



NCC Bank

नेपाल क्रेडिट एंड कमर्स बैंक लि.
Nepal Credit & Commerce Bank Ltd.

Administration Circular No: 108/2017

**Date of Issue: December 14, 2017
(Marga 28, 2074)**

Subject: Customers' Grievance Handling Guidelines

To: All the Staff Members of Nepal Credit & Commerce Bank Ltd.

This is to inform all the staff members of Nepal Credit & Commerce Bank Limited that the **Customers' Grievances Handling Guidelines 2017** has been issued in order to provide proper and uniform guidance to the branches and departments on handling customer grievances and safeguarding the interests of Bank customers as well as maintaining the public image of the Bank. The Guidelines emphasizes on resolving the grievances fairly in a timely and cost effective way with the basic procedures of grievance lodgment, grievance recording, resolution process, identifying the root causes and necessary policy formulation.

In order to effectively handle the grievances and maintaining the public image of the Bank, all staff members of the NCC Bank are instructed to read, understand and implement the guidelineswith immediate effect. Further, it is encouraged to deal politely with the customer, apologize with them and thank the person for bringing the problem to Bank' attention while receiving the complaints.

Some of the key considerations / provisions of the guidelines are as follows:

- Branch Manager (BM) at Branch level and Chief Operating Officer (COO) at Corporate Office shall work as the designated grievance handling officer for handling grievances directly/indirectly received from the customers either in written form or over telephone or online
- Bank should make available the grievances/suggestion lodgement form at customer service desk, department and in website.Grievance Handling Officer should assign complaint number, acknowledge through SMS, email or receipt after receiving grievances and maintain register for same
- Grievance Handling Officer must screen and scrutinize the complaint and resolve the same according to their priority.

- Grievance Handling Officer should prepare monthly report in prescribed format with number of grievances received, resolved and outstanding and provide to Grievances Review Committee.
- Grievance Handling Officer should make follow up with the person who had lodged the complaints to know if he/she was happy with how his/her complaint has been handled
- A complaint box should be placed in the customer service area in each Branch and Corporate Office as well. Designated officer should open the box on weekly basis and the grievances received through the box should be recorded on register.
- IT Department should develop system for digital recording / handling of customer grievances.



**Ramesh Raj Aryal
Chief Executive Officer**

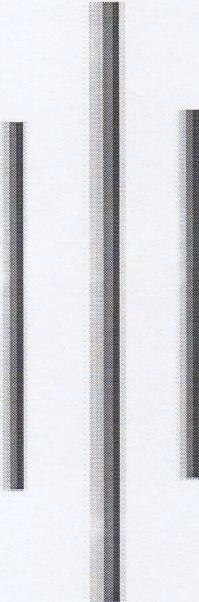


NCC Bank
नेपाल क्रेडिट एंड कमर्च बङ्क लि.
Nepal Credit & Commerce Bank Ltd.

Your Business Bank

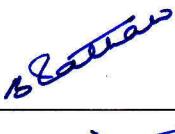
Customers' Grievances Handling Guidelines

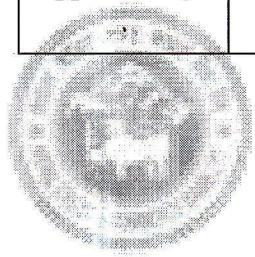
2017



**Nepal Credit And Commerce Bank Ltd.
Bagbazar, Kathmandu**

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Nepal Credit & Commerce Bank Ltd.
NCCB

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1. Overview

Customer service excellence is the most important tool for sustained business growth and customer satisfaction. Customer grievances are part of the business life which can be used as the key factor for enhancing customer satisfactions and attaining the goals of the organization. As a service industry, customer satisfaction is the top most tasks that the Bank should focus to get the competitive advantage among the financial institutions.

With a view to safeguarding the interests of Bank customers as well as maintaining the public image of the Bank, "**Customers' Grievances Handling Guidelines**" has been formulated. The Guidelines emphasizes on resolving the grievances fairly and expeditiously with the basic procedures of grievance lodgement, grievance recording, resolution process, identifying the root causes and necessary policy formulation.

2. Objectives

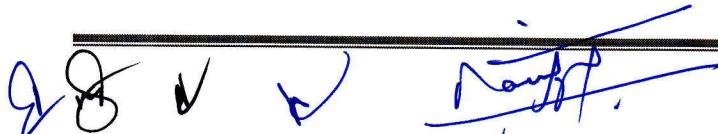
The key objectives of the **Customers' Grievances Handling Guidelines** are as below:

- To provide proper and uniform guidance to the branches and departments on handling customer grievances.
- To encourage and make confidence in grievances handling.
- To provide operating and managerial framework of grievance handling desk in each branch and corporate office.
- To identify the areas having frequent customer grievances and development plan on customer servicing.
- To identify the problems within the branches and departments and address those that require remedy.
- To resolve issues raised by the customer who is dissatisfied in a timely and cost effective way.
- To follow up, monitor and provide feedback to branches & departments on handling customer grievances.

