Ministry of Federal Affairs and Local Development
Kathmandu

Karnali Employment Programme

Project Implementation Manual

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Oxford Policy Management

DEEGO Pvt. Ltd.

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Reducing Poverty by Enabling Access

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List of abbreviations

CC	Cluster Coordinator
CEP	Centre of Excellence Project
DCMC	District-level Coordination and Monitoring Committee
DDC	District Development Committee
DFID	Department for International Development
DoLIDAR	Department of Local Infrastructure Development and Agricultural Roads
EIA	Environnemental Impact Assissent
EMP	Environnemental Management Plan
FY	Fiscal Year
GoN	Government of Nepal
IEE	Initial Environmental Examination
KEP	Karnali Employment Programme
KEPTA	Karnali Employment Programme Technical Assistance
KRDU	Karnali Region Development Unit
MCMC	Municipality-level Coordination and Monitoring Committee
MIS	Management Information System
MoFALD	Ministry of Federal Affairs and Local Development
NPR	Nepali Rupee
OPM	Oxford Policy Management
PIC	Project Implementation Committee
PIM	Project Implementation Manual
PSN	Productive Safety Net
PWP	Public Works Project
RAP	Rural Access Programme
SCF	Social Cluster Facilitator
SS	Support Staff
SSS	Senior Site Supervisor
TA	Technical Assistance

TCF   Technical Cluster Facilitator

VCMC   Village level Coordination and Monitoring Committee

VDC   Village Development Committee

WCF   Ward Citizen Forum

PART 1 – Introduction and objectives

1.1   Introduction

Because of the geographical remoteness and economic backwardness of the Karnali region, many households face difficulties in sustaining their livelihoods throughout the year through traditional occupations, trade or employment. Poverty and food insecurity in the region are highly linked to lack of employment opportunities. To alleviate the situation, the Government of Nepal (GoN) made provisions for Karnali's regional development in the budget speech of FY 2063/64 (2006) (budget speech point nos. 84 to 90):

> *"Karnali Employment Programme [KEP] is introduced on a limited basis to provide relief to the families without employment in projects or development works or private sector employment or personal/family enterprise".*

After years of implementation challenges and limited impact, the GoN is in the process of reforming the KEP based on a new vision for the programme. According to this new policy direction, the KEP aims to provide a Productive Safety Net (PSN) for poor Karnali households in order to help improve their ability to cope with seasonal unemployment and underemployment and economic and natural shocks, as well as increase their household livelihood security. When the new KEP model is implemented in full it will become a PSN and will support the most vulnerable households in Karnali by offering them entitlements to paid employment and additional support for livelihood enhancement.

The Ministry of Federal Affairs and Local Development (MoFALD) has sought the support of UK Aid through the Department for International Development (DFID) in developing and the reform of the KEP. The Karnali Employment Programme Technical Assistance (KEPTA) consortium, which is led by Oxford Policy Management (OPM) and includes Cardno IT Transport and Deego Pvt Ltd, has been contracted by DFID to manage a technical assistance (TA) fund in order to support employment-led approaches to reducing poverty and vulnerability in Nepal.

The TA fund, which is part of the new phase of DFID's Rural Access Programme (RAP), supported the GoN in developing and implementing the Centre of Excellence Projects (CEPs) in the first half of 2014. The CEPs developed and tested a number of new processes and systems for the new KEP in the Jumla and Kalikot districts of Karnali. A total of 811 households participated in the CEPs in Jumla and Kalikot, generating just under 44,000 thousand person days of work, an average of 54 days per household. The community infrastructure created by the CEPs consists of two roads and two irrigation canals. The main process and features tested were:

Labour-based approach – CEPs were labour intensive and the use of machinery was not permitted. At least 70% of the project implementation budget was spent on wages.

Sound project selection – Technical and social assessments of potential projects were conducted and projects were approved by the relevant Village Development Committees (VDCs) and/or the District Development Committee (DDC).

Awareness raising on CEPs – Local communication campaigns were conducted for all CEPs to disseminate information about the benefits, responsibilities and the application and participant selection processes. Posters and pamphlets were distributed and the programme was advertised on local FM radio stations. Four well-attended public meetings at local schools were held.

Community-based approach for prioritising the poor – One of the key aspects of the new KEP is that it is poverty targeted. As a consequence, a methodology for identifying the poorest of the poor willing and able to work was developed and tested. Targeting under the CEP was a combination of self-targeting and community selection, the latter led by the Ward Citizen Forums (WCFs). The community prioritisation was based on the criteria developed by KEPTA. The criteria consisted of verifiable correlates of poverty and wealth such as household size, disability and asset ownership.

Job cards for participants – Each beneficiary household received a Job Card on which the attendance at work was recorded. This allowed participants to track their pay entitlements.

Regular and timely payments – Wages were paid fortnightly and were disbursed directly from the DDCs to the beneficiaries.

Payment based on days worked and output produced – Beneficiaries were paid daily wages based on attendance and a supplement based on output. The regular and frequent payment of the daily wages had the objective of smoothing the consumption of households and preventing them from falling into poverty. The supplementary payment was a lump sum that households could use for investment rather than consumption.

Adequate training and oversight – Staff supervising and managing the CEPs were trained in labour-based techniques and operational procedures.

Management Information System (MIS) – A MIS was designed, tested and put in place as an important tool for managing and monitoring the KEP. The MIS stores all the data captured in the participant rregistration fforms (see Annex A), uploads the daily muster rolls (Annex B), and calculates the corresponding payments (Annex C). The MIS forms the basis for accurate and transparent payments to participants. Moreover, the MIS produces a range of reports and indicators enabling stakeholders to monitor the operations and performance.

Workers' welfare – Toilets, childcare, and safety equipment such as helmets, masks, goggles and rubber boots were offered at site. Moreover, workers were insured against accidents, a first aid kit was provided at each site, and one person per site was trained to administer first aid.

Gender balance – Female participation rates were high. The proportion of female main recipients and workers was only slightly below the proportion of male main recipients and workers. This was the result of a gender-sensitive methodology and a strong emphasis on gender equality.

In 2014 MoFALD revised the KEP Implementation Guidelines and incorporated most of the processes and systems tested in the CEPs. This is the first step towards the new KEP. All references to the KEP Guidelines in the rest of this document are to the Guidelines revised in 2014.

