



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 issues 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

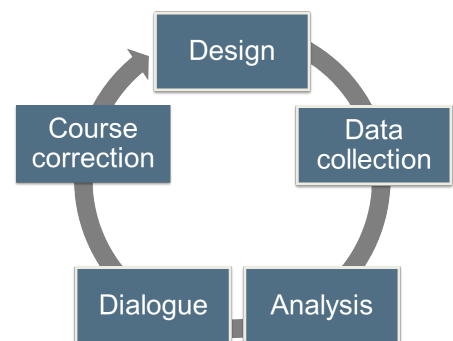
- **Programme team commitment to being responsive is essential.** Buy-in by the programme team and willingness to learn what clients think of the programme, including programme delivery and IRC staff, is fundamental to a programme's responsiveness. In other pilots, the simple questionnaire provided programme 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:

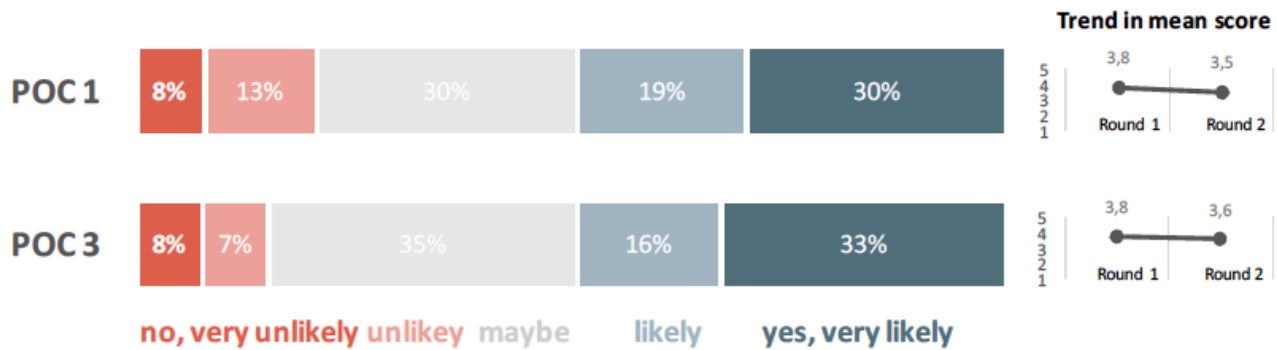
1. The IRC centre has closed and will no longer provide information about services in the PoC site. To what extent will this affect you and your family?
2. To what extent will it affect the ability of people with special needs to access services they need?
3. Were you aware of recent efforts by the IRC 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 consider it 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.



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 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 through 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		
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 criteria. The overall quality of implementation was poor, with substantial need for improvement in multiple criteria.
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.



IRC Client Voice and Choice Initiative and Ground Truth Solutions

**Pilot Case Studies: Annex 4
Pilot Feedback Reports from the Ground Truth Surveys**

June 2016





**GROUND TRUTH
SOLUTIONS**

Client Voice and Choice Initiative

JUBA / SOUTH SUDAN ROUND 1

November 18 – 24, 2015



Putting people first in humanitarian operations.

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Background

In April 2015, the IRC launched the Client Voice and Choice Initiative (CVC) to meet the strategic commitment of becoming more responsive to its clients – people affected by conflict and disaster around the world. Under this initiative funded by DFID, the IRC has partnered with Ground Truth Solutions (GT), to collect feedback from clients and help to bring their perspectives more systematically into decision-making calculations. GT conducts regular micro-surveys to provide a stream of accurate data on client perceptions and concerns, and supports the IRC in analysing and responding to the feedback received.

In South Sudan, the first pilot country, GT is collecting three rounds of feedback on the IRC's protection programme in the UN bases/PoCs in Juba, with a focus on the IRC's Information and Counselling Centres (hereinafter: IRC centres) in PoCs 1 and 3. The IRC centres constitute a key platform to conduct awareness-raising activities and provide information about available services in the PoCs.

Reading the charts

The bar charts in this report show the frequency (in percent) that each option was chosen for a particular question, with colours ranging from dark red for negative answers to dark blue for positive ones. For questions 3-9, there are two bar charts to display the responses collected in PoC 1 and 3 respectively.

Questions 3-8 used a Likert scale of 1-5 to quantify responses. The labels under the bar charts show each of the answer options, from very negative (1) to very positive (5). A mean score was calculated for each of these questions, by adding all scores between 1-5 that were chosen by all respondents, and dividing them by the number of valid responses. The mean is displayed at the right side of the bar charts.

In subsequent rounds, the trend of average scores for each question will be visualized with a simple line graph.

Summary Findings and Recommendations – Round 1

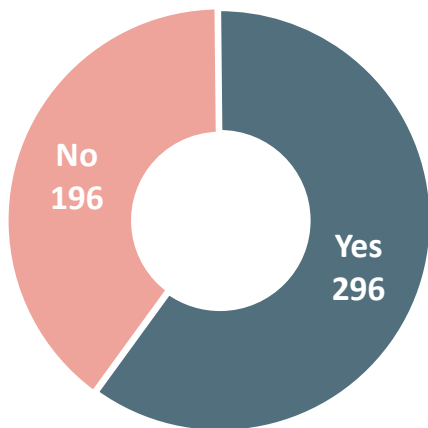
This report analyses the first of at least three rounds of data collected from internally displaced persons (IDPs) living in PoCs 1 and 3 about their perceptions of the IRC centres. The first round was conducted between November 18 and 24, 2015. For more information on survey development, sampling methodology, sample size and demographics, and the data collection process, see the *Methodology* section (pp. 12-15) of this report.

- **Knowledge of the IRC centre could be increased:** The majority (60%) of respondents knew about the IRC centre, but still 40% did not. The process of engaging with clients and communicating back the results of the feedback (see the GT Guidance on Conducting Dialogue) could serve as a useful awareness building tool, reaching out to particular groups who do not know about the centre, for instance those having arrived prior to 2015 (for details, see p. 14).
- **Overall positive perceptions of the IRC centre:** The general perception of IRC's centre was positive (mean of >3 out of 5 across all responses). There was no significant difference in perceptions between respondents in PoCs 1 and 3. However, people who have been living in the PoCs for longer tended to be more positive than those who arrived more recently. It would be useful to inquire about the reasons behind this difference in more detail. This might suggest the need for more engagement work with new arrivals to better understand their needs.
- **Perceptions of actual users of the IRC centre were positive, but with room for improvement:** Respondents who have been to the IRC centre were positive about their experience overall, and the majority (63%) would recommend the centre to a friend (question 7). However, around 14% were negative, and 24% undecided. Similarly, around 14% were negative and 24% neutral when asked whether they received an appropriate service or information from the centre (question 8), and more than one third of people stated that the IRC had not followed-up with them (question 9).
- **Least positive results on empowerment question:** Out of all the questions, the most negative responses (around 20%) were given to the question whether the IRC centre helps people make informed choices about which services they can access (question 5). It would be good to explore the reasons why. For instance, is it not clear what the IRC centre offers, or was the advice provided not helpful? Perhaps some of this negativity stems from the end-services provided, too, which needs to be understood.



- **Respect and dignity could be further increased:** Though around 70% of respondents answered that the IRC centre treats people with respect and dignity, around 30% are still neutral or negative on this important question.
- **Trace results of feedback question over time:** Around 40% of all respondents were undecided (“maybe”) on the question whether IRC will respond to their feedback, which gives the question the lowest means of all in the survey. Reasons may be the survey fatigue in the PoCs, or that this is the first of such surveys on the centre. It will be interesting to see whether respondents answer more positively after the next rounds of data collection, when IRC staff have gone back to their clients to communicate and respond to their feedback.

SECTION I – PEOPLE WHO KNOW THE IRC CENTRE

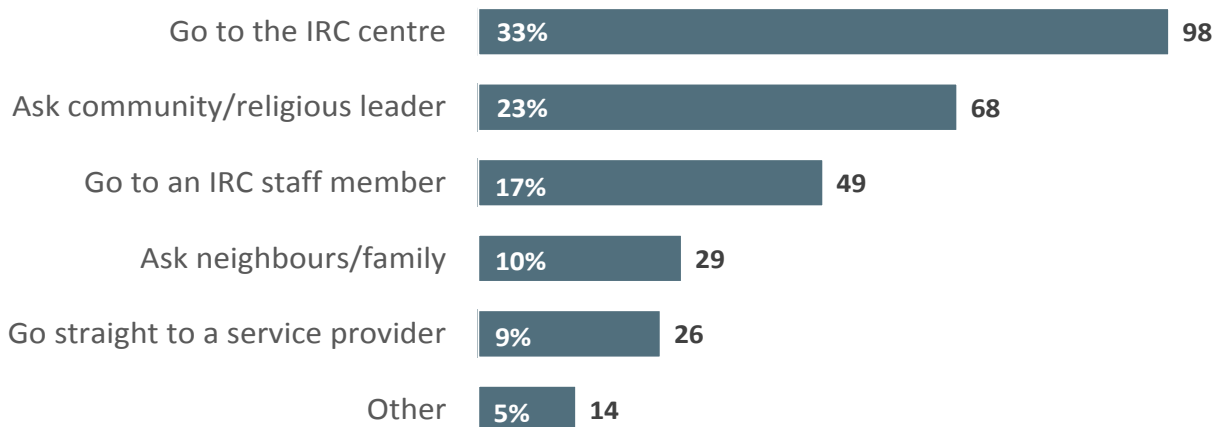


Do you know the IRC centre?

The following seven questions were **only asked to the 60%** (i.e. 296) of all 492 respondents who said that they **knew about the IRC centre**.

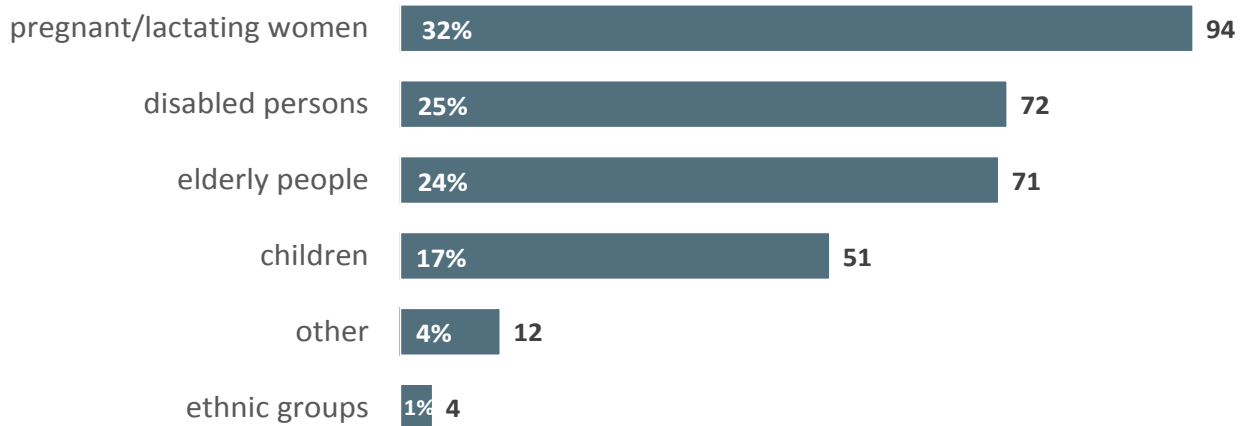
To learn more about the demographic breakdown of the ones who know the centre and those who don't, please go to the *Sample Size and Demographics* section on pages 13 – 15.