3. General Principles

The grievance resolutions would be followed with the designated officer for grievances handling and specified procedures to be followed as below:

- a. Everyone has the right to register grievances if he/she is not satisfied with the Bank related service or others.

A series of handwritten signatures in blue ink, likely initials or names, are written across the bottom left corner of the page.

- b. There will be designated officer for handling the grievances lodged in the branch or corporate office. Branch Manager at Branch level and Chief Operating Officer (COO) at Corporate Office shall work as the designated grievance handling officer.
- c. The designated officer shall deal with grievances in the Branch and Corporate Office for the resolution of grievances in timely, cost effective and satisfactory manner.
- d. The officer shall ensure the resolution of all grievances with the customers' satisfaction.
- e. It will be ensured that the complaint is escalated to the higher level, in case it is not possible to resolve on their own level.
- f. All staff shall be made aware of their responsibilities in providing information to help to investigate and resolve grievances.
- g. Most sensitive grievances or grievances that cannot be resolved by Branch Manager or COO should be referred to Deputy Chief Executive Officer (Operations) for further processing and resolutions.
- h. No grievance shall be left unresolved and lingering for long time without reasonable cause.

4. Grievance Handling Structure

4.1 Grievance Review Committee (GRC)

GRC shall be the apex body on reviewing and monitoring the customers' grievances system in the Bank. The committee shall meet on need basis but at least quarterly. Based upon the report, GRC takes decisions regarding the appropriateness, effectiveness, timeliness, cost effectiveness and other general strategic plan on customer grievances handling.

The committee shall comprise the following members:

Chef Executive Officer	- Coordinator
Dy. Chief Executive Officer (Operation)	- Member
Chief Risk Officer	- Member
Chief Operating Officer	- Member Secretary

4.2 Central Grievance Handling Cell

COO will work as the Central Grievances Handling Cell at Corporate level. COO will take grievances received at Corporate Office or forwarded from branches and will take appropriate actions upon it. Procedures to be taken on the Cell would be as follows:

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- a. Primarily deal with the grievances received directly from customers or through branches;
- b. Maintain register of grievances received either directly from the customers or through the branch, departments or other online systems;
- c. Monitor the overall performance related with grievances handling in the branch;
- d. Liaise with DCEO/CEO to address grievances and respond duly to the person who have lodged the complaints;
- e. Submit the report containing the number of grievances received, resolved and outstanding to GRC;
- f. Formulate policies based upon the grievances received from the customers for better customer service;
- g. Share the issue to branches/departments for awareness and precautions;
- h. Arrange periodical meeting to review grievances, systemic deficiencies and take corrective measures thereon.

4.3 Branch Level Grievance Handling

Branch Manager will work as the grievances handling officer. General procedures to be applied on grievance handling would be as below:

- a. Deals with all the grievances directly/indirectly received from the customers either in written form or over telephone or online.
- b. Be patient on hearing to those customers who physically appears in the desk with grievances of staffs, services, products or else.
- c. Grievances must be listened completely and respond the customer timely.
- d. Maintain register to record both written and verbal grievances.
- e. If grievances are related with other branches or corporate office, it has to be escalated to respective branch or corporate office.
- f. Prepare monthly report in prescribed format with number of grievances received, resolved and outstanding. Send it to Grievances Review Committee through Central Grievance Handling Cell.

5. Grievance Lodgement

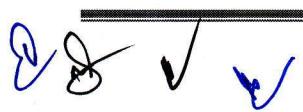
- 5.1 Once a grievance is lodged it should be assigned with a complaint number. Acknowledgement shall be sent via SMS, email, or other documents confirming the receipt of the grievance.

- 5.2 The ways of grievances like; forms, e-mail, website, telephone or other online portal shall be on ease access to all concerned. Bank should not insist that grievances be necessarily made in writing.
- 5.3 Bank shall facilitate the customers to lodge their grievances at any branch of the Bank regardless to whom the issue is concerned.
- 5.4 Bank shall accept grievances lodged by customers or representative of the customers.
- 5.5 Prescribed Form for submitting grievances shall be available to customers at customer service desk, department and in website.
- 5.6 There should be a designed space in Website to lodge the grievances. All the grievances lodged in website shall be screened by Central Grievance Handling Cell and further proceeds as required.

6. Grievances Handling Procedures

Bank applies the following generic procedures while handling the grievances.