This Project Implementation Manual (PIM) describes the processes and operational rules for the new KEP. Because of limitations in terms of resources and capacities, it will not be possible to fully implement the new operations and processes across the whole of the KEP with immediate effect. Starting from FY 2014/15, MoFALD plans to progressively roll out the new KEP, with the support of KEPTA, and to continue to review and refine the design of and implementation of the programme with the objective of making it more effective and efficient. As a first step of the roll-out, in 2014/15 the programme in Jumla and Kalikot will operate in four modes that will adopt the new processes and operational rules in different degrees with differing levels of KEPTA involvement. The four modes, specified in more detail in Annex D, are:

- Demonstration projects in three VDCs each in Jumla and Kalikot with implementation led by KEPTA and supported by the KEP units in the two districts;
- Demand-driven pilots in one VDC each in Jumla and Kalikot with implementation led by KEPTA and supported by the KEP units in the two districts;
- Projects applying the new KEP mode in six VDCs each in Jumla and Kalikot, implemented the KEP units in Jumla and Kalikot assisted by KEPTA; and
- Projects in the remaining 20 VDCs each in Jumla and Kalikot operating under the conventional KEP mode under the oversight of the KEP units with KEPTA's strategic support at the district level.

In the projects supported by KEPTA, the TA team will support the implementation of most of the KEP processes and systems according to the guidelines set out in this document.

1.2 Implementation of the new KEP: Basic features

In this section, the basic features of the new KEP are described.

Project Selection – Where possible, KEP projects will be identified from among those approved through the DDC and VDC planning processes. However, when such projects are not deemed appropriate for implementation under the KEP for technical reasons, other potential projects are sought with the support of the VDCs and communities. Social and technical feasibility studies of the potential projects are carried out to select projects for implementation.

Eligibility – There are three different types of eligibility criteria the beneficiaries and their households must meet: age, residency and poverty level. Although only one household member can work at a time, more than one household member can be eligible and entitled to work.

Targeting process – Interested households will attend an Applications Event and their wish to participate will be recorded. Prioritisation and provisional selection of participants will be carried out by the WCFs based on the number of participants that the project can accommodate and following the specified guidelines and criteria. VDCs will review and approve the lists produced by the WCFs. The selected households will attend Registration Events where they register all the household members eligible to work.

Entitlement – Beneficiary households will be entitled to a specified number of days of work, which will depend on the available resources. The beneficiaries will be informed of this entitlement.

Job Cards – During the Orientation and Training for Workers, job cards are distributed. These cards are evidence of households' entitlement to KEP work and list the household members eligible to work and record the days worked.

Worksite facilities and supervision – Worksites are provided with amenities for worker welfare and to enable women to participate to promote gender balance. Worksite infrastructure and facilities that will generally be provided include: (a) a temporary site office, which could be a hired local building or a temporary structure such as a tent; (b) drinking water and refreshment facilities; (c) toilets; (d) children's centre if required; (e) a first aid kit and a person trained in administering first aid; and (f) access to health services.

Effective supervision will be provided at worksites to monitor workers' attendance, work progress and quality and safety.

MIS – The system stores all the data related to the KEP and produces periodic reports. The components of the MIS include: a) Asset information; b) Project progress tracking; c) Employment information; d) Financial data; and e) Online mapping.

Cash transfer – In order to be able to achieve its social protection goals, a core principle of the new KEP is that payments are regular, timely and predictable. Payments are made fortnightly.

System of payments – In the KEP, wages perform a social protection function but also respond to workers' attendance and productivity.

Figure 1 summarises the KEP implementation process. Since this section and Figure 1 outline the implementation process, the annual allocation of the budget is not included. According to the KEP Guidelines (Part 4: Budget and payment), MoFALD 'shall transfer authority for the programme to the concerned DDC based on the households submitted from the district' and the 'DDC shall adopt an equitable employment system to determine the funds to be provided to the VDC or Municipality.' The implementation process outlined is initiated when the budget allocation for the VDC or Municipality is known. Hence, the aim of the initial project(s) selection at the VDC level will be to identify projects and estimate the employment they generate to fulfil the KEP objectives within the available budget.

In 2014/15, the two Demand pilots will operate in a slightly modified form from the process outlined in the implementation flow diagram. In the demand pilots the Applications and Prioritisation processes will precede the final Project Selection. When the number of households to be included is determined through the Applications and Prioritisation processes, project(s) will be selected to provide a sufficient number of workdays for each locality within the VDC to fulfil the KEP objective. In practice, the Project Selection process may be initiated alongside the Applications and Prioritisation process when the budget and the approximate workdays required in each locality are known. Further details of the operations of the Demand pilot are provided in the 'Demand Pilot – Concept note and work plan'.

It should be noted that the new KEP remains a community-based project with local participation in decision making on project selection and responsibility for implementation at the local level within VDCs and municipalities. Nevertheless, for effective and efficient operation, adequate technical and management support, supervision and monitoring are essential. Much of this document is concerned with setting out the processes, systems and instruments for the necessary support, supervision and oversight.

Figure 1   The new KEP annual implementation flow diagram

Project Selection
- Review of local plans
- Feasibility studies
- DDC Council approval
- Social and technical surveys
- VCMC/MCMC and DCMC approval

Applications
- Communication campaign
- Interested households to apply

Prioritisation
- WCF prioritises households based on a given criteria
- Community validates the prioritisation
- VCMC/MCMC approval of the list of workers
- Issue job card

Work Preparation
- Design and estimations
- Valuation of works;
- Formation of workgroups
- Agreement with VDC/ municipality
- Formation of PICs

Employment
- Beneficiaries work on the assigned activities.

Payments
- Regular and timely wages paid every 15 days
- Payments are delivered by the DDC
- Supplementary payment is transferred after project completion

Project Completion
- PICs report of completion of work
- Work measurement as per estimation
- Public audit and asset handover to VDC / Municipality

PART 2 – Institutional arrangements

MoFALD is the lead implementing agency for the KEP. The Central Coordination Committee and the Karnali Region Development Unit (KRDU) within MoFALD are responsible for overseeing and monitoring the programme implementation.

