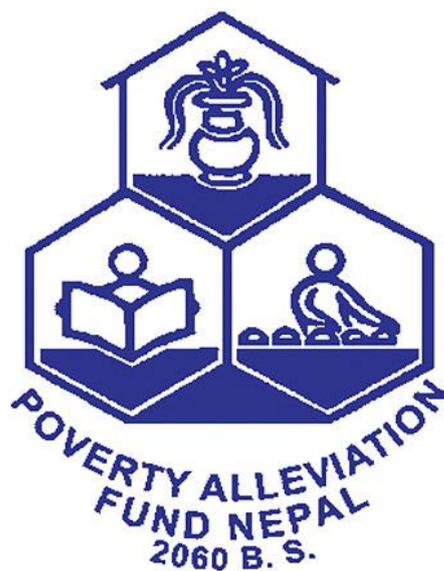


Poverty Alleviation Fund Grievance Handling Procedure/Mechanism 2072



Poverty Alleviation Fund Nepal (PAF-N)

Tahachal , Kathmandu Nepal

June 2016

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Abbreviation

PAF	Poverty Alleviation Fund
DGHC	District Grievance Handling Committee
DPACC	District Poverty Alleviation Coordination Committee
GHU	Grievance Handling Unit
PM	Portfolio Manager
PC	Programme Coordinator
PO	Partner Organization
CO	Community Organization
DC	Division Chief
CHRD	Chief, Human Resource Division
TAC	Technical Appraisal Committee

Grievance Handling Procedure/Mechanism

1. Introduction:

Poverty Alleviation Fund (PAF) was established in FY 2062/63 (2005/06 AD) as a special and targeted programme to bring the excluded communities in the mainstream of development, by involving the poor and disadvantaged groups themselves in the driving seat of development efforts. PAF seeks to improve living conditions, livelihoods and empowerment among the rural poor, with particular attention to groups that have traditionally been excluded by reasons of gender, ethnicity, caste and location.

PAF is contributing on bringing the level of poverty down to 10 percent in 20 years in pursuant with the long term goal of Government of Nepal; and reduce poverty by half by the year 2015 as per the Millennium Development Goals (MDGs).

PAF currently works in 58 districts covering 28,742 community organizations. PAF is financed by the Government through a succession of IDA grants from the World Bank.

PAF promotes demand-led Community Driven Approach (CDA) using rigorous social mobilization by organizing and bringing poor at the mainstream of development. Likewise, the Community Organizations (COs) representing the targeted community, have been formed and capacitated for the effective and efficient implementation of the community-led projects. To implement these efforts the Partner Organizations (POs) have been mobilized in all districts. The POs play a pivotal role in assisting the COs, and provide the technical support, facilitates social mobilization efforts, build capacity and develop skill by providing training, design and assist in implementations of community sub-projects.

PAF's development objective is to improve living conditions, livelihoods and empowerment among the rural poor, with particular attention to groups that have traditionally been excluded by reasons of gender, ethnicity, caste and location. It works towards this goal by supporting (i) Small-Scale Community Infrastructure Projects, (ii) Income Generating Sub-Projects/Activities, and (iii) Innovation and Special Programs

The approaches adapted by the PAF are demand driven based, direct community funding, community cost sharing (20% for infrastructure sub projects and 10% for income generating sub projects), community institution building, high transparency in process, and co-ordination. Under the frame work, PAF has taken strategy to enable poor and vulnerable people through social mobilization and capacity building to organize and obtain quality basic service in cost-effective and sustainable manner with their direct involvement. Presently, PAF is working in 58 districts (including 3 innovative districts) to help the GoN to reduce the poverty at 10 percent upto FY 2016/17, and through PAF supports and efforts, the COs and CO members has established 30,864 projects; 26,250 related to income generation based and 4,614 community infrastructure related with total spending of Rs.20,255 million upto FY 2071/72.

2. Importance of Grievance Handling Mechanism in PAF

PAF mobilizes partner Organization (POs) to help facilitate poor people and their community groups or organizations including local bodies NGOs/CBOs and private sector organizations to implement the programme components such as social mobilization, income generation, small community infrastructure and capacity building. PAF also seeks to forge partnership with various organizations working in its areas of operation at the village, district and national level in order to ensure holistic development intervention to bring discernible impact on poverty reduction and scaling up the programmes in considerably less time. PAF covers more than 3 million populations from around 0.8 million households. PAF also has legal agreement with around 28,742 community organizations and 412 Partner Organizations with around 2,000 employees working at the field level. At the central level, PAF itself has its own big family of around 105 employees responsible for different level of services.