Question 1: If you need something, or help in finding a service in the camp, what would you do?

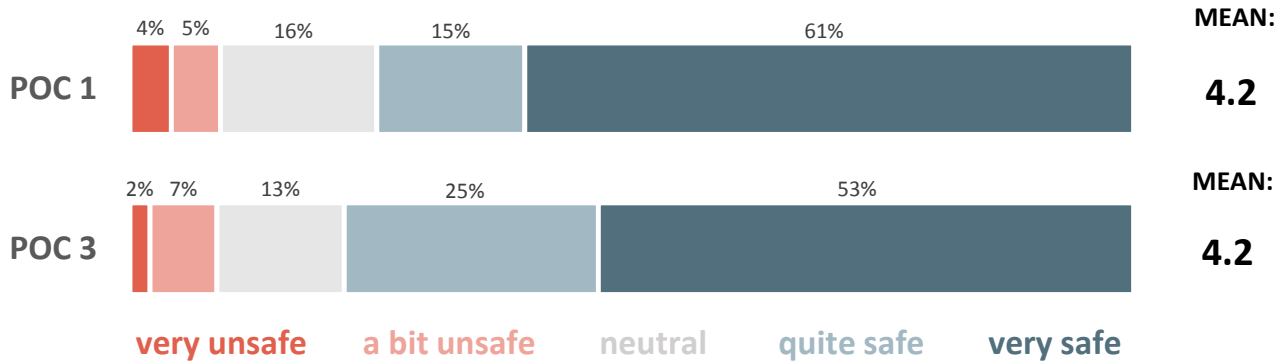


One third of the respondents said they would go to the IRC centre. Those respondents who indicated that they had special needs (see p. 15) were more likely to go to the IRC centre than those that did not indicate that they had special needs, which most frequently chose to ask a community or religious leader (please note that this is a small proportion of the sample; 17 respondents or 3% of the whole sample). It makes sense for IRC to engage with community/religious leaders to enquire why. One possible explanation is that the IRC centre or staff are strongly associated with providing services to vulnerable groups.

Question 2: Are there specific groups who cannot access services in this camp? [multiple choice question]



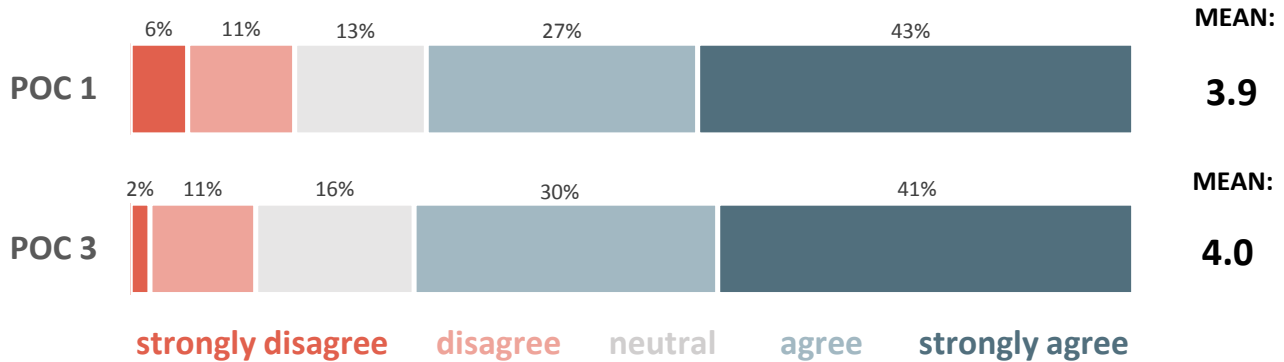
Question 3: Do people feel safe using the IRC centre?



Respondents answered this question very positively. Although the mean is the same in both PoCs, there were more respondents in PoC 3 who felt very safe. Also, a smaller percentage of women (75%) answered they felt quite or very safe than men (85%), and those who arrived in 2013 seemed to be more positive than those who arrived subsequently. Understanding the specific needs of women and new arrivals is key for the centre.

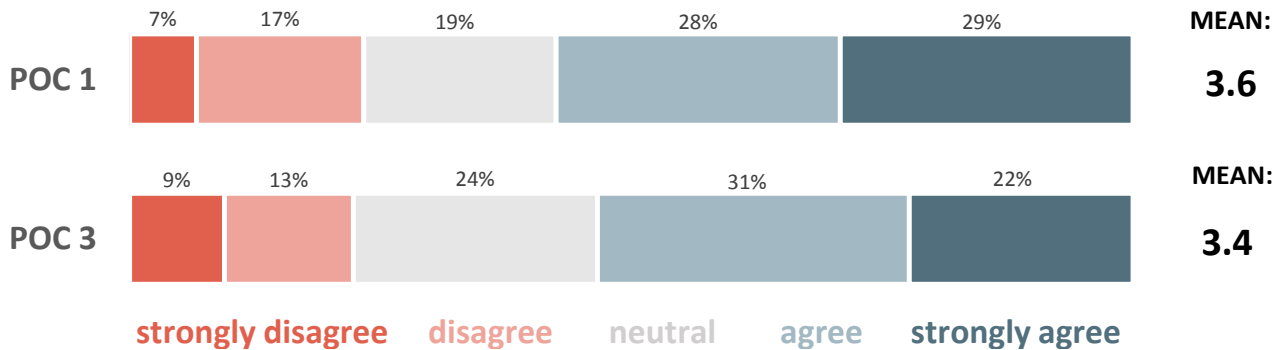


Question 4: Does the IRC centre treat people with respect and dignity?



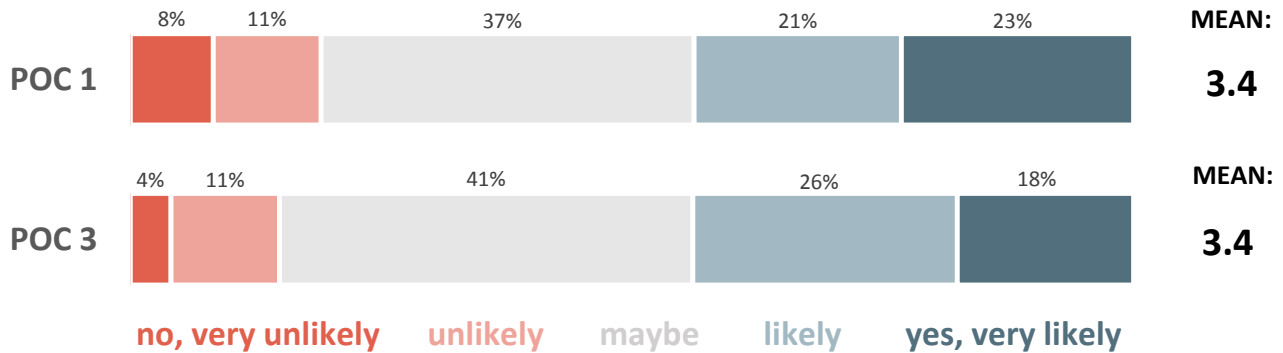
Most respondents were positive on this question. The older the respondents, the more positively they answered. It will be interesting to explore this link in the dialogue sessions. Female respondents were slightly less positive on this question than male respondents (mean of 3.9 vs. 4.1). Those who had been to the IRC centre were more positive than those who had not been (mean of 4.1 vs. 3.7). This is not surprising, and suggests that more outreach and awareness building work needs to emphasize how the centre treats people with respect and dignity.

Question 5: Does the IRC centre help people make informed choices about which services they can access?



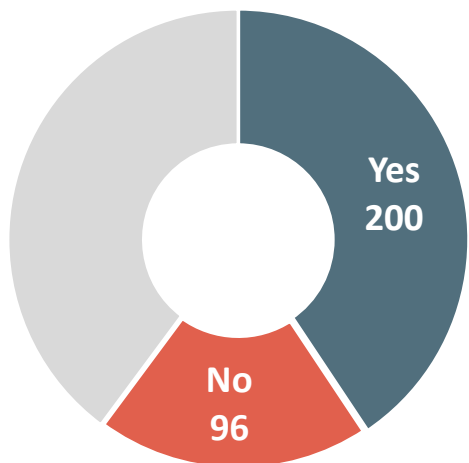
While there were more positive than negative responses to this question overall, in both PoCs, more than 20% of respondents said the IRC centre does not help them to make informed choices. Female respondents answered this question slightly more positively than male respondents (means: 3.6 vs. 3.4). The later they arrived in the camp, the more negatively the respondents answered this question. There was no big difference between those who have actually gone to the IRC centre and those who have not, and no big difference across age groups. Given the main aim of the centre is to allow people to make informed decisions, investigating this further is crucial; what can be done to further empower people? In doing so, the IRC might want to partner with direct service delivery agencies in the POCs to explore the quality of the end-services being provided.

Question 6: Do you think that the IRC will respond to your feedback?



Respondents seemed to be undecided on this question, with more than a third of respondents stating 'maybe'. It will be interesting to track the results for this question over time, as it could reflect the extent to which the IRC engages with respondents on the feedback collected in each round. Those who have been to the IRC centre were more positive than those who have not (mean 3.7 vs. 3.1). This suggests a certain level of trust amongst those that have used the centre, which is affirming.

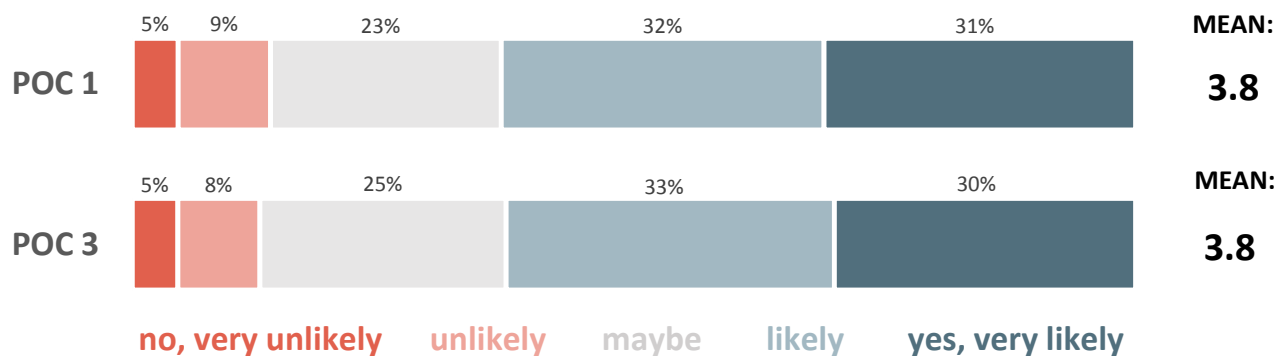
SECTION II – PEOPLE WHO HAVE BEEN TO THE IRC CENTRE



Have you gone to the IRC centre?