At district level, the District Coordination and Monitoring Committee (DCMC) is led by the DDC chair, and its roles and responsibilities are described in Section 21 of the KEP Guidelines. The responsibilities of the DCMC are to:

- Determine the days of employment entitlement per beneficiary household and budget allocations for VDCs and municipalities;
- Approve projects to allow release of the KEP budget received by the district;
- Monitor and evaluate the projects implemented in the district;
- Avoid duplication at the VDC level and localities within the VDCs of public works projects (PWPs) operating in the district; and
- Recommend that the DDC release payments at the appropriate time.

The committee may perform its functions through sub-committees as necessary.

The VDC-level Coordination and Monitoring Committee (VCMC) is chaired by the VDC Chairperson and its roles and responsibilities are described in Section 23 of the KEP Guidelines. Some of the key responsibilities are to:

- Gather socio-economic data that will support the planning process (on number of households, poor areas, etc.);
- Approve the list of workers selected and forward the list to the DDC;
- Manage the grievance redressal system;
- Support and monitor KEP operations following the KEP Guidelines and PIM;
- Manage local disputes and problems related to the project;
- Submit monitoring reports to the DCMC;
- Promote the harmonisation of PWPs operating in the VDC;
- Arrange the programme evaluation and audit of financial and non-financial activities;
- Monitor the procurement of tools and construction materials;
- Monitor the daily attendance of workers and prepare related reports;
- Assist with the payment of wages to beneficiaries; and
- Ensure that job cards are distributed as per the guidelines.

At community level, the WCFs will lead the prioritisation and selection of beneficiaries in consultation with community members, while the Project Implementation Committees (PICs), formed by the selected KEP participants, will:

- Support workers and community members with the submission of any complaints;
- Work with the Technical Cluster Facilitator (TCF) and the Social Cluster Facilitator (SCF) to prepare the list of tools, materials and equipment to be procured; and
- Ensure that workers follow the site-level safety instructions and regulations.

The following personnel have responsibilities for field-level implementation of KEP projects (see Part 8 for further details):

- **KEP Focal Person** (normally based in the district KEP Unit) – responsible for overall project approval, technical oversight, approval of final measurement of work volume and assurance of overall quality of the infrastructure.

- **TCF** – responsible for technical survey, design and supervision, estimates of work volumes, workers' group formation, determining and allocating work packages, workers' attendance and guidance to workers.

- **SCF** – responsible for targeting, registration and prioritisation of workers, distribution of job cards, ensuring facilities are available to workers (e.g. toilets, drinking water, child care and primary health care), managing conflicts and disputes, channelling grievances and complaints, and ensuring safety at project site.

- **Senior Site Supervisor (SSS)** – responsible for site-level planning and supervision of operations, daily attendance of workers and safety.

- **Site Supervisor (SS)** – support for SSS in site-level planning and supervision and recording daily attendance of workers.

As noted above, the KEP Focal Person with overall responsibility for a project will normally be based in the KEP Unit. This person will have responsibility for projects in a number of clusters with different numbers of VDCs in the clusters. In 2014/15, some focal persons will be KEPTA staff and some will be regular KEP Unit staff. The TCFs and SCFs will be responsible for projects in clusters with between three and six VDCs. The SSSs and SSs responsible for project-level planning and supervision within VDCs will be recruited locally and provided with adequate training (see Part 6 for further details).

During 2014/15, the available resources will not be sufficient to provide this level of support to all VDCs in implementing the KEP, as was indicated in Part 1. The support and supervision model being put in place for 10 VDCs in the two districts is necessary for implementing the new KEP and capable of being extended to the whole of the Karnali region over time if sufficient resources are available for extending the supervision structure and processes to cover all VDCs and districts.

Figure 2 KEP organogram
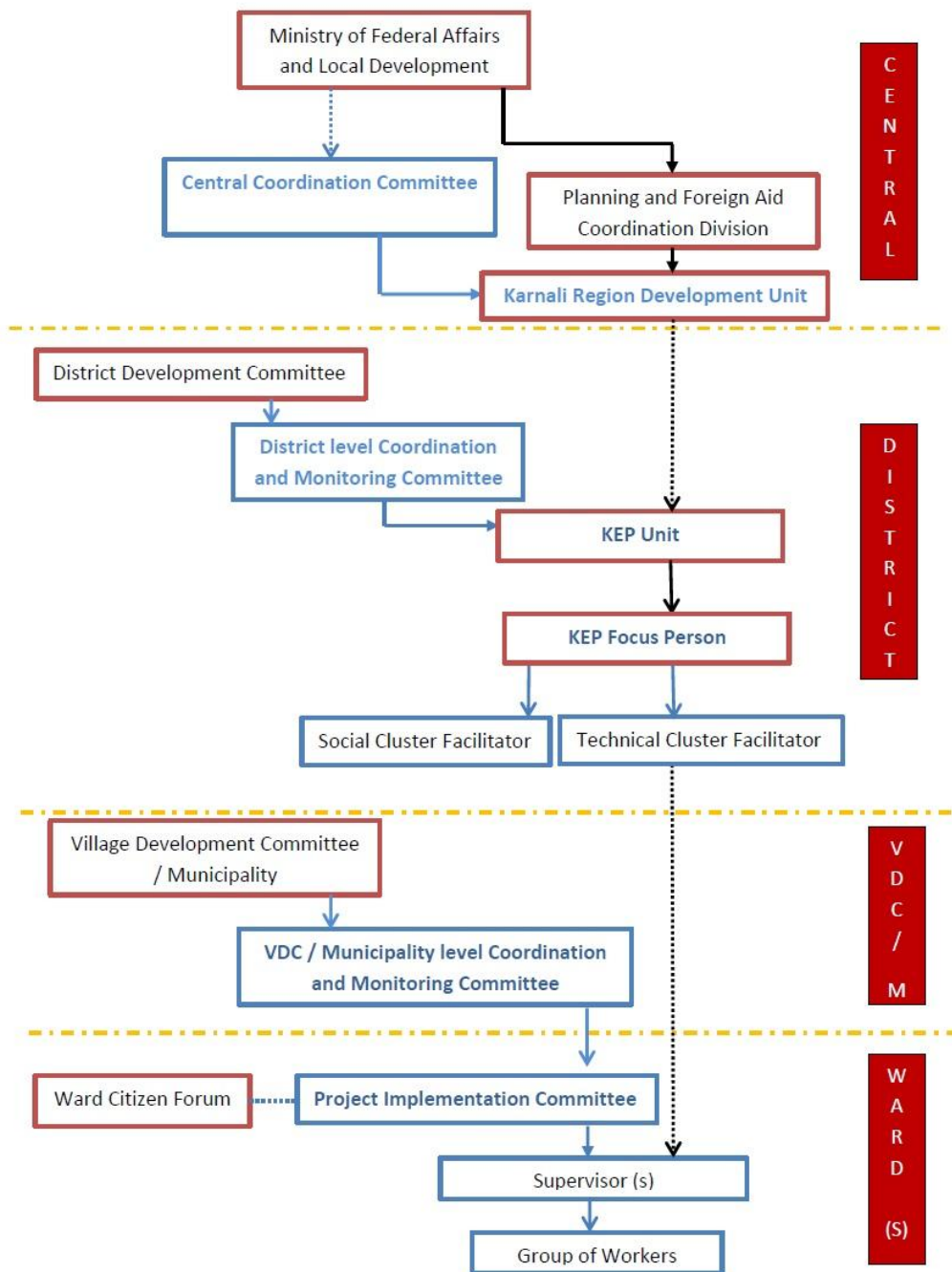
PART 3 – Project selection