Due to the aforementioned operational model and the diverse composition within the operational model, various arrays of issues of varying scope arises from the community, district as well as the PAF central office. Hence, it is important for PAF to have a proper mechanism for recording, handling, reporting and taking action through a standard mechanism for handling grievances in order to ensure smooth operation of programs and projects. In this regard, having a streamlined , grievance handling mechanism is a must as it gives the communities, PAF staff, POs and other concerned stakeholders an opportunity to voice their problems whether it be of operational nature or occupational health safety or complaints concerning payments, harassment, discrimination or any other programme related problems.

Forging a efficient grievance handling mechanism will

1. Enhance accountability, transparency and responsiveness to project beneficiaries
2. Assist in addressing problems before they escalate and become serious and widespread
3. Improve operational performance and project legitimacy amongst stakeholders
4. Assist in prioritizing supervision through the feedback received via Grievance Redress Mechanism.
5. Furthermore, having a uniform grievance procedure would help ensure that problems are dealt with in the same manner by everyone concerned and the outcomes are also uniform for each type of grievances. Specifically, the benefits of having a well-designed and implemented GRM include: Increase stakeholder involvement and give voice to project beneficiaries

In this context, this document has been developed to establish a proper mechanism for grievance handling in PAF.

3. Objectives of the grievance handling procedure:

The main objectives to establish and maintain an efficient grievance handling mechanism which ensures smooth program implementation

The specific objectives are

- To enable the COs, POs, PAF employee and other stakeholders to inform and address their grievances

- To clarify the nature of the grievance and investigate the reasons for dissatisfaction
- To obtain, where possible, a speedy resolution to the problem and take appropriate actions

4. Grievance Handling Mechanism

Considering PAF's working modality, past trends of registered complaints and review of similar mechanism elsewhere, PAF will have 3 different levels in handling grievances which will together constitute the grievance handling mechanism at PAF. The three levels for grievance handling will be positioned at the community level, district level and national level

4.1. Community Level:

At the community level, two subcommittees will handle the grievance related issue. These subcommittees will not work independent but be responsible towards the PAF grievance handling unit through District Poverty Alleviation Coordination Committee (DPACC). These subcommittees will try to resolve the problem within the subcommittees but if the grievance is beyond the scope of the subcommittees, grievances will be relayed to DPACC.

The grievance subcommittee at the community level will be of two types

- Community and VDC subcommittee
- PO and Social Mobiliser

i. Community and VDC subcommittee

Most of grievances from CO members in the past have been related to timely services from social mobilizations to the needs of the COs. Lack of timely preparation of sub project proposal and capacity building of CO members for the proper implementation of sub projects the major grievance related to community level grievances. To address these grievances from community level, a grievance sub-committee will be established at CO level comprising

Representative of VDC
 Representative of CO Monitoring
 Representative from PO
 PAF Representative (as and when possible)

ii. PO and Social Mobiliser

Most of the Grievances from the PO staff working in the field (community) in the past have been related to working environment within PO's office, personal benefits and capacity building training for their personal growth. As they are the key persons to mobilize the community, timely response of their grievances is very essential to keep them motivated to their assigned responsibility. For this, a subcommittee at PO and Social mobiliser level has been provisioned

Chairman of respective/other PO
PM of respective/other district
PC of respective/other PO
PAF representative (as and when possible)

4.2. District level

Most of the grievances at the district level recorded in the past have been related to proper capacity building training, office management cost, staff salary and other facilitates for smooth running of the program activities. On the top of these, timely release of budget and lack of proper guidance from PM are other two areas of grievances from PO. As POs are the key strategic partners to provide facilitation services for community people, smooth mobilization of POs is very crucial for effectiveness of the program and for this timely management of their grievances is equally important.

At district level, DPACC will be formed. This committee will handle the grievance related issue and part of the resolving process when required. This committee may work independently as per need but will be responsible towards the PAF grievance handling unit directly. This committee will try to resolve the issue within its capacity if not it will inform the issues to the PAF grievance handling unit as soon as the grievance filed. This committee will submit the report in the quarterly basis to PAF grievance unit through regular PAF reporting mechanism.

Members

Assistant head district officer appointed in coordination with concerned stakeholders

Representative from PO

PAF district coordinator

Considerations

- PO coordination committee will nominate the district grievance handling coordinator and focal person among the existing POs staff.
- District team/change if required will be used as the part of the grievance committee.
- District team will record the grievance and report to the PAF secretariat

4.3. National Level

Personal facilities, workings environment, arrangement of support staff, management of workload and establishment of fair performance evaluation and acknowledge are the key areas of grievances from PAF staff. To maintain a good team spirit and fully motivated staff, timely response of their grievances from management side is very important.