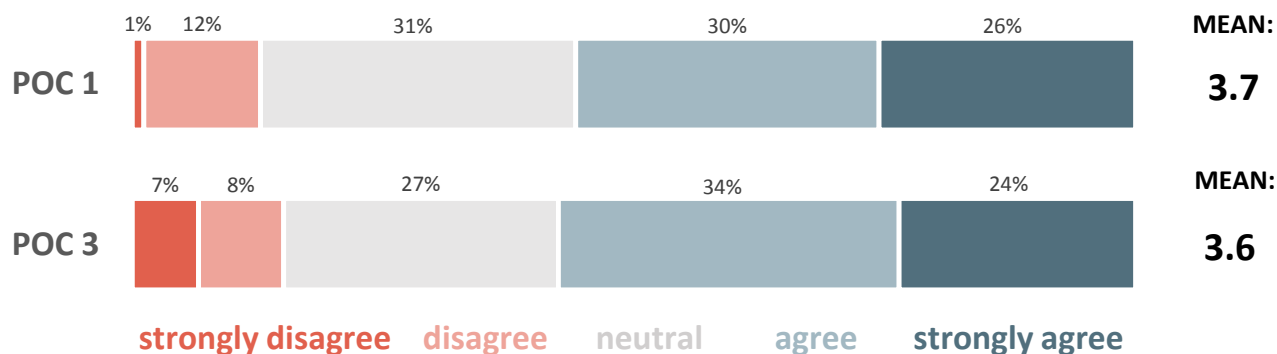
60% of the 296 respondents who said they knew the IRC centre **have actually visited it**, that is 41% of the total number of respondents (492) that were approached for this survey.

Question 7: Would you recommend the IRC centre to a friend or a family member?



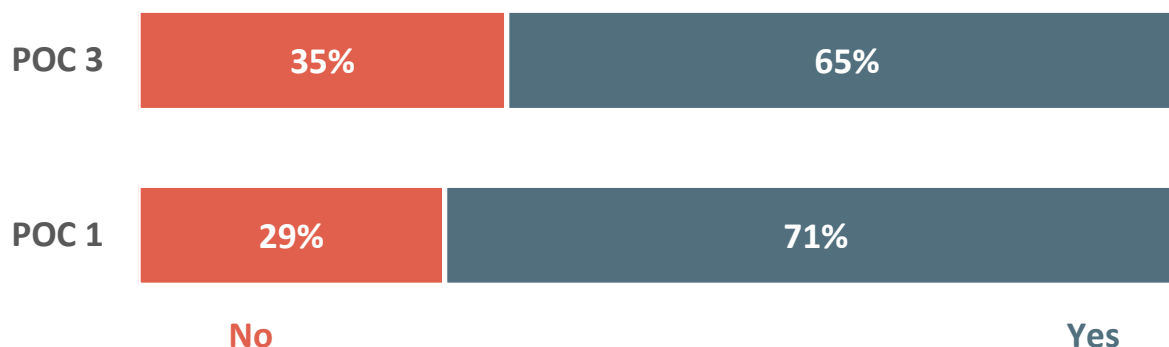
The majority of respondents said they would be likely or very likely to recommend the IRC centre to friends or family. The ones who have been living in the PoCs the longest (those who arrived in 2013) were most positive (mean: 4.0). That said, almost 40% were not active promoters, which needs to be explored further.

Question 8: Were you referred to an appropriate service or did you receive the information you wanted?



Answers were positive overall, but almost a third of respondents were neutral on this question. The oldest age group (above 35 years old) was most positive on this question. Again, around 40% were not in agreement, which needs to be looked at further. There are two underlying issues that could be investigated – the quality of the referral from IRC and the quality of the end-services administered.

Question 9: Did the IRC centre follow up to make sure you got the help you needed?



The majority of respondents said they were contacted to make sure they had received the service they needed after having been to the IRC centre for advice. But still about a third of respondents said they did not receive a follow-up from the IRC centre. The longer they have lived in the camp, the more likely they were to answer the question with yes. It will be interesting to discuss this data internally and to review protocols for follow-up visits.

Methodology

Survey Development

The survey questions and methodology were developed by GT, in close collaboration with the IRC protection staff in Juba and staff from the CVC initiative. Questions were designed to cover the IRC centre – in terms of quality, accessibility and importance – as well as perceived outcomes and relationship metrics which included the extent to which it treated people with respect and dignity. Service related questions (Q1-Q3, Q5 and Q7-9) were the questions local staff felt were key to improving the service itself, while the relationship questions (Q4 and Q6) spoke to the overall interaction between IRC and clients. Both sets of questions were discussed and agreed collaboratively and combine perceptual factors as well as more factual elements. In designing the question wording, it was ensured that each question a) would make sense to the respondent and that they could answer it, and b) that it would provide IRC staff with the basis for improving how it operates.

Most questions use a 1-5 Likert scale to quantify answers, while some are multiple-choice or yes/no questions. The survey questionnaire was provided in English and Nuer, and enumerators offered on-site translations into Classical or Juba Arabic as needed.

Sampling Methodology

The survey used a random sampling methodology. Enumerators sought to capture the views of different groups in PoCs 1 and 3, but did not enforce proportionality based on gender or the shelter count of each of the PoCs.

Data collection

The first round of data was collected between November 18 and 24, 2015 by IMPACT, an international research firm that was contracted by GT for this purpose. The IMPACT team consisted of an Assessment Manager and an Assessment Assistant/Database at IMPACT's branch office in Juba, South Sudan, as well as 10 enumerators. Enumerators conducted face-to-face interviews, presenting themselves as working for an organization independent from the IRC, and using smartphones with an ODK application to record responses.

One challenge during the data collection process was to get a larger number of men to respond to the questions. The majority (81% in both PoC 1 and PoC 3) of the 296 respondents were women, whereas only 49% of the total population living in PoC 1 are female, and 48% for PoC 3. More women answered the survey than men because they are the ones that are at home during the day. For this reason, women are the dominant information source in virtually all assessments conducted in the PoCs.

Sample Size and Demographics

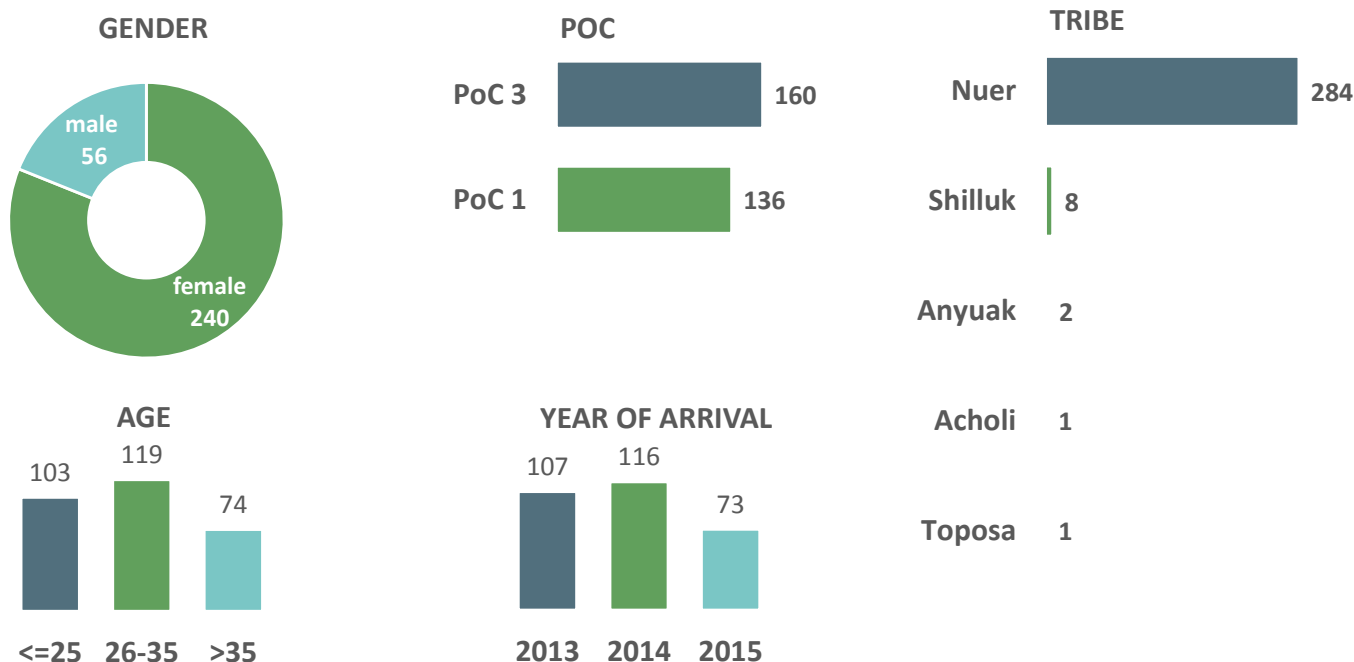
The sample size was 492 respondents out of a population of 27,990 in PoCs 1 (7,434) and 3 (20,556), which gives a representative sample at the overall level. 296 said that they knew about the IRC centre, and were hence asked the main questions of the survey instrument (questions 1-9).

As indicated before, the majority (81% in both PoC 1 and PoC 3) of these 296 respondents were women, whereas only 49% of the total population living in PoC 1 are female, and 48% for PoC 3. Moreover, the vast majority of respondents were Nuer by ethnicity, which is also by far the largest ethnicity in the PoCs.

