design the client feedback and response mechanism, covering:

- Additional information that the host project intends to obtain from clients
- The development, translation, testing, and refinement of questions to ask clients
- The identification of appropriate feedback collection methods and contracting external data collectors
- An agreed approach to analysis and dialogue concerning client feedback
- The finalisation of the timeline and responsibilities for data collection, analysis, and dialogue

Step 4 (approximately five-to-six weeks): Client feedback collected using the feedback method identified (one-to-two weeks). Ground Truth then analysed the feedback and passed the data and analysis back to the host project (one week). The host project arranged dialogue sessions with the client group according to the agreed approach (one week), considered possible course correction and, where relevant, implemented changes (ongoing).

Step 5 (approximately two-to-three weeks): Debrief—The CVC team reviewed the experience of designing and implementing the Ground Truth feedback mechanism, with the host project leads discussing the:

- Most and least challenging aspects
- Perceived benefits
- Challenges and barriers faced and potential ways to overcome them
- Lessons learned
- Best ways to sustain the feedback mechanism, or elements of it, or further develop other methods to promote client responsiveness

Learning Methodology

Pre-Pilot: CVC had the host project leads complete a questionnaire to better understand current methods of capturing client feedback and the areas the leads would like to explore through the pilot. CVC interviewed country programme management and key programme personnel using a semi-structured interview format to understand baseline levels of client responsiveness, and enabling and/or inhibiting factors.

During Pilot: CVC facilitated calls with the host project leads after each survey round, using a brief, semi-structured interview format to learn the areas that the feedback highlighted, including unknown issues or opportunities, affirmed assumptions, and areas to explore further through external dialogue sessions. The CVC team also revisited and adapted, as needed, the survey questions and report presentation. The host project leads reported back on the findings of the external dialogue sessions and course correction taken.

Post-Pilot: The CVC team had the host project leads complete a questionnaire reviewing their experience of implementing the Ground Truth approach, covering its benefit, the most and least challenging areas, and other key areas of learning. In preparing this case study, CVC and Ground Truth also reflected on their own experience of implementing the pilot.

IRC Client Voice and Choice Initiative and Ground Truth Solutions

Pilot Case Studies: Annex 3
Client Responsiveness Performance Matrix

June 2016

Client Responsiveness Performance Matrix

Stage 1 / Design		**The IRC team integrates a client-responsive approach to programming into programme design**
	1	The IRC team identifies the channels through which it will capture the perspectives of its clients and integrates these channels into the implementation and management plan, budget and responsibilities of programme staff
	2	The IRC team consults its clients on the channels that they prefer to share their perspectives with the IRC
	3	The programme team identifies the business processes through which decisions will be taken by the programme team about how to respond to clients perspectives and integrates these business processes into the implementation and management plan, budget and responsibilities of programme staff
Stage 2: Capture		**The IRC team selects and implements a combination of channels to effectively capture the perspectives of its clients**
	4	The IRC team routinely captures the perspectives of its clients through proactive channels (e.g. surveys, focus group discussions and interviews) in the design and throughout the implementation of the programme
	5	The IRC team provides its clients with the opportunity to provide feedback or lodge complaints throug reactive channels (e.g. suggestions boxes, hotlines and drop-in centre times) throughout the implementation of the programme
	6	The IRC team systematically records the perspectives of its clients captured through day-to-day interaction in the field between programme staff and clients
Stage 3: Analysis and Interpretation		**The IRC team analyses and interprets the implications of its clients' perspectives**
	7	The IRC team carefully and systematically analyses the perspectives of its clients and considers their implications for programming
Stage 4: Decision-Making		**The IRC team systematically uses clients perspectives in programme decision making**
	8	The IRC team takes programming decisions which are informed by their clients perspectives
Stage 5: Action		**The IRC team acts upon the decisions that it has taken about how to respond to its clients perspectives**
	9	The IRC team develops an action plan, including timing, budget and roles & responsibilities, for acting upon the decisions taken
	10	The IRC team implements the action plan to specification, timing and budget
Stage 6: Accountability & Improvement		**The IRC team is accountable to its clients for its decisions and actions in response to their perspectives and seeks continuous improvement to its responsiveness**
	11	The IRC team closes the loop with its clients to explain the decisions and actions taken within an appropriate amount of time following hearing their perspectives
	12	The IRC team reviews with clients whether they feel that their perspectives have been taken into consideration and how the programme team can improve.
	13	The IRC team takes remedial action to improve the way it communicates with its clients based on feedback

Grade

Grade	Description
Excellent	The programme team consistently exceeds expectations in all essential and desirable criteria. The overall quality of implementation across all stages was excellent.
Good	The programme team consistently meets expectations in all essential criteria. The overall quality of implementation across all stages was very good.
Satisfactory	The programme team does not consistently meet expectations in all essential criteria. The overall quality of implementation was good, with some need for improvement.
Poor	The programme team did not meet expectations across all the essential criterai. The overall quality of implementation was poor, with substantial need for improvement in multiple critiera.
Very Poor	The programme team did not meet expectations in any of the essential criteria. The overall quality of implementation was very poor, with substantial need for improvement across all criteria.