At PAF secretariat level PAF Grievance Handling Unit (GHU) will be formed under the direct supervision of Deputy Executive Director with the day to day work furnished by focal person and additional support staffs. This unit will handle the grievance related issue such as recording of the issues, recommendation of the appropriate committee if required, filing of the findings and recommendation for the action and be part of the resolving process if required. This unit will compile

the whole reporting on the quarterly basis and submit to the PAF secretariat. In cases where grievances cannot be resolved within the PAF central level, PAF board will be informed.

Deputy Executive Director
 HR Head –(for HR related problems)
 Concerned Division Chief
 Concerned officer/ Line manager

Considerations

- PAF-HR division will handle staff at central level
- This unit will have to develop all the mechanism for the recording and reporting of grievance.
- This unit will recommend the committee to handle the specific grievance at all level.
- This unit as develop the related reports on the quarterly basis.

5. Grievance Handling Mechanism

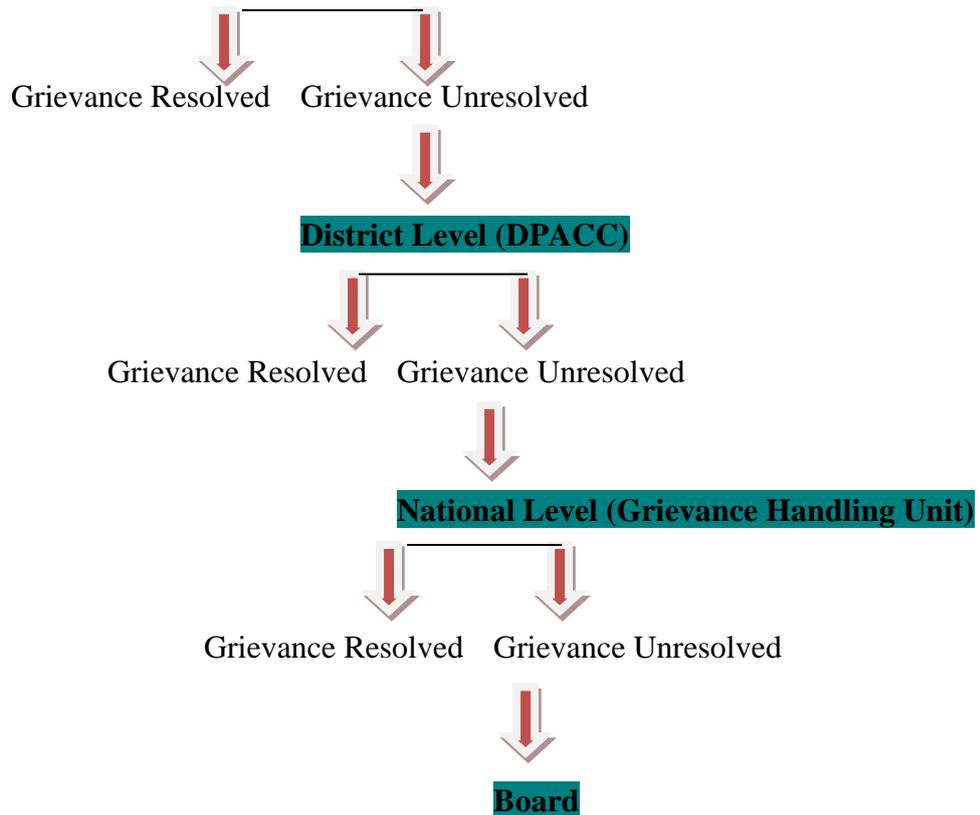
Level	Team Composition	Function
National Level		
Grievance Handling Unit (GHU)	Deputy ED	Overall responsibility of grievance management from the community, district as well as central staffs and also the grievances from other stakeholders and even the general public
	Head of HR	This unit develops all the mechanism for the recording and reporting of grievance.
	Concerned Division Chief	This unit recommends the committee and subcommittee to handle the specific grievance at all level.
	Concerned Line Officers and Manager	This unit develops related reports on quarterly basis.
		It will record final recommendation and make follow ups
		The unit will also seek advise and report the board as and when needed
District Level		
District Poverty Alleviation Coordination Committee (DPACC)		I will lead to minimize and finalize grievances at the district level and also in VDC and community level (as and when required) in line with its guidelines
	Assistant Chief District Officer appointed in coordination with concerned stakeholder	District team will record the grievance and report to the PAF Secretariat