Round	Date	No. of respondents	No. of respondents who know the IRC centre
Round 1	November 2015	492	296

RESPONDENTS WHO KNOW THE IRC CENTRE

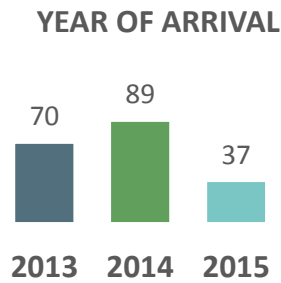
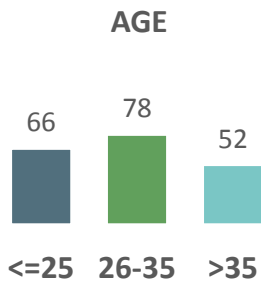
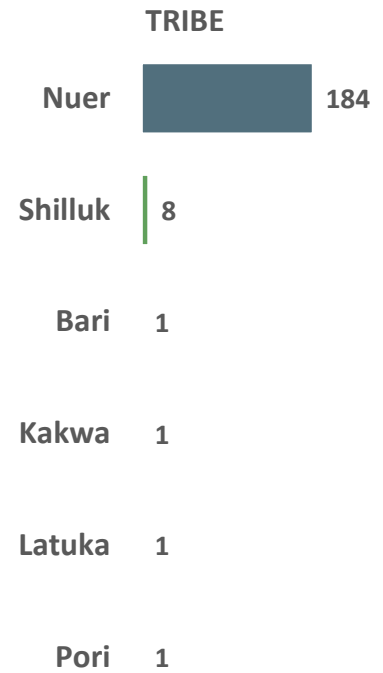
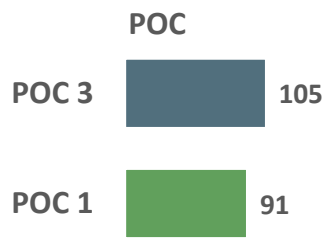
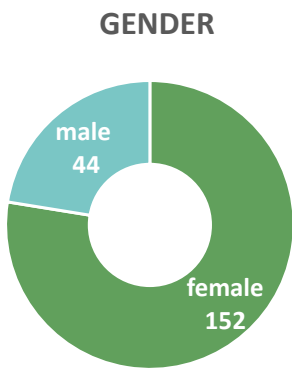
The graphs below depict the demographic breakdown of the 296 respondents who know the IRC centre. The values state the count of respondents.





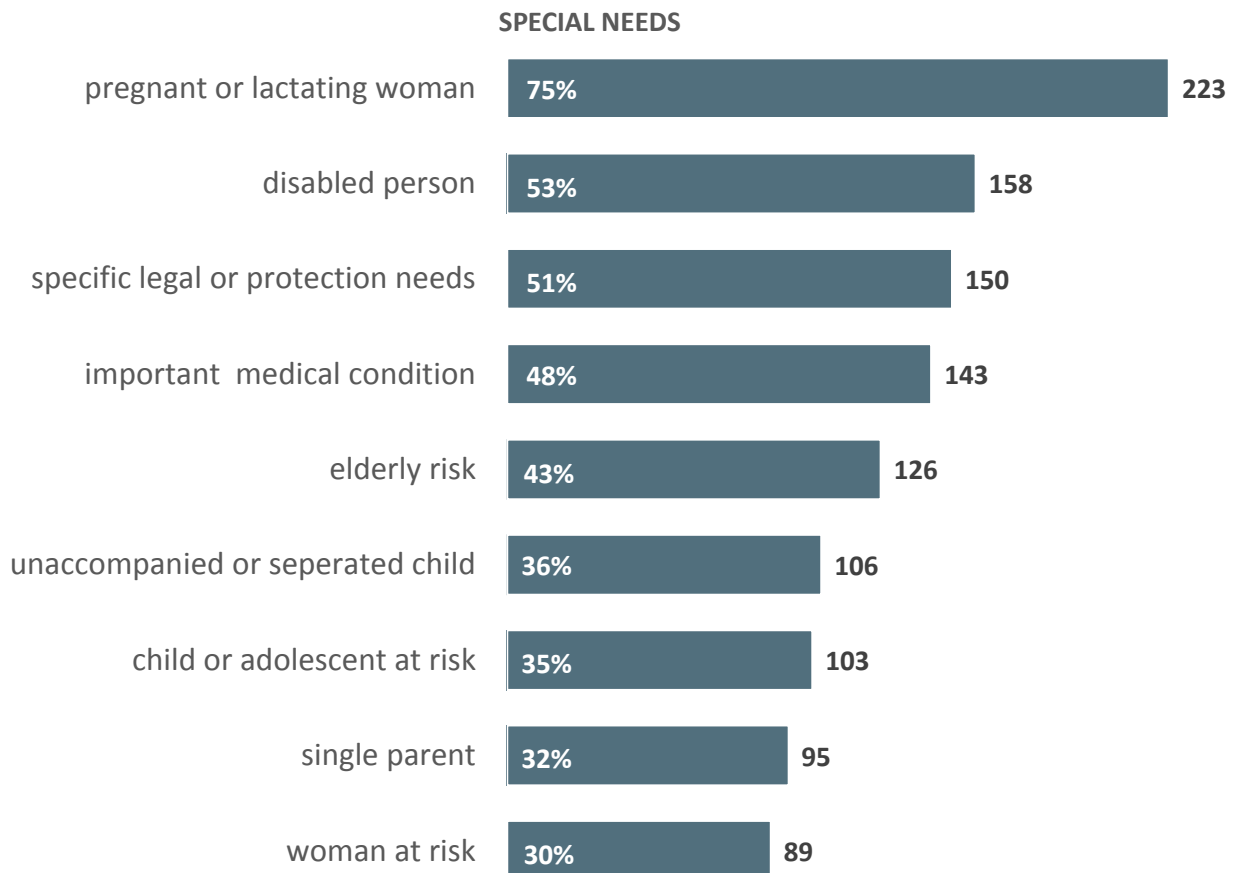
RESPONDENTS WHO DO NOT KNOW THE IRC CENTRE

The graphs below depict the demographic breakdown of the 196 or 40% of all 492 respondents who said they did not know the IRC centre. The values state the count of respondents.





All 492 respondents were asked (i.e. self-identify) if they had any special needs, and were given multiple options to choose from. The graph below depicts the number of respondents who chose each option.



The findings and recommendations in this report represent the analysis and views of Ground Truth Solutions. They do not necessarily reflect the views of the IRC or DFID.



**GROUND TRUTH
SOLUTIONS**

Client Voice and Choice Initiative

JUBA / SOUTH SUDAN – ROUND 2

January 29 – February 4, 2016



Putting people first in humanitarian operations.

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Background

In April 2015, the IRC launched the Client Voice and Choice Initiative (CVC) to meet the strategic commitment of becoming more responsive to its clients – people affected by conflict and disaster around the world. Under this initiative funded by DFID, the IRC has partnered with Ground Truth Solutions (GT), to collect feedback from clients and help to bring their perspectives more systematically into decision-making calculations. GT conducts regular micro-surveys to provide a stream of accurate data on client perceptions and concerns, and supports the IRC in analysing and responding to the feedback received.

In South Sudan, the first pilot country, GT is collecting feedback on the IRC's protection programme in the UN bases/PoCs in Juba, with a focus on the IRC's Information and Counselling Centres (hereinafter: IRC centres) in PoCs 1 and 3. The IRC centres constitute a key platform to conduct awareness-raising activities and provide information about available services in the PoCs. The IRC protection programme in the PoCs in Juba is coming to an end after additional funding was not secured. Hopefully, the lessons learnt and recommendations can be applied to both similar programmes elsewhere and other programmes in South Sudan. With this in mind, the recommendations are kept relatively 'high-level'.

Reading the charts

The bar charts in this report show the frequency (in percent) that each option was chosen for a particular question. For all Likert scale questions (questions 2-9), the colours of the bars range from dark red for negative answers to dark blue for positive ones. The labels under the bar charts show each of the answer options, from very negative (1) to very positive (5).

We have calculated a mean score for each Likert scale question, by adding all scores between 1-5 that were chosen by all respondents, and dividing them by the number of valid responses. Mean scores are compared across rounds 1 and 2, with the trend of mean scores being visualized with a simple line graph on the right side of each question.

Summary Findings and Recommendations – Round 1

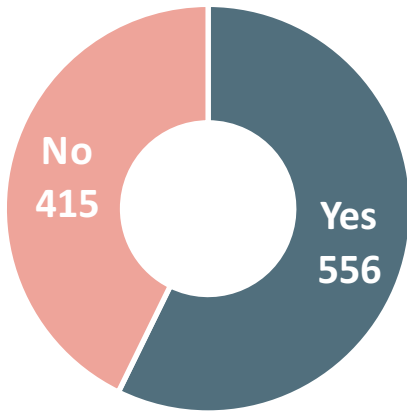
This report analyses the second of two rounds of data collected from internally displaced persons (IDPs) living in PoCs 1 and 3 about their perceptions of the IRC centres. The first round was conducted between November 18 and 24, 2015, and the second round was conducted between January 20 and February 4, 2016. For more information on survey development, sampling methodology, sample size and demographics, and the data collection process, see the Annex (pp. 15-19) of this report.

- **Knowledge of the IRC centre could be increased:** The majority (57%) of respondents knew about the IRC centre, compared to 60% in Round 1. In general, a robust dialogue process – engaging with clients and communicating back the results of the feedback – is a great way to increase awareness. It does not appear that awareness has improved, however, in this context, which might prompt a discussion on what dialogue activities were done, and which might be most useful in the future and in other programmes.
- **Overall positive perceptions of the IRC centre:** The general perception of IRC's centre was positive and 56% say they would go there if they needed information. That said, over a third of respondents consider the service of providing information unimportant. As IRC evaluates the success of the ending programme, perhaps this is a question that could be discussed further within the POCs, especially if it is a model that the IRC plans to apply to other contexts. Those agencies still providing services in the camp might also be interested in the underlying feelings towards information provision.
- **Safety an ongoing issue:** Safe access to the IRC centre is a concern, especially in POC 1. It is unclear whether this is specifically an issue in accessing the IRC centre, or a general security concern, but either way, it deserves detailed follow-up. The perceived safety of IDPs living in the PoCs is of relevance to other agencies as well, and IRC could use it to advocate for a safe camp.
- **Perceptions of actual users of the IRC centre less positive:** Respondents who have been to the IRC centre were generally positive about their experience, but only 49% would recommend the centre to a friend (compared to 63% in Round 1). IRC should enquire further on the reason behind this drop.



- **Static results on empowerment question:** The results of this important question have by and large not changed, and 23% of respondents found that IRC did not help them make informed choices. Ideally, the follow-up around the Round 1 data would have been an opportunity to explore the reasons why. Perceptions of empowerment are relevant for end service providers in the PoCs as well. They have a role to ensure people know how to access their services and that the services are appropriate. With the end of the IRC centre, that is more important than ever.
- **Respect and dignity could be further increased:** Though scores have increased overall since Round 1, there are discrepancies between various groups: male and female, length of time in the camp and whether or not they have used the service. In responding to such feedback, it is important to understand the reasons behind these variations, and to address them – ensuring any service is seen equally by all groups in a community.
- **Trace results of feedback question over time:** Around 49% of all respondents were undecided (“maybe”) on the question whether IRC will respond to their feedback, which gives the question the lowest means of all in the survey. We would expect an increase of scores for this question after Round 1, however, scores have decreased. It could be that without adequate follow-up and dialogue by the IRC, the survey contributed to survey fatigue in the PoCs. When collecting feedback, there is an obligation to use it and to inform respondents and communities how you are doing so. This move beyond data extraction to dialogue is key in developing the relationships that are necessary for programmes to be successful.