- a. Grievances shall be received in writing, orally or over the telephone. Accept ownership of the problem. Apologise and thank the person for bringing the problem to Banks attention.
- b. Branch and Department should record the grievances in the register.
- c. Grievances should be resolved within the time line given in the guideline with the top most priority.
- d. If grievances could not be resolved at branch or department level, it should be referred to Chief Operating Officer (COO) for further resolutions.
- e. COO may get advice or approval of DCEO or Chief Executive Officer (CEO) based on the gravity or given guidelines for grievances handling.
- f. If the customer's grievance is not resolved in time or if person who had lodged the complaint is not satisfied, he/she can approach the other legal support. So, Bank should take the issues seriously and take immediate initiations to resolve the grievances on satisfactory way.
- g. Make follow up with the person who had lodged the complaints to know if he/she was happy with how his/her complaint has handled and to let him/her known about Bank's initiation to avoid such problem in future.
- h. Resolved grievances should be recorded properly and timely. It would be used for audit trail purpose while assessing the overall customer grievances handling system of the bank.



- i. Encourage and reward the staff member for dealing with difficult and unhappy customers and handling their problems/complaints effectively.

6.1 Acknowledgement

All the grievances shall be acknowledged to assure the client that the complaint has been taken into consideration with priority. The probable time to resolve the grievance shall be advised to the person. It is not necessary that the acknowledgement will be in written form. If the grievance is received through telephone, acknowledgement can be conveyed over phone with apology and thank the person for bringing the problem to Bank's attention.

6.2 Grievance Screening

Some grievances may be highly sensitive whereas some may have general sensitivity. Highly sensitive grievance requires quick resolution whereas general grievances take normal time. Grievance handling officer must screen and scrutinize each complaint and determine the priority of the cases on the basis of merit and urgency.

6.3 Action for Resolution

Conclusions of grievances can be derived through different means and actions. Some may need general review and some may need special investigation. In general, following actions are conducted on getting resolution of the grievances.

a. Resolution by taking opinion/clarification from the concerned department/ branch:

If prima-facie scrutiny of grievance requires some clarifications, opinions or any additional information from the concerned or accused branch/department, the complaint handling officer shall ask for those in written (through letter or e-mail) and then settle the complaint accordingly in amicable manner. In such a situation the accused branches/departments will be bound to follow the advice and instructions.

b. Resolution by mediation or negotiation

Dispute may arise between the Bank and the person who had lodged the complaint. Solution of the problem can only be reached through mutual discussion. In such case, grievance handling officer shall arrange meeting, mediation or negotiation with the complainant. The officer will facilitate the process but not insist the parties to abide by the decision.

c. Resolution through investigation

Grievances having the nature of fraud, forgery, financial corruption, financial embezzlement or having higher sensitivity may need special or physical inspection. Such grievances shall be tackled specially in coordination of Chief Executive Officer. Inspection report shall contain minimum findings of the specific indication of the persons/officials responsible for the event and the recommendation thereon. If any complaint involves in criminal activity, legal actions can be taken.

d. Action on anonymous Grievances

Any grievance that does not bear the name, addresses, contact number of the person who had lodged the complaint, will be treated as anonymous grievance. In general, no specific action is required to be taken on anonymous grievances for getting back to the person who had lodged the complaint. But the Bank must take it into consideration for taking action on it when the grievance contains like: servicing, staff behaviour, fraud, forgery or corruption that may harm on the interest of the Bank or the customers. Any grievance which is not related to the Bank or not directly connected to the Bank will not be considered as complaint and therefore no action is required on it.

6.4 Appeal and Review Process

Bank shall take the appeal of the customers if he/she is not satisfied with the decision of the Bank. If the decision is taken by the Branch, appeal will be heard by COO. If decision is taken by the COO, CEO will hear the appeal.

6.5 Response and Resolution

Bank shall convey the resolution/decision to the person who had lodged the complaint and close the file. In case of decision against the complainant, reason of the decision must be conveyed to the complainant. It is important that grievance should be resolved as early as possible.

7. Grievance Recording

Branches/Branch Operation Department at Corporate Office shall maintain a register and record of the grievances. Branch/Department has to retain the detail records of handling and resolution of grievances.

A complaint box shall be placed in the customer service area in each Branch and Corporate Office as well. Key of the box shall be with the staffs who are specially assigned to deal with grievance. The box shall be opened on weekly basis and the grievances received through the box should be recorded on register.