3.1 Eligible projects

Where possible, KEP projects are identified from among those approved through the DDC and VDC planning processes. However, when such projects are not deemed appropriate from a technical perspective by KEP focal persons, KEP technical staff can carry out additional planning in order to identify appropriate schemes.

It is important that the KEP assets are as close as possible to the community they serve. A KEP project (or, where relevant, part of a larger project) should meet the following criteria:

- Address identified needs and have been approved by the community and the VDC through the normal planning process;
- Be labour intensive;
- Involve the creation of assets that are close to the people who will work on them (i.e. within walking time of one hour);
- Be capable of completion within a single working season, typically of three months;
- Be completed using the available funds; and
- Produce an asset that should preferably be functional and have a demonstrable impact in the first season.

Furthermore, the KEP Guidelines state that the following types of projects are preferred:

- Income-generating projects including fruit and vegetable farming, herb farming and processing, and cash crops;
- Small irrigation systems;
- Construction and up-gradation of roads under the district road network that connect district headquarters to the VDC or Municipality, VDC or Municipality to the Ward, or Ward to the settlements;
- Drinking water management;
- Wage sharing in micro-hydro projects;
- All kinds of labour-intensive projects that are operated in partnership with other organisations;
- Labour-intensive projects contributing to disaster minimisation; and
- Climate change adaptation projects.

3.2 Selection process

KEP projects are to be selected in a manner that strengthens ownership of the asset by the communities and the DDC, while ensuring the quality of the process and the appropriateness of the scheme selected. Nonetheless, in view of the need to cover a larger number of KEP projects within a limited timeframe and human resources, a 'light touch' approach to project selection shall be applied. The details of this approach are given in Annex E.

Broadly speaking, the following activities are to be carried out during the selection of projects:

i. *Planning and preliminary assessment activities*

At the initial stage, the potential location of the project within a VDC is determined by targeting approach and priorities. The targeting could be based on:

- Geographical remoteness;
- Poverty levels;
- An area being highly disadvantaged in regard to supportive assets;
- An area being affected by a recent natural disaster; and/or
- A community suffering from famine or a similar event.

For a given VDC, a KEP technical and social assessment team will undertake a rapid preliminary assessment within the VDC to collect information on the following:

- The type of community (e.g. its ethnic composition);
- Economic status of the people;
- Availability of work seekers;
- Projects prioritised by the Village Development Periodic Plan; and
- Wider community acceptability of the prioritised projects.

Following the initial assessment and review of its findings, the KEP assessment team will move forward as follows:

a) Prepare a list with a maximum of three projects approved by the VDC and/or DDC in the identified locations;
b) If projects suitable for the KEP cannot be identified from the preliminary assessment, conduct further local consultations and investigations to identify suitable project(s); and
c) Prioritise the projects based on preliminary field assessments.

Following this, a feasibility study is carried out to take KEP assessment to the next level.

ii. *Feasibility study*

After the preliminary assessment of the project, a social and technical feasibility study is carried out. While conducting the social part of the feasibility study, the following points should be considered:

- Willingness of communities to work and take ownership of the project;
- Availability of work seekers;
- Prevailing and expected wage rate;
- Types of workers available (skilled or unskilled); and
- Whether or not the KEP could be taking workers (previously engaged in other activities) away from other productive activities.

Similarly, while conducting the technical survey, the following points should be considered:

- Technical viability of the project (e.g. difficult terrain for road construction and irrigation scheme with adequate water source).
- Availability of local construction materials near the project site;
- Availability of skilled labour in the project area;
- Stability of the area (slopes, geological/geotechnical conditions); and
- Cost of non-local materials including transportation costs to project site.

Following the field identification of the potential projects, the KEP team in charge of the feasibility study will then prepare a brief report and make its recommendations to the KEP Unit.

Box 1   Important points to take into account when selecting projects

Selection of projects should be carried out by joint technical and social teams.

The project should not be socially sensitive (i.e. cause social disputes). When projects are deemed to be technically feasible, they should be discussed and agreed with the communities.

Schemes should ensure that the benefits go largely to the most vulnerable groups in the community.

If private land is affected by the scheme, there has to be a contractual agreement with the owner of the land to allow the use of such land.

iii.   Approval of the project

The KEP Feasibility Report is reviewed by the KEP Focal Person. Following any clarifications or modifications, the VCMC and DCMC endorse in writing the final list of selected KEP projects.

PART 4 – Preparation of the works and site setup

4.1 Environmental assessment and mitigation measures

GoN environmental legislation requires a set of mitigation, monitoring, and institutional measures to be taken during the implementation and operation of a scheme so as to eliminate adverse environmental and social impacts, offset them, or reduce them to acceptable levels. The plan also includes the actions needed to implement these measures.

An Environmental Management Plan (EMP) will be prepared to address these aspects. To prepare an EMP, eht design team will need to:

a) Identify potential adverse environmental and social impacts and a set of responses to them;
b) Determine requirements to ensure that the responses are implemented effectively and in a timely manner; and
c) Describe the means and amounts of resources (staff, funds, etc.) for meeting the requirements.