SECTION I – PEOPLE WHO KNOW THE IRC CENTRE



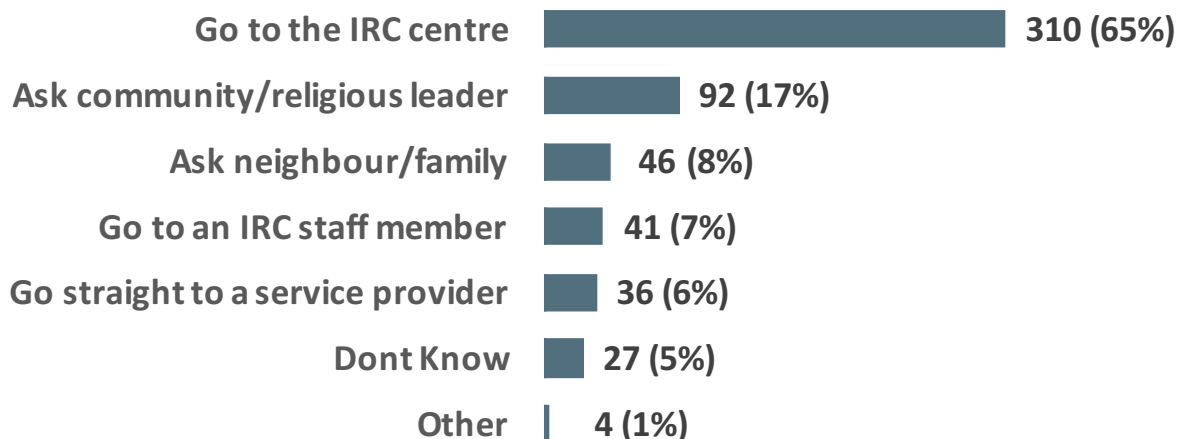
Do you know the IRC centre?

Out of a total of 971 respondents that were approached for this survey, 57% (556) said they knew about the IRC centre (61% from PoC 3; 44% from PoC 1). The following seven questions were **asked only to those 556 respondents who knew the IRC centre**.

To learn more about the demographic breakdown of the ones who know the centre and those who don't, please go to the Annex (pp. 15-18).

Question 1: **If you need something, or help in finding a service in the camp, what would you do?**

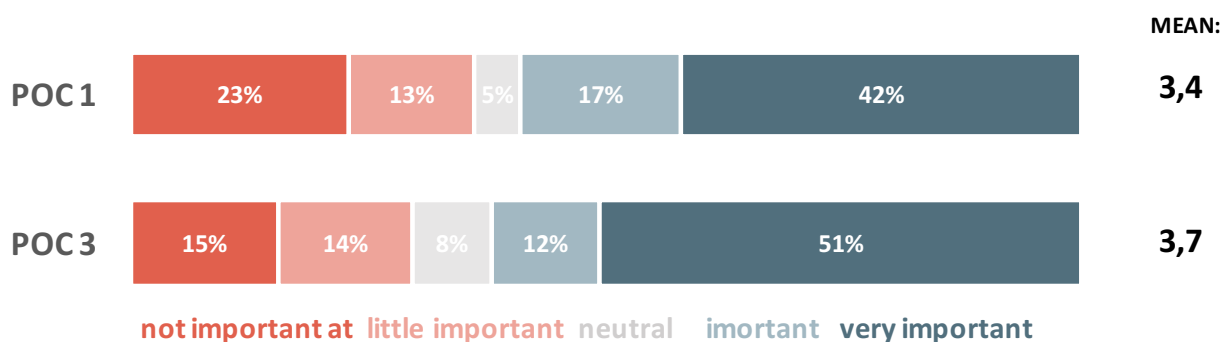
This question examines how many people turn to the IRC centre or staff when they need something or help in finding a service in the PoCs, and what are popular alternatives. It helps determine the relevance of the IRC service.



Almost two thirds of respondents said they would go to the IRC centre or approach IRC staff (70% of women and 59% of men), while 37% indicated they would seek help elsewhere. The 70% is more than in Round 1, where only one third of respondents had said they would go to the IRC centre or an IRC staff member. Those who had been to the IRC centre before were more likely to indicate that they would turn to the IRC centre/staff than those who had not visited it before. Of those that had not been to the IRC centre before, 26% would prefer to ask a community or religious leader and 14% would go straight to a service provider.

Question 2: IRC provides information about the services available at the PoCs. How important is this type of support to you?

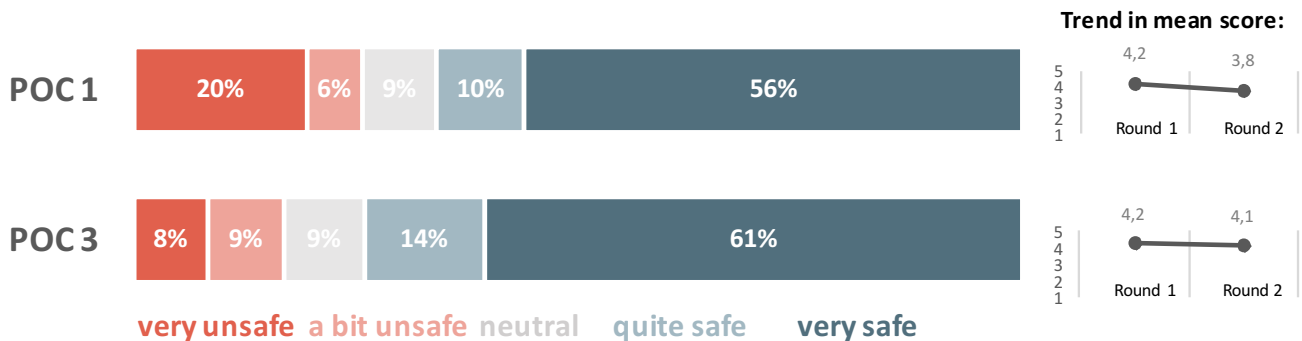
This question also asks about the relevance of the services offered by IRC, namely the provision of information about the services that different organizations provide in the PoCs. It was only added in Round 2 of data collection, as many respondents in Round 1 seemed to be unaware about the services provided by IRC.



More than a third of respondents considered the provision of information by the IRC in the PoCs as relatively unimportant (36% in PoC 1; 29% in PoC 3). Fewer men found the services provided important than women (51% of men compared to 66% of women). Interestingly, but perhaps not surprisingly, respondents who had arrived in the PoCs in 2015 found IRC's support much more important than those who had arrived earlier (72% found it 'very important', compared to 36% of those who arrived in 2013).

Question 3: **Do people feel safe using the IRC centre?**

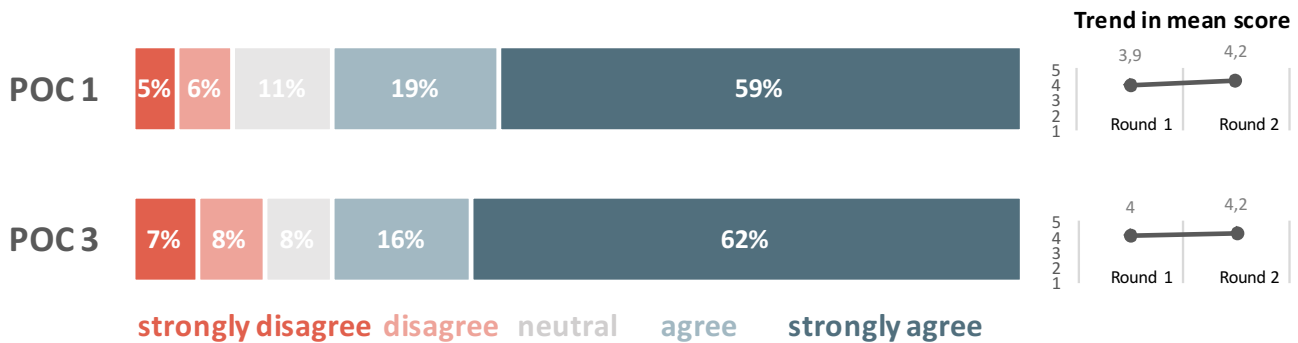
This question looks at the issue of safe access, a central component of any humanitarian response, by asking respondents how safe people feel in using the IRC centre.



Respondents answered this question slightly less positive than in Round 1, particularly in PoC 1. In PoC 1, a total of 26% felt unsafe, out of which 20% said they felt very unsafe. The perceived lack of safety particularly in PoC 1 needs to be investigated. It could reflect that PoC 1 is perceived as less safe than PoC 3 in general. Interestingly, a smaller percentage of men than women (60% as opposed to 78% of women) said they felt safe. On average, a higher percent (75%) of those who have visited the IRC centre before said that they felt safe using its service than those who had not yet been to the IRC centre (62%, with 25% feeling rather unsafe).

Question 4: Does the IRC centre treat people with respect and dignity?

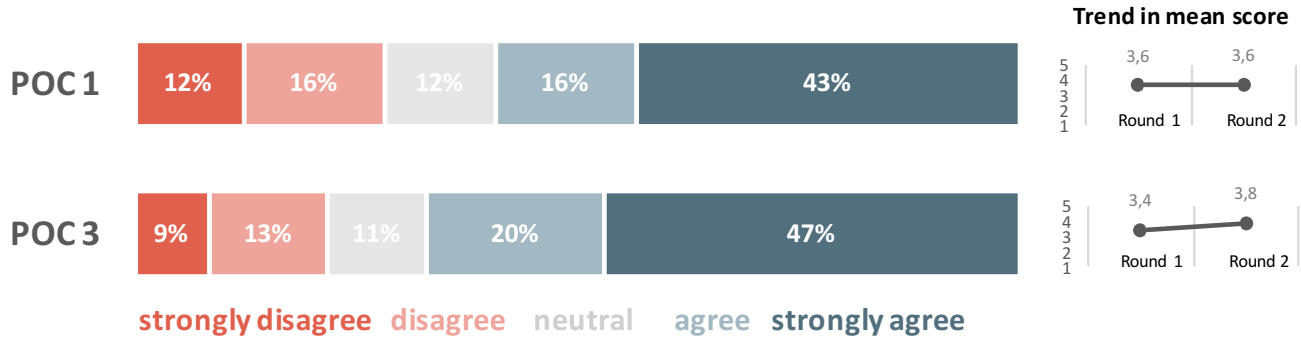
This question enquires into the relationship between IRC staff and people in the PoCs. By asking respondents about their perception of whether the IRC centre treats people with respect and dignity – another central component of a humanitarian response – it also sheds light on the quality of services provided.