	Representative from partner organization	It will support the handling process.
	PAF district representative	It will record the final recommendation that has been recommended
Community Level		
At community and VDC level		VDC level network will be used as the part of the grievance subcommittee
Community Grievance subcommittee	CO representative	Subcommittee will record the grievance related to community and the VDC and try to resolve it but if the grievance is beyond the scope of the subcommittee, it will be reported to the district.
	VDC representative (Social Mobiliser)	Grievances (resolved and unresolved will be recorded and reported to the district and the PAF central office)
	District representative (Portfolio Manager)	
	PO representative (Program Coordinator)	
	PAF representative	
At Partner Organisation staff and social mobiliser level		
PO/SM Grievance subcommittee	Representative from partner organisation (Chairman)	Subcommittee will record the grievance related to PO and SM and try to resolve it but if the grievance is beyond the scope of the subcommittee, it will be reported to the district.
	District representative (Portflio Manager)	Grievances (resolved and unresolved will be recorded and reported to the district and the PAF central office)
	PO representative (Program Coordinator)	
	PAF representative	

6. Flowchart of Grievance Handling Mechanism

Community Level

- (*Community and VDC subcommittee*)
- (*Social Mobiliser and PO staff sub- committee*)



Channels to submit grievances

- (i) Standard Formats through established committees (described above)
- (ii) Toll Free number
- (iii) On-Track system- web based tracking system which will be piloted in Kapilbast, and to be expanded

Annex: 01; On Track

On Track (e-Chautari) is a part of a citizen engagement and grievance management system. Citizens directly or indirectly involved with PAF projects in selected districts can use the OnTrack system to share stories and report issues. On Track then allows these issues and reports to be duly addressed by PAF staff members.

A. Geographic Coverage

At the moment, OnTrack is implemented only in Kapilbastu district. All PAF projects in various VDCs of Kapilbastu fall within this initial coverage. With the experience from Kapilbastu, the system will be replicated in other PAF districts.

B. Activities

To ensure that target audience i.e. citizens associated directly or indirectly with PAF projects in Kapilbastu district are aware of the system, awareness and sensitization programs are being carried out. In this context, following activities will be carried out

- **Integration of OnTrack in existing capacity development programs:** In cases where there are already capacity development programs being planned for COs, PAF focal points, etc in the district, a specific session on On Track will also be included.
- **Development and circulation of IEC materials:** Brochures and simple guidelines (in Nepali) related to On Track has been developed and circulated to all POs and COs associated with PAF projects in Kapilbastu. They can then circulate it further to citizens within their constituencies. A handout in Nepali (10000 copies) for immediate purpose has been developed and distributed.
- **Field Training and Supervision:** Together with developers of the system, periodic trainings and supervision on OnTrack is being carried out in Kapilbastu to support proper usage and implementation.
- **Local level communications activities:** Information related to OnTrack has been advertised in local newspapers and F.M radios to make people aware of it.

C. Implementation Modality

OnTrack has been developed with an objective to promote citizen feedback and engagement to PAF programs. People will be able to share stories, provide suggestions or report specific issues. Following operation modality has been suggested to deal with each of the matters separately

1. Sharing of Stories

Through the OnTrack Website, people will be able to share stories. These stories could be based on the impact that PAF projects have created at the community level. The website allows people to provide relevant content, pictures and attachments associated with the stories. Upon submission of the story, following tasks need to be carried out.

- **Awareness and Sensitization at the central level:** To ensure that everyone associated with PAF at the central level and other districts are aware of OnTrack and the value it proposes, periodic update sessions will be carried out. This will also be an opportunity to solicit feedback and demonstrate the impact on a timely manner.

2. Providing Suggestions

People associated with PAF projects can provide suggestion that might assist the PAF team to further enhance effectiveness and efficiency of PAF projects.

3. Reporting of Issues

Through the OnTrack Website also, people report issues or grievances. This will be different than sharing of story or making suggestions. Hence, the way issues are treated are very important. Also, issues might be reported through voice or SMS as well on top of website.

Current Status

Since its inception in 2015 Pilot e-chautari has been implemented in Kapilbastu district and has so far received complaints and suggestion through 33 voice messages, 101 SMS. Most of these grievances are related to PO, Revolving Fund and untimely release of fund.

For effective grievance handling e–chautari in Kapilvastu has contracted Buddha Awaz and radio Pariwartan- two local F.M stations for information delivery related to e-chutari. These F.M stations deliver information related to e-chautari twice a day.

Annex 2 : Recording system of GRM at CO/PO/PAF level

S N	Name of person receiving complain/call/sms/email etc	Date of complain received (MM-DD-YYYY)	Time (00:00 AM or PM)	District	VDC ward/detail	Complain by CO/PO PAF/Stakeholders and others	Name of the complaining person	complain registration number	Contact number of complainer	Subject of complain	Problem/Question/Issue/Complain	Address Mechanism for the complain	Responsible person to lead the issue	Finding of the complain	Reporting about the finding to all(Yes/No)	Action taken on the recommendation	Remarks