A list of projects requiring Initial Environmental Examination (IEE) or Environmental Impact Assessment (EIA) is presented in Annex F and a standard format for developing an EMP is provided in Annex G.

4.2 Design and quantity estimates

i. Compliance with government standards

Design of the infrastructure (assets) must reflect the standards and norms of the Department of Local Infrastructure Development and Agricultural Roads (DoLIDAR)/MoFALD, the Department of Irrigation, and the Department of Water Supply and Sewerage.

ii. Survey and design approach (engineering and social surveys)

Following the endorsement of projects by the DDC, they will be subjected to social and technical surveys and studies.

- The surveys will be carried out by KEP social and technical teams;
- The survey processes will be facilitated by VDC secretaries; and
- If any social disputes/issues arise during the surveys (such as fixing the alignment, land compensation claims, disputes regarding water sources or existing structures), the KEP social team will coordinate with the DDC to facilitate the resolution of such issues.

The survey outputs result in social and technical data that contribute to the planning of the works. These include:

- Quantity and cost of non-local materials (cement, reinforcement bars, gabion boxes, etc.);
- Quantity of local materials (stone, sand, aggregate, wood, etc.);
- Calculation of total person days (skilled and unskilled) required to complete the work;
- Total worker groups required; and
- Packaging of works at different locations.

Technical surveys are to be carried out using a 'light touch' approach. This implies a survey method that can be carried out more rapidly and with less demanding technical skills using more readily available and accessible instruments. Details of this approach are set out in Annex E.

Following the technical surveys, the designs and drawings of different schemes will be prepared using information from surveys carried out as described above. The priority should be to prepare simple workable designs and specifications that can be understood and executed by technicians at the sub-assistant engineer level. Where possible, designs, drawings and estimates should be prepared manually using simple Excel sheets, graph paper, calculators and rulers.

4.3   Value of works

Once the quantities of work are obtained, the value of the work needs to be estimated. While there are different approaches to this using different rates associated with district wage rates, for estimating labour costs of KEP projects a rate equivalent to 80% of the district wage rate will be used to be consistent with the KEP Guidelines.

4.4   Formation of workgroups

Although the KEP pays the wages to individuals, workers will normally work in groups in order to increase their productivity and facilitate the allocation of tasks. The size of the group varies for different types of infrastructure. For example, a road-building group will generally comprise 20 persons, while that for an irrigation scheme may be smaller with 10 persons.

The TCF will determine the size and the number of workgroups depending on the available workforce and required number of person days for the completion of the work.

PART 5 – Targeting

In this section the eligibility criteria and selection processes are detailed. Targeting under the KEP is a combination of self-targeting and community prioritisation.

5.1   Eligibility criteria

i.   Criteria

There are three types of eligibility criteria the beneficiaries must meet: age, residency and poverty level. Although only one household member can work at a time, more than one household member can be eligible and entitled to work.

Age

Only working age adults can work on the KEP where a working age adult is defined as a person aged between 18 and 59 years.

Residency

Only people living on a permanent basis in the catchment areas are eligible. The KEP has an 'area of influence' approach, which means that only communities that are within a one hour walking distance of the site are eligible. Consequently, communities from different wards or even different VDCs could be in the catchment area of a project, and not every community within a ward or VDC in which the project is located will be eligible. Those within the administrative boundary but outside the specified area of influence will not be eligible.

Poverty

In line with the programme's objective, the KEP prioritises the selection of poor households. In order to do so, simple criteria have been developed. The criteria specified below are simple enough to be easily implemented by the community structures but are also correlated enough with poverty in order to allow the programme to reach its target population effectively. Moreover, the criteria reflect the intention of engaging women and minorities.

Prioritised households must meet at least one of the following criteria:

    a) Households with a member who is registered as physically impaired/disabled;
    b) Dalit/minority/indigenous households;
    c) Female-headed households;
    d) Households with pregnant/lactating women; and
    e) Households with a large number of dependent members (both children and elderly people).

Excluded households:

    a) Households with at least one member earning a salary from employment;
    b) Households receiving support from NGOs or other public programmes; and
    c) Households with valuable assets.

Finally, although households with pregnant or lactating members are prioritised, such members are not eligible to work because of the risks for them of physical work.

Special cases

Carers assigned to work in the children's day care centres need to meet the above criteria. In addition, they should be women with experience of caring for babies and children.

Moreover, each WCF in the catchment area is entitled to select at least one carer, so that the children's centre has a minimum of one carer per ward.

ii. Verification of the criteria

The criteria are applied by the WCF subjectively based on its knowledge of the community. It is the responsibility of this group to define, for example, what assets are considered valuable and are therefore an indication of wealth and a deciding factor for exclusion from the programme or what constitutes a "large number of non-adult members" in a household. The WCF receives training on such matters and should base the assessment on the Guidelines for Community-Based Prioritisation (see Annex H). Moreover, the SCF and the VDC support and facilitate the process.

The criteria are indicative and give the WCFs 10% margin of discretion to include or exclude households irrespective of compliance with the specified criteria. This discretion is justified because of the need to deal with exceptional cases. For example, there could be cases of households with one member employed but still very poor because of very low earnings from employment. On the other hand, a female-headed household may not be among the poorest because of land ownership or remittances from family members. Notwithstanding the discretion, the list of candidates prioritised by the WCFs must respect the age and residency criteria and 90% of the households selected must belong to at least one of the prioritised categories specified.

The list prepared by the WCF is then validated by community members. In order to do so, the WCF will call a community meeting where the criteria and lists are presented. The community must reach consensus on the list to be submitted for approval by the VDC or Municipality. This list has been referred as the List of Pre-selected Households.

5.2 Selection process

Before the selection process starts, the number of work days and workers required for a particular project will be determined by conducting the engineering and social survey (see Part 4) and campaigns for community sensitisation and awareness will be conducted.

The communication campaign informs the community, among other aspects of the KEP, of the Applications Event to take place at the project site.

Applications Event

All interested households attend this event and are listed.

i. Preparations for the Applications Event

* Prior to the event, the KEP conducts a communication campaign where communities are informed about key aspects of the programme.

- The SCF, with the support of the VCMC and WCF, makes all the preparations needed for the Applications Event.