Most respondents (78%) were positive on this question, which is more than in Round 1. In contrast to Round 1, however, male respondents were less positive than female respondents (69% of men, compared to 82% of women). 79% of those who arrived in 2015 strongly agreed that they felt treated with respect, which is considerably more than those who arrived earlier. Importantly, more respondents (82%) who had visited the IRC centre gave positive answers to this question than those who only knew about it (58%, with 26% disagreeing).

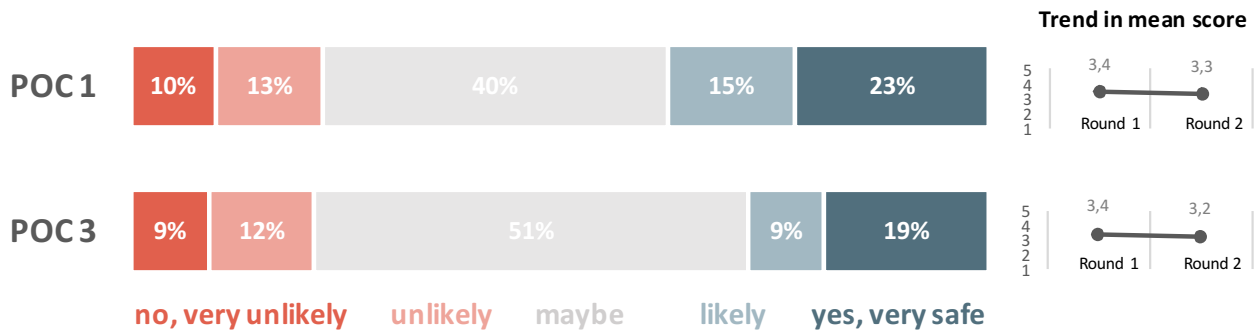
Question 5: Does the IRC centre help people make informed choices about which services they can access?

This question aims to find out whether the services provided by the IRC centre are seen to increase people's sense of agency.



66% of respondents said that IRC helps people make informed choices about which services they can access, while 23% disagreed (compared to around 20% in Round 1). Again, female respondents answered this question more positively than male respondents (69% of women and 57% of men). Respondents under 24 were more positive than older ones, and people who had arrived in the camp in 2015 were more positive than those that had arrived earlier.

Question 6: Do you think that the IRC will respond to your feedback?

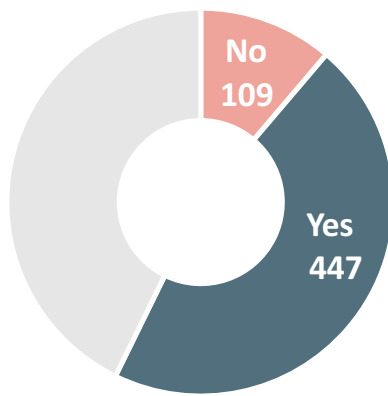


In both PoCs, the mean has decreased between Rounds 1 and 2. Only 29% considered it likely that the IRC would respond to their feedback, whilst 49% were unsure and 22% found it unlikely.



Uncertainty was common among respondents of all age groups and both genders, but particularly people who had been to the camps longer (30% of those who arrived in 2013 found it unlikely that the IRC will respond to their feedback). Responses were similar for respondents who only knew the IRC centre, and for those who had also visited it – whereas for almost all other questions, those that had been to the IRC centre seemed to answer more positive. This speaks to a credibility issue, which IRC should address across all programmes.

SECTION II – PEOPLE WHO HAVE BEEN TO THE IRC CENTRE

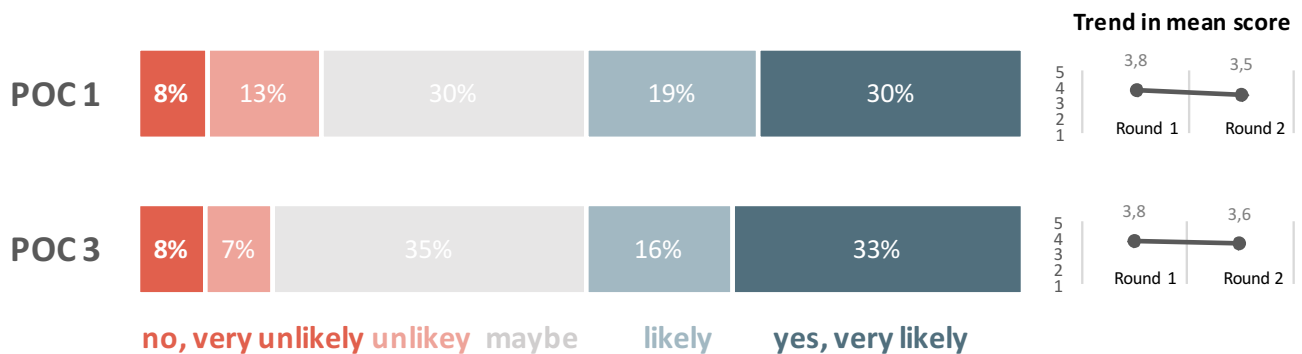


Have you gone to the IRC centre?

80% of respondents who know the IRC centre have actually visited it, that is 46% of the total number of respondents (971) that were approached for this survey. **The following questions were only asked to those that had gone to the IRC centre.**

Question 7: **Would you recommend the IRC centre to a friend or a family member?**

This question asks about the satisfaction of respondents with the IRC centre. The likelihood of someone to recommend a service he/she has used generally counts as a good indicator of his/her overall satisfaction.

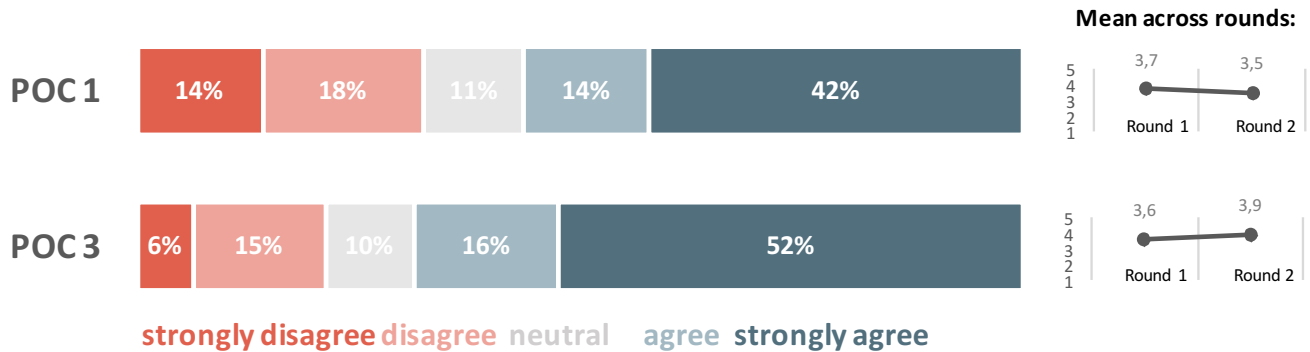


49% of respondents said they were likely to recommend the IRC centre to a friend or family member (47% of women, 55% of men). 34% (37% of women and 27% of men) were unsure, and 16% said they were unlikely. Half of all respondents were thus not active promoters of the IRC centre. 62% of respondents that had arrived to the camps in 2013 would recommend the IRC centre, compared to only 26% of those that had arrived in 2015 (65% of this group was undecided).



Question 8: **Were you referred to an appropriate service or did you receive the information you wanted?**

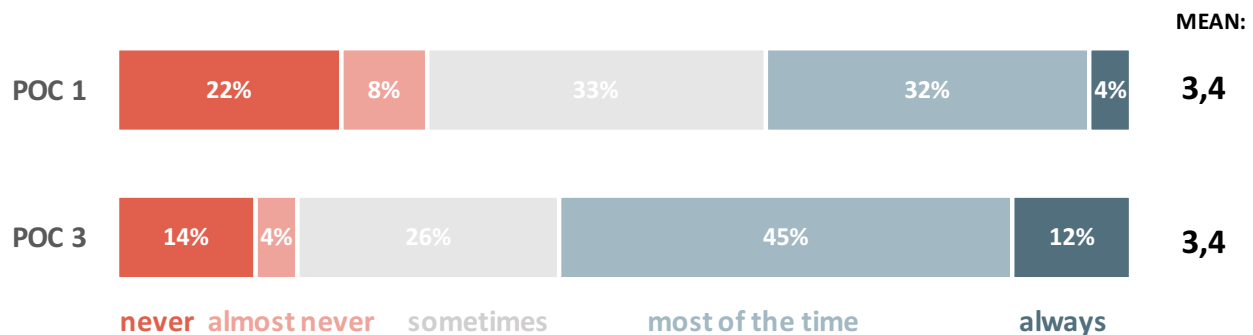
This question relates to the quality of services provided. It aims to reveal to what extent the IRC centre fulfills its declared objective.



Answers remained positive overall, with 67% agreeing that they were referred to an appropriate service or received the information they wanted, and 23% disagreeing. 81% of those arrived in 2015 agreed that they were referred to a relevant service or received appropriate information, compared to 50% of those who arrived in 2013. Again, there are two underlying issues that could be investigated – the quality of the referral from IRC and the quality of the end-services administered.

Question 9: Did the IRC centre follow up to make sure you got the help you needed?

This question relates to the quality of services provided. The IRC centre's objective is to follow up with each person that came to the centre and was referred to a service. The question was changed from a yes/no question to a Likert scale question in Round 2, hence there is no mean score for Round 1.



20% of all respondents who had been to the IRC centre said they had 'never' or 'almost never' received a follow-up. In PoC 1, it was 30% of respondents. The results were, however, slightly more positive than in Round 1. Interestingly, 74% of respondents who had arrived in 2015 reported that the IRC had followed-up with them compared to 35% of those who had arrived in 2013 and 38% of 2014 arrivals. Moreover, a greater portion of women (56%) reported that the IRC had followed-up with them than men (45%). This speaks directly to the service being provided, and should be used to discuss with IRC staff and perhaps a new system for checking on follow-ups could be implemented.

Annex: Methodology, Sample Size, Demographics

Methodology

Survey Development

The survey questions and methodology were developed by GT, in close collaboration with the IRC protection staff in Juba and staff from the CVC initiative. Questions were designed to cover the IRC centre – in terms of quality, accessibility and importance – as well as perceived outcomes and relationship metrics which included the extent to which it treated people with respect and dignity. Service related questions (questions 1-3, 5, and 7-9) were the questions local staff felt were key to improving the service itself, while the relationship questions (questions 4 and 6) spoke to the overall interaction between IRC and clients. The questions combine perceptual factors as well as more factual elements.

In designing the wording of the questions, the goal was to ensure that each question made sense to the respondent and that their answers provide IRC staff with the basis for improving performance.