8. Prioritization of Grievances

Branch/Department must prioritize the grievances on the basis of the gravity and sensitivity of the matter. Grievances received at any level shall be classified into the following categories and shall be marked as "HS" for Highly Sensitive, "S" for Sensitive or "G" for General category as below:

Nature of Grievances	Category
<ul style="list-style-type: none"> Grievances of fraud forgery Grievances that require prompt action in the failure of which it may cause heavy loss to the complainant and Bank as well References from Regulators, Registrar or Government Grievances that have high reputation risk to the Bank 	Highly Sensitive(HS)
<ul style="list-style-type: none"> Grievances related to service delivery timing and quality Grievances of rude behaviour, bribery, influence etc. Grievances related to payments, receipts, remittance, dues settlement, debtors, creditors etc. Grievances related to the different products or services of the Bank 	Sensitive (S)
<ul style="list-style-type: none"> Other kinds of Grievances/information or frequently asked questions 	General G)

Branch/Department shall take necessary action on the basis of priority of the grievances.

9. Time Limit for Resolution

The time limit for grievance resolution shall be as following.

S. No.	Nature of Grievances/actions	Initiating Level	Disposal Level	Turnaround Time
1	Frequently Asked Questions	Branch	Branch	Instantly
2	General Grievances	Branch	Branch	3 days

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S. No.	Nature of Grievances/actions	Initiating Level	Disposal Level	Turnaround Time
3	Sensitive but insignificant amount involved	Branch	COO	5 days
4	Sensitive and significant amount involved.	Branch	COO/DCEO (Operation)	7 days
5	Highly Sensitive but no investigation required	Branch	COO/DCEO (Operation)	7 days
6	Highly Sensitive and investigation required	Branch	CEO	Earliest to the best possible
7	Response to Grievances	Branch	Branch	Within 1 day after resolution

If any grievance cannot be resolved within stipulated time due to various circumstances, BM or COO shall explain the facts and reminder will be issued giving another 3 days' time limit for response or settlement. Similarly, if any investigation requires a long process, it shall be notified to CEO.

10. Compliance of the Guideline

Branch Manager in Branch and COO in Corporate Office shall be fully responsible for the implementation of this guideline. Effective implementation of this guideline is must for the responsible Banking and for getting place in this competitive banking environment.

11. Disclosure of Grievances

Statement of grievances and its analysis should also be disclosed by Bank. Bank should place a statement of grievances before Board of Directors (BOD) along with an analysis of the grievances received. The grievances should be analysed:

- To identify customer service areas in which the grievances are frequently received;
- To identify frequent sources of grievance;
- To identify systemic deficiencies; and
- For initiating appropriate action to make the grievance redressed mechanism more effective.



12. Regulatory Provisions

As per the Unified Directives of NRB-2074, Directive No. 22 (11) following are the provisions regarding Customer grievances.

गुनासो सुनुवाई सम्बन्धी व्यवस्था:

- (क) सेवाग्राहीलाई पर्ने असुविधा तथा सर्वसाधारणको गुनासो सुनुवाई गर्न इजाजतपत्र प्राप्त संस्थाले "सूचना तथा गुनासो सुनुवाई डेस्क" स्थापना गरी सो को सार्वजनिक जानकारी दिनुपर्नेछ।
- (ख) इजाजतपत्र प्राप्त संस्थाले उपभोक्ताको गुनासो सुनुवाईका लागि हटलाइन समेतको व्यवस्था गरी गुनासो सुन्ने अधिकारी तोक्नु पर्नेछ।
- (ग) इजाजतपत्र प्राप्त संस्थाले ग्राहकहरुको गुनासो सुनुवाईका लागि आफ्नो वेबसाइटमा अनलाईन पोर्टलको समेत व्यवस्था गर्नु पर्नेछ।

13. Digital Recording

IT Department shall develop for digital recording of customer grievances in Bank's Website.



Grievance/Suggestion Lodgment Form

(उजुरी तथा सम्भाव फाराम)

(Form No- 000001)

To (लाई)

Subject (विषय) :-

Concerned Branch/Officials:

(सम्बन्धित शाखा वा व्यक्तिको नाम)

Details of the Grievance (उजरी वा सभावको विवरण)

(Please add pages if required):

Signature (हस्ताक्षर)-

--Date मिति:

Full Name (नाम) (अनिवार्य छैन)-

--Address (ठेगाना):

Phone Number (फोन नं.)---

- Email(ईमेल)-----

Acknowledgement of Grievances Receipt (सभाव तथा गनासा प्राप्तिको निस्सा)

Your grievance has been registered and shall be back to you within days.

Thank you for your complaint/suggestion.

Authorized Signature

Date:

Nancy J.

Grievance Register

Branch Name:

Grievances Monthly Report

For the month of-----

Branch Name-----

*Nature of Grievances: Delay Servicing, Staff Behaviour, General Banking, Loans & Advances, Debit/ATM Card, Credit Card, Mobile Banking, Internet Banking, Branch Less Banking, Remittance, Bank Guarantee etc.

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