- On the day of the Applications Event, the SCF checks that all the material required for the event is present and correct (e.g. Listing Forms).

ii.   Applications Event guidelines

All interested households attend this event, where KEP staff (normally the TCF and/or SCF) explain to the attendees the most important aspects of the KEP for potential participants:

- The application process;
- The nature of the employment (type of work, schedule, etc.);
- The wages: value and payments;
- Selection of household representatives; and
- The grievance mechanisms.

KEP staff inform applicants that, if they are selected for participation, the household member selected as Household Representative must attend the Registration Event.

The applicants are then divided into groups according to the wards they live in and their names and other identification details are entered on the List of Applicants form (Annex I).

Box 2   Household Representative

Every beneficiary household has one Household Representative. This person will represent household members and will be the only person able to collect the payments. S/he must meet the following criteria:
- Be eligible to work for the KEP.
- Be the household member that will normally work for the largest number of days on the KEP. Other eligible and registered members will be allowed to substitute the Household Representative when needed. Must attend the Registration Event.

Community prioritisation

The process for community prioritisation has two parts. First, WCFs undertake prioritisation based on the criteria defined by the programme (see 5.1 above). Second, communities validate this prioritisation as described above.

i.   WCF's prioritisation

This stage consists of the prioritisation by the WCFs of potential participants from the List of Applicants following the relevant guidelines and criteria and supported by KEP staff (see Annex H). With the facilitation of KEP staff, the WCF selects the applicants based on the given quota for the ward provided by the KEP staff. The WCFs are required to provide 20% more names as substitute workers for those who cease their participation voluntarily midway through project implementation.

KEP staff facilitate the WCF meeting wherein the community prioritisation takes place. At least 60% of the WCF members must be present at the prioritisation meeting. In this meeting, the WCF goes through the List of Applicants and selects those who meet the inclusion criteria and the extra 20%. A further prioritisation may be required in order to meet the quota set by the KEP.

The outcome of the meeting is the Ward List of Pre-Selected Households.

ii. Community validation

As noted earlier, community validation involves the WCF calling a community gathering to present the criteria, the quota for the ward allocated by the programme and the list of potential beneficiary households selected by the WCF. The community must reach consensus on the list to be submitted for approval by the VDC. The list can be modified by the community. The outcome of this step is the community endorsement of the Ward List of Pre-Selected Households.

VDC approval

KEP staff share the List of Pre-Selected Households with the corresponding VCMC/Municipality-level Coordination and Monitoring Committee (MCMC). These bodies have the authority to modify the list and produces the final List of Beneficiaries. This final list will be displayed at key community locations such as as VDC/Municipality office, schools, public information boards in order to increase transparency and promote better governance. The VDC/Municipality sends the list to the KEP Unit (the DDC), where it is entered into the MIS.

PART 6 – Training

6.1 Non-technical training

Non-technical training is provided to all staff. This process is led by different KEP staff members depending on the type of training. The types of training sessions and their target audiences are set out below.

i. Training for KEP staff

In-depth orientation training focusing on the non-technical aspects in the PIM is provided to all staff a few days before the recruitment of workers. This process will be coordinated by the Training Specialist in cooperation with relevant KEPTA team members in 2014/15. The PIM Orientation training will include the following topics:

* The KEP objectives and main processes;
* Roles and responsibilities of individual staff (central; district and VDC/Municipality and project sites);
* Administrative and financial policies and procedures;
* MIS: Overall MIS design and its operation, data entry, project tracking and reporting, GPS handling and uploading of geo-location data, linking MIS data to KEP website;
* Targeting (applications, prioritisation and registration);
* Monitoring and reporting;
* Formation and strengthening the PIC, its functions, roles and responsibilities with emphasis on public audit, wage calculation, cash transfer and work group management;
* Payments;
* Conflict management;
* Site management;
* Communications and stakeholder engagement; and
* Grievances management.

Not all staff will be required to attend each training session. Attendance will depend on the role and responsibilities of each staff member. The attendance requirement will be clearly defined in the training plan and communicated to all staff.

In addition, a team-building exercise will be conducted before the implementation of fieldwork. The key objectives of this exercise are to develop common understanding, a congenial and collaborative culture and a friendly working environment.

ii. Orientation for other stakeholders

In light of the recent revision and approval of the KEP Guidelines, it is necessary to inform different stakeholders on the new KEP design and seek their approval and participation. The basic objectives of the orientation programme will be to: (i) develop common understanding on the salient features, fundamental principles and key provisions of the revised Guidelines; and (ii) explore potential operational challenges and possible solutions in implementing the Guidelines. The following stakeholders should be included in the orientation programme: DDC officials, local political leaders, the staff of other PWP programmes such as the Rural Community Infrastructure Work and RAP, and VDC secretaries.

6.2 Technical training

The objectives of the technical training are to: (a) enable the selection of KEP projects meeting programme priorities; (b) ensure that the infrastructure assets produced by the KEP are constructed to the correct standards, perform satisfactorily and are durable in the longer term with normal maintenance; and (c) raise the skill levels of the KEP staff members and workers who are the main project beneficiaries.

The technical training will target three groups:

- Technical staff directly concerned with the implementation of the KEP;

- Technical staff from other VDCs/municipalities in the district who are involved with KEP projects; and

- Workers engaged on the KEP projects.

Thus, it is expected that the upgrading of technical skills will have the scope and impact that will be wider than the satisfactory achievement of the projects alone. The project sites will provide a 'classroom' that will be used to train technical staff from other VDCs in the district. It will also be used to upgrade the skills of workers who may be later engaged in the maintenance of the assets created or other public works either in or outside the KEP.

The technical training is carried out in two stages. The first stage will comprise a five-day training session provided by an international expert while the second stage will include a series of training sessions provided in five KEP districts by a trainer trained by the international expert.

During the first stage, an expert international trainer will provide training to technical staff including a designated Labour-Based Technology Trainer and other technical team members who will later train others. This training will include classroom instruction and on-site experiential training. During the second stage, the designated Labour-Based Technology Trainer will provide a series of training sessions to the other groups of technicians. These shall be carried out as follows:

(a) There will be training of KEP SSSs at the TA-supported projects. The SSSs in turn shall provide on-the-job training to the work group leaders and workers engaged on the projects.