The survey questionnaire was provided in English and Nuer, and enumerators offered on-site translations into Classical or Juba Arabic as needed.

Sampling Methodology

The survey used a random sampling methodology. Sample size per PoC was determined by dividing the PoCs up proportionally (based on quantity of households), using satellite imagery to estimate the number of households in each sector/block, and then dividing the number of shelters that needed to be assessed (approximately 650) among each block proportionally.

On two days of data collection, the sampling methodology was slightly altered to increase the proportion of male respondents in the sample. The data collection firm, with the help of community mobilizers and camp managers in each PoC, mobilized groups of men to participate in the survey. In addition, some enumerators focused on interviewing males to fill spatial gaps. The sample in Round 2 thus captures the views of men vis-à-vis the IRC centre more adequately than the sample in Round 1, where only 19% of respondents had been male, although more than half of the total population living in PoC 1 and 3 is male.

Data collection

The second round of data was collected between January 29 and February 4, 2016 by IMPACT, an international research firm that was contracted by GT for this purpose. The IMPACT team consisted of an Assessment Manager and an Assessment Assistant/Database at IMPACT's branch office in Juba, South Sudan, as well as 10 enumerators. Enumerators conducted face-to-face interviews, presenting themselves as working for an organization independent from the IRC, and using smartphones with an ODK application to record responses.

Sample Size and Demographics

The sample size after the cleaning of data was 971 respondents out of a population of 27,990 in PoCs 1 (7,434) and 3 (20,556), which suggests that our sample results reflect the opinion of the population, with a confidence level of 99% and a 5% margin of error. 556 said that they knew about the IRC centre, and were hence asked the main questions of the survey instrument (questions 1-6). Those 447 that had been to the IRC centre were also asked questions 7- 9.

The majority (69%) of the 556 respondents that were asked all questions were women, although only 49% of the population living in the PoCs is female. A bigger proportion of the sample was male than in the first round of data collection, however, were 81% of respondents were women. Moreover, the vast majority of respondents were Nuer by ethnicity, which is also by far the largest ethnicity in the PoCs.

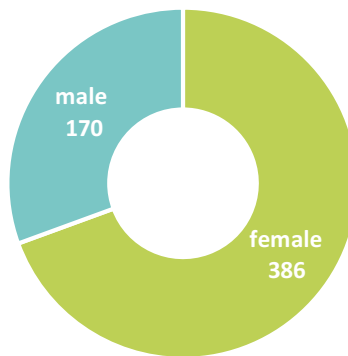
Round	Date	No. of respondents	No. of respondents who know the IRC centre
Round 1	November 2015	492	296
Round 2	January/February 2016	971	556



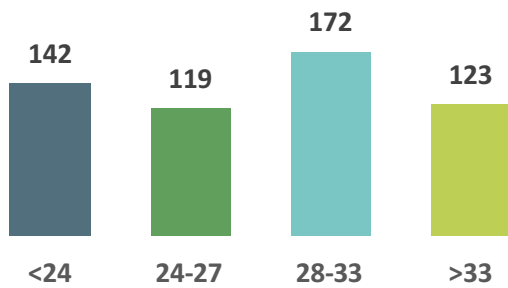
RESPONDENTS WHO KNOW THE IRC CENTRE

The graphs below depict the demographic breakdown of the 556 respondents who know the IRC centre. The values state the count of respondents.

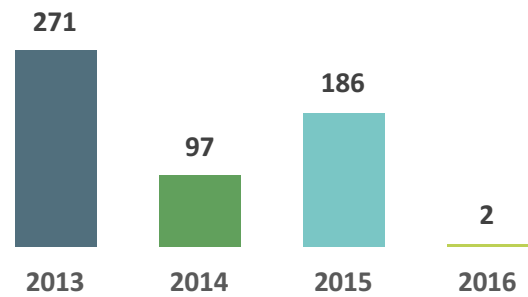
GENDER



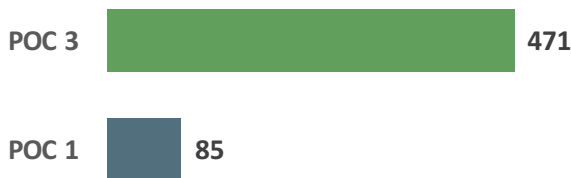
AGE



YEAR OF ARRIVAL



POC



TRIBE

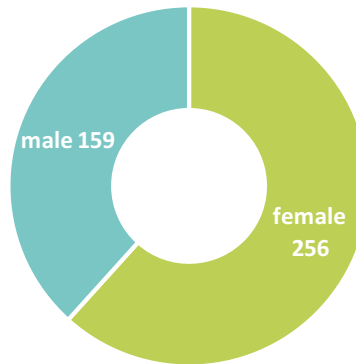




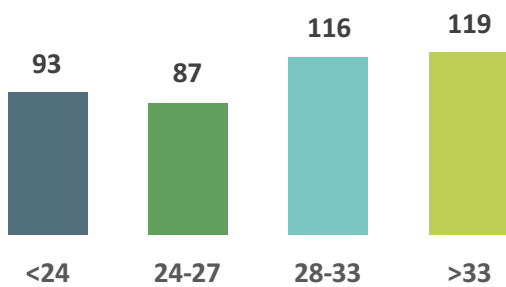
RESPONDENTS WHO DO NOT KNOW THE IRC CENTRE

The graphs below depict the demographic breakdown of the 415 or 43% of all 971 respondents who said they did not know the IRC centre. The values state the count of respondents.

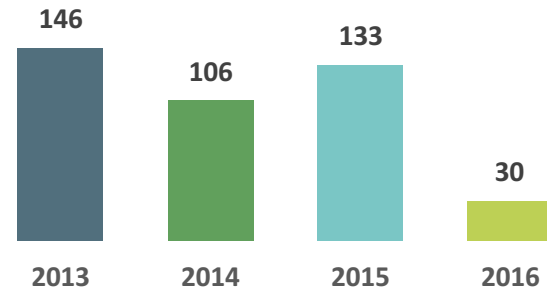
GENDER



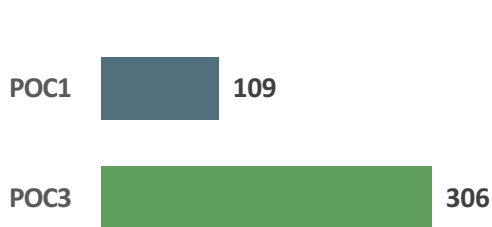
AGE



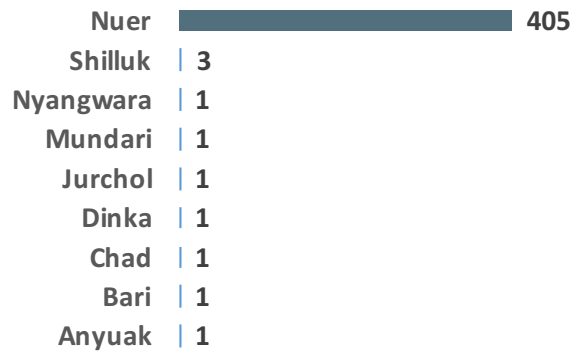
YEAR OF ARRIVAL



POC



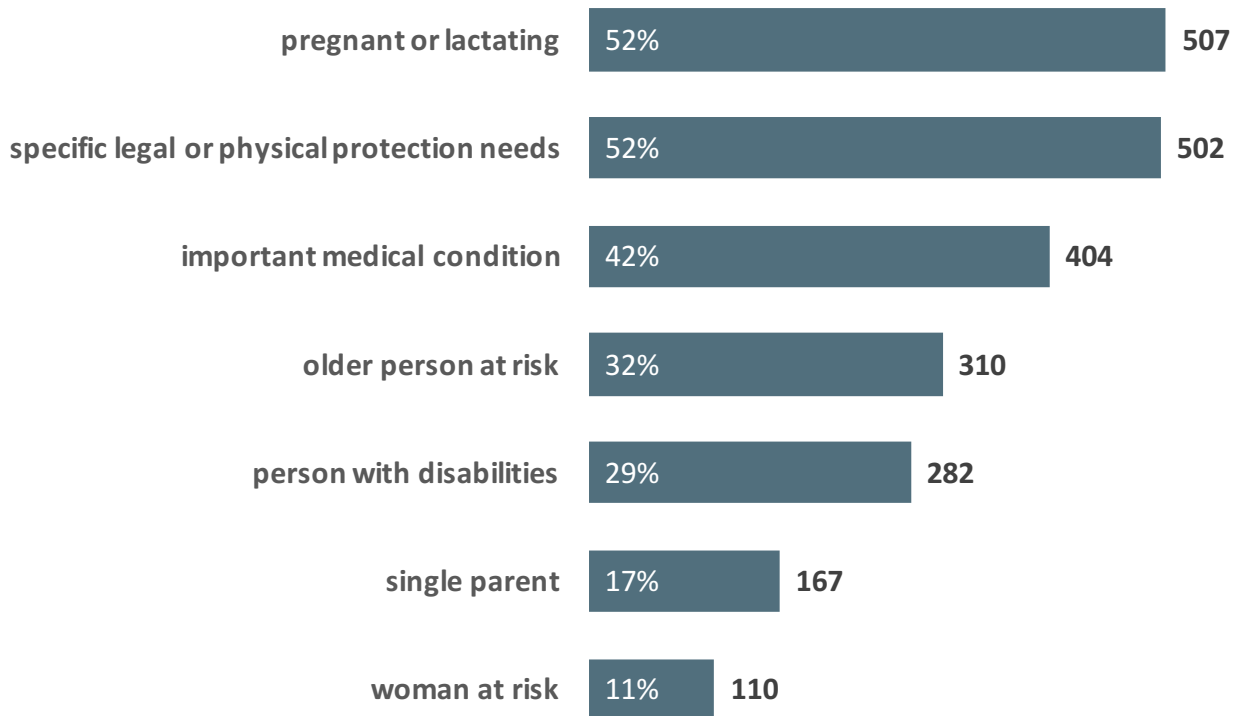
TRIBE





All 971 respondents were asked (i.e. self-identify) if they had any special needs, and were given multiple options to choose from. The graph below depicts the number of respondents who chose each option.

SPECIAL NEEDS



The findings and recommendations in this report represent the analysis and views of Ground Truth Solutions. They do not necessarily reflect the views of the IRC or DFID.



**GROUND TRUTH
SOLUTIONS**

Client Voice and Choice Initiative

JUBA/ SOUTH SUDAN - ROUND 3

March 23 - March 31, 2016



Putting people first in humanitarian operations



Background

As part of the IRC Client Voice and Choice Initiative (CVC) to meet the strategic commitment of becoming more responsive to its clients, GT had been collecting feedback on the IRC's protection programme in the UN bases/PoCs in Juba (South Sudan). The programme recently came to an end, however, after additional funding was not secured. This report represents the final feedback on the closure of IRC's service and will hopefully provide useful information for further programming elsewhere, as well as the impact the loss of the service will have on the PoCs.

Reading the charts

The bar charts in this report show the frequency (in percent) that each option was chosen for a particular question. For all Likert scale questions, the colours of the bars range from dark red for negative answers to dark blue for positive ones. We have calculated a mean score for each Likert scale question. Scores cannot be compared to previous rounds, as the survey used was totally new.

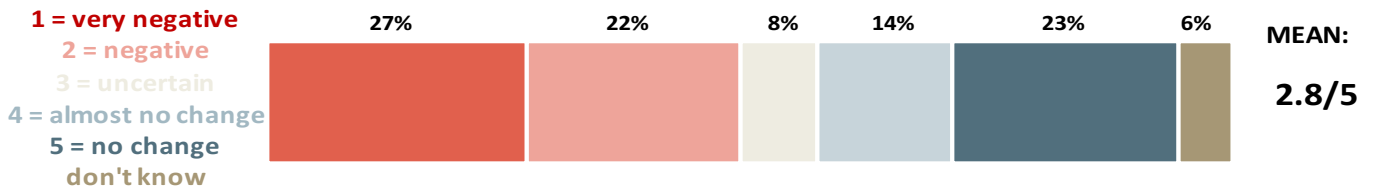
Summary findings

- Respondents seem split on how the closure will impact them and their families – with 49% reporting a likely negative impact and 37% reporting no likely impact. On the specific question of those with special needs, respondents are less sure, but similarly half (50%) report a likely negative impact in accessing services.
- Two thirds of those surveyed were aware of the recent CVC initiative, with 52% reporting that it has improved the IRC service. Conversely, a large proportion (40%) saw little or no improvement, with almost a third seeing no improvement at all.
- Over 60% would like to be asked for their views in the future, while 30% are not interested in providing feedback. There is a correlation between seeing improvements as a result of their feedback and wanting to provide more feedback.

Survey Questions

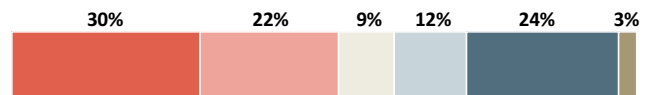
Question 1

The IRC centre has closed and will no longer provide information about services in the POC. To what extent will this affect you and your family?

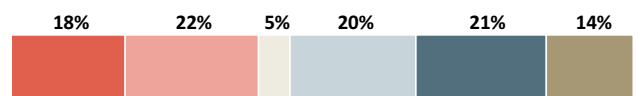


• Unsurprisingly, those who had visited the centre were more concerned about the possible impact of it closing down than those who had not used the centre.

Those who visited the centre:

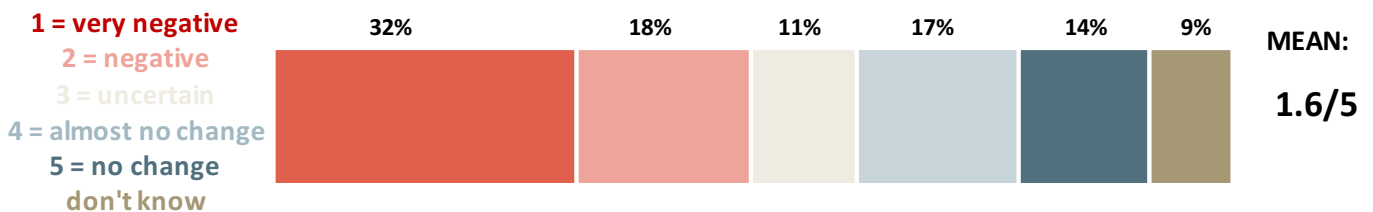


Those who have not visited the centre:



Question 2

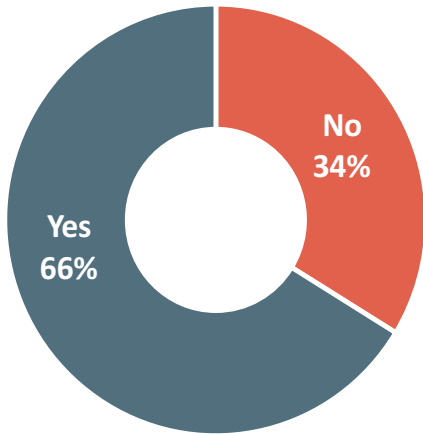
To what extent will the closure affect the ability of people with special needs to access services?



- Again, those who had visited the centre were more negative than those who had not: 54% answered negatively compared to 37%.
- Those in need of legal protection expected the most negative effects with a mean score of 1.3.
- There was a strong correlation between the answers to this question and the answers to question 1 - those who answered either negatively about the closure of the centre tended to feel the same about the effect on those with special needs.

Question 3

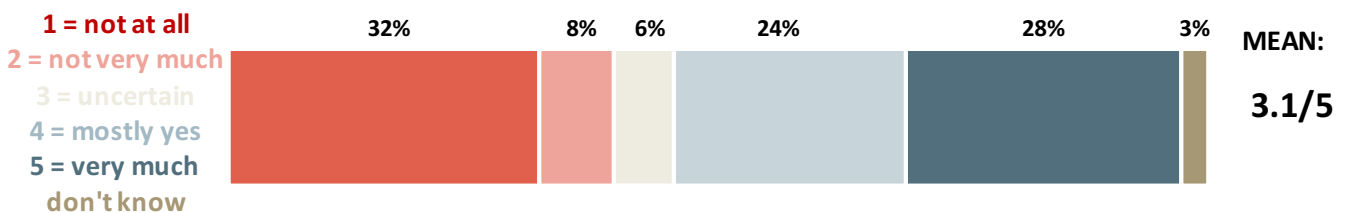
Were you aware of recent efforts by the IRC centre to get feedback on the services it offers?



- Those who had visited the centre were more aware of the recent efforts. 74% of respondents who had visited the IRC centre indicated that they were aware.
- Respondents from PoC 3 were more aware than those in PoC 1 (72% Vs 57%).

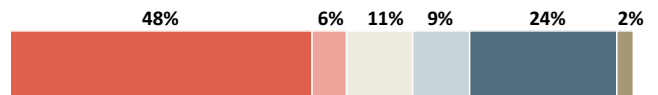
Question 4

Did you feel the IRC information provision service improved as a result?

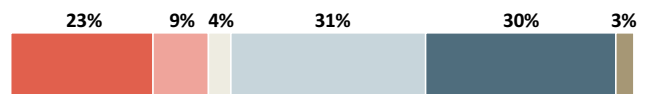


- Respondents from PoC 1 and PoC 3 varied in their answers: PoC 1 scored a mean of 2.5 while the mean for POC 3 was 3.4.
- In addition, those with physical problems (disabled and the elderly) were more negative (mean score of 2.6 compared to the total mean of 3.1).

POC1:



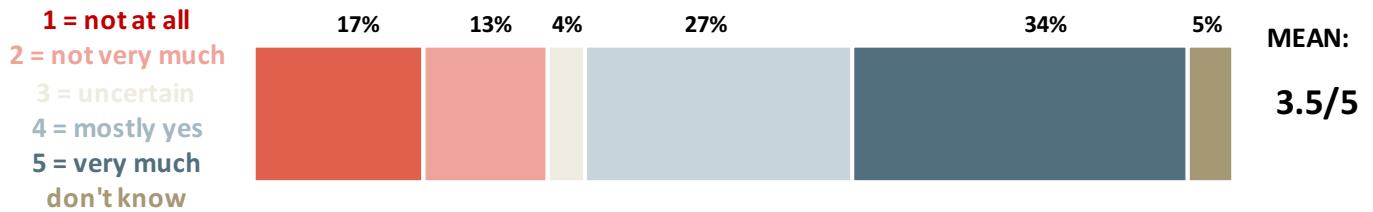
POC3:





Question 5

Would you like to be asked for your feedback on services provided by NGOs?



- Responses from PoC 1 were slightly more negative than PoC 3 (mean score of 3.3 compared to 3.7. This is unsurprising if respondents from PoC 1 also feel less has changed as a result of their feedback (question 4).
- Overall, there is a correlation between the answers to this question and the answers to question 4 - those who tended to see an improvement in services as a result of providing feedback also tended to want the opportunity to provide feedback in the future.



Conclusions and recommendations

This short survey - on top of previous rounds - suggests three key conclusions and recommendations for next steps:

1. Advocacy

The previous survey rounds suggest the IRC centre was by and large a useful resource and helped people access services in the PoCs. This survey draws a similar conclusion, and a significant proportion of the camp will miss its services. The IRC might consider sharing this feedback with other agencies still operational in the camp to leverage them to plug the information provision gap which remains, especially among those with special needs.

2. Learn and improve

There was room to improve how the IRC centre operated. This was consistent across all rounds, and this resulting learning should be used in future programming. In particular, attention should be focused on providing relevant service information, and following up to ensure services have been safely accessed by those who need them.

3. Close the feedback loop

In both previous rounds, people were uncertain if the IRC would respond to their feedback. This round suggests some felt improvements were made and some did not. Moreover, it suggests on the whole people want to continue providing feedback, especially if they can see changes as a result. It emphasises the need to close the feedback loop; to act on feedback received. This helps increase trust and respect and is likely to improve the relationships between the IRC and its clients.



Methodology

Survey Development

The survey questions and methodology were developed by GT, in close collaboration with the IRC protection staff in Juba and staff from the CVC initiative. Questions were changed from the previous two rounds to reflect the closure of the IRC centre. The questions, which form a sort of 'exit interview', are designed to provide the protection team both learning on their programme and advocacy for future programme design and with other NGOs still operational in the PoCs. In addition, it was designed to help make the case for on-going client responsiveness by the IRC. The survey questionnaire was provided in English and Nuer, and enumerators offered on-site translations into Classical or Juba Arabic as needed.

Data Collection

The third round of data was collected between March 23 and March 31, 2016 by IMPACT, an international research firm that was contracted by GT for this purpose. Enumerators conducted face-to-face interviews, presenting themselves as working for an organization independent from the IRC, and using smartphones with an ODK application to record responses.

Sample Design

The survey used a random sampling methodology. Sample size per PoC was determined by dividing the PoCs up proportionally using satellite imagery to estimate the number of households in each sector/block, and then dividing the number of shelters that needed to be assessed among each block proportionally. The total sample size was 795. 705 reported being aware of the IRC centre and were asked the substantive questions. This suggests that our sample results reflect the opinion of the population, with a confidence level of 99% and a 5% margin of error.

Gender		Awareness of the IRC centre	
Male	30%	Aware of the IRC centre	74%
Female	70%	Not aware of the IRC centre	26%
Age		Usage of the IRC centre	
31 and over	32%	Used the IRC centre	74%
30 or under	68%	Have not used the IRC centre	26%