(b) The second series of training sessions will be organised to include site-based training for technical teams of non-TA-supported technical teams. These could comprise VDC/Municipality technical assistants, additional SSs that KEP may have assigned and some VDC/Municipality-designated additional technicians. These training sessions will be carried out for different clusters of VDCs within a district.

(c) The training sessions will be extended to all five Karnali districts covered by the KEP.

The first stage of the training will be a mixture of classroom and site-based training as noted above and is carried out once only in one of the KEP districts. The second stage of the training will be primarily site-based (i.e. 'on-the-job') and will be carried out in several cycles at project sites as described above.

The detailed content of the technical training is provided in a separate training manual. The scope includes:

- Site establishment;
- Site management and control;
- Setting out works;

- Measuring works;
- Labour norms;
- Quality control;
- Environmental management;
- Site safety; and
- Monitoring and record keeping.

It is important that mentoring and refresher training are also provided to trained staff through follow-up visits to project sites. This will ensure that the skills provided during training are being correctly applied. It is also an opportunity for the trained staff to seek further technical advice. As it is not possible to provide face-to-face mentoring with all trained staff, a mentoring focal point will be the designated trainer who will provide expert advice as needed by the trained staff.

At the completion of KEP projects, feedback will be obtained from the trained personnel on the usefulness of the skills provided and suggestions on changes and improvements in training. The key questions to be answered by the trained personnel will be:

- Was the training useful?
- Were there any gaps?
- To what extent were the skills of workers upgraded?
- How could the training be improved in the future?

The results of this process will be used to update and improve the technical training for future phases of support to the KEP.

PART 7 – Registration of beneficiaries and formation of PICs

7.1   Registration of workers

The VCMC/MCMC will fix a date, time and place for the Registration Event for a project. Based on the List of Beneficiaries approved by the VDC, the SCF (with the support of the VDC and WCF) will ask the selected households to attend the event.

i.   Preparations for the Registration Event

- The SCF, with the support of the VCMC/MCMC, will invite the selected beneficiaries to the Registration Event.

- The SCF, with the support of the KEP Unit and the DDC, will define the number of support staff required given the size of the event (i.e. based on the number of selected beneficiaries).

- The SCF and KEP support staff will check that all the material and equipment required for the Registration Event are present and correct, i.e. the List of Beneficiaries, cameras (fully charged), registration forms and registration boxes.

ii.   Registration Event guidelines

The Registration Event will be led by the SCF with the support of the WCF, VCMC/MCMC, and KEP support staff.

In a plenary session the KEP staff will inform the attendees of their role in the programme as participants and the next steps. Only one person per household can be registered as the Household Representative.

If the selected participants are from more than one ward, the organisers will set up one stall per ward and display clear labels to show the ward numbers. The organisers will ensure that at least one member of KEP staff is present at each stall. The beneficiaries will then be asked to queue to register at the stall of their ward. A support person may be required to ensure orderly queuing.

KEP staff will fill in one Registration Form per applicant following the KEP Registration Form Guidelines (see Annex J). As a proof of identify, beneficiaries must present a valid photo ID (such as citizenship certificate). In the absence of such ID, KEP staff will register the person but his/her eligibility will need to be approved by the VCMC/MCMC at a later stage.

A photo of the Household Representative is taken during the event and the photo number is registered on the Registration Form.

7.2   Job cards

If during the Registration Event the data are entered directly into the MIS, job cards are automatically printed at the KEP Unit District Office. Otherwise, all the forms are taken to the KEP Unit District Office and manually entered by the support staff:

- Job cards are signed by the KEP Focal Person or VDC Secretary/Municipality Executive Officer;

- One Job Card only will be issued per beneficiary household; and

- The Job Card will show the names of the Household Representative and other household members eligible to work on the project.

The template for the Job Card can be found in Annex K.

Beneficiaries may request a duplicate card from the VCMC/MCMC if the original card is lost or damaged.

7.3 Formation of PICs

During the first day of the Orientation and Training for Workers, the SCF distributes the job cards and asks the beneficiaries to elect the PIC. This process is carried out following the Guidelines for KEP PICs (see Annex L).

Only beneficiaries can be elected as PIC members. The main responsibilities of this committee are described in Annex L.

PART 8 – Management and supervision of worksite

8.1   Formation of workgroups and award of work packages

The TCF informs the SCF of the number of workgroups necessary and the number of persons in each workgroup. The number of beneficiaries in a workgroup may vary depending on the nature of the work assigned to the group.

The TCF will provide a summary table including the number of allowable work packages with information on their values, types of work to be done, and expected timeframe for completion. The SCF will then facilitate the process of workgroup formation and assigns each workgroup a package of work.

In assigning work to a group, a group may be asked to either choose a package of work from a list of packages or the SCF may facilitate and assign a given package. The choice of the approach is made according to the preference of the community.

A workgroup is represented by a Workgroup Leader, who is chosen by the members of the workgroup. The leader will preferably be literate.

8.2   Worksite facilities and management

A typical KEP worksite will have a supervisory team managing infrastructure works and facilities to support the works. Worksite infrastructure and facilities that are generally provided include:

   a) Temporary site office, which could be a rented local building or a temporary structure such as a tent;

   b) Drinking water and refreshment facilities;

   c) Toilets;

   d) Children's centre;

   e) Health services; and

   f) Signs and charts indicating that KEP work is in progress.

The SCF ensures that the site office is maintained properly and equipped with the agreed support items. This includes necessary laptops, engineering items, hand tools and safety items for the workers.

i.   Children's centre

A day care centre for children will be established at the site to enable access to KEP work for parents of young children who could not otherwise participate. Appropriate carers are selected by the WCF, and elderly women and women with disabilities will be given priority for these jobs. At least one woman from each ward in the catchment area must work in the centre.

To the extent possible, in setting up children's day care centres, the programme should collaborate with similar initiatives in the area. The centres will only provide care. Parents leaving their children at day care centres must bring food for them. For safety reasons, children will not be permitted in areas where work is being conducted. They must stay in the day care centres or outside the worksites under proper supervision.

The SCF will be responsible for ensuring that the children's centre is operating properly.

ii.　Health services

The SCF will be responsible for coordinating with the local health facility management committee to ensure that health workers are accessible if required (a medical doctor, health assistant or assistant health worker as necessary). A request will be made by the programme that local health facilities provide health check-ups and free distribution of essential medicines and raise health awareness among the workers.

iii.　Safety requirements

The SCF ensures that all workers use appropriate safety equipment suitable for the type of work to which they are assigned. For example, working in proximity to vertical cliffs, chipping hard stones or breaking rocks will be considered safety risks and workers engaged in such activities must use the specified safety equipment.

The SCF will undertake first aid training before being assigned to work at sites and will be responsible for ensuring that there is a person with first aid training and first aid kit at each site.

It is the responsibility of the SCF and TCF to erect signs and charts indicating that KEP participants are working in the area and that display some key safety requirements (see Annex M).

8.3　Work supervision

The construction stage of a project requires the most intensive technical presence in order to maintain the quality of the work since weak supervision can detrimentally affect the quality and the usefulness of the asset developed. Effective supervision is best ensured through continuous and high-quality supervision of the construction process. For this, a good level of experience, training and preparedness on the part of the supervision team is essential.

Key team members responsible for undertaking supervision of construction of KEP works include the following:

- Naike (Work Group Leader);
- Supervisor;
- SSS; and
- TCF.

The supervision responsibilities of the team members are outlined below.

i.　Nature of supervisory functions

The day-to-day supervision work during construction typically includes the following:

- Checking that the layout of the site reflects the design and drawings;
- Checking the line/level pegs for cutting/filling and excavation of structures;
- Maintaining slopes and the sufficient base width of a structure;
- Maintaining the required longitudinal gradient and cross slope;

- Management of excess soil mass within a site;
- On-site masonry training to workers;
- Ensuring the desired ratio of cement, sand and aggregate is used;
- Curing of the structure;
- Day-to-day recording of workers in the muster roll;
- Day-to-day recording of work (such as classification of soil (hard rock, medium rock, soft rock, hard soil, soft soil, etc.), quality of stone and extra lead distance, haulage distance of excavated mass, etc.);
- Ensuring the availability of field facilities such as first aid kits with medicine, drinking water, children's centre, etc.;
- Measurement of hidden parts of works such as the excavation of the structure and backfilling behind gabion wall, etc.; and
- Reporting of accidents and injuries if any.

ii.   Supervision responsibilities

At the site, the person closest to the work is the Workgroup Leader, who should regularly observe the quantity and quality of output from his/her group members. It is important that the group delivers the required quantity of work while ensuring the quality of the outputs.

Another person regularly engaged in supervision is the SS, who is normally able to supervise the work of two or three working groups (around 20 workers per group). While this person is non-technical, trained SSs are able to make sure that the instructions of the SSS are followed by the workgroups.

The technical person closest to the site and therefore the key responsible person for supervision is the SSS. This person is assigned to cover one KEP project, and is responsible for ensuring compliance with the technical requirements of the works.

The TCF is available part time for a KEP and therefore has an intermittent supervisory function within a project. However, the TCF provides key guidance and instructions that the SSS will follow during the regular course of site-based supervision.

The supervision team assigned to a project has to carry out a range of responsibilities associated with site management and reporting. The nature of the responsibilities undertaken is summarised in Table 1.

Table 1   Roles and responsibilities of site technical supervision

Role	Reports to	Responsibilities	Tools
Naike (Group Leader)	SS	Daily labour attendance; Assists SS in site layout and quality control.	Measuring tape
SS	SSS	Daily labour attendance; Assists TCF in site layout and quality control; Maintains a daily diary; Safely handles construction tools and equipment; Updates the project book; Line/level pegs for cutting/filling and excavation of structures; Ensures the desired ratio of cement, sand and aggregate is used; Curing of structures; Measurement of hidden parts of works such as the excavation of the structure and backfilling behind the gabion wall, etc.; Day-to-day recording of haulage distance of excavated mass.	Attendance sheet Measuring tape Design drawings
SSS	TCF	Daily diary; Measurement Record; Work Progress Report; Labour attendance (spot verification) verification sheets (in agreed format); Quality control; Preparation of bills of quantities; Site layout; Assists TCFs in preparation of progress report, workplan and design review; Daily coordination with PIC and VCMC; Facilitate public auditing.	Measuring tape Abney level Design drawings
TCF	KEP Focal Person	Daily diary; Check whether layout is as per design; Budget analysis and resource management; Quality control; Bill checking; Design review according to site conditions; Monthly and quarterly work plans;	Measuring tape Design drawing

		Monthly Progress Report; Quarterly Progress Report; Periodic report of administrative and financial records.	

8.4   Measurement and bill preparation

The measurement of work is part of the bill preparation. The activities below are carried out for the bill preparation. The format that is to be used to document these is given in Annex N.

- Measurement of the works;
- Quantity collection sheet;
- Bill of quantity;
- Abstract of cost; and
- Summary sheet.

These activities are carried out by the TCF and approved by the KEP Focal Person.

8.5   Quality management

Quality management systems and procedures are designed to ensure that:

a) The assets created are able to achieve stated objectives, i.e. they are functional and durable;
b) The processes used in the identification, design, construction and maintenance conform to best practices for the sector; and
c) Documentation, communication and reporting are of good quality and clear in delivering the message.

High quality in KEP infrastructure assets will be achieved through quality control in the following areas:

a)   Quality of preparatory activities;
b) Quality through good supervision;
c) Quality in regular monitoring; and
d) Third-party assessments.

Various provisions to ensure quality in the above activities include the following:

- All outputs of preparatory work activities (including planning, feasibility studies, detailed surveys, design and cost calculations) are to be subject to review/verification by the KEP Focal Person;

- The TCF and SSS are involved in continuous and close supervision of construction work. SSSs are supported by the TCF, who will advise on potential corrective measures during construction. Where serious safety issues are involved or key decisions are to be made, the KEP Focal Person will be involved at short notice to provide necessary support and guidance;

- Quality monitor inng at different project stage s is key to ensuring quality in project delivery. The findings of the monitoring visits, as reported to the DCMC, are discussed with the KEPTA technical team if available in order to identify and implement functional corrective measures as quickly and correctly as possible during the construction process;

- In order to obtain impartial feedback, the KRDU organises third-party assessments/monitoring at key project implementation phases. The findings must be

treated with utmost seriousness and are used to design corrective actions and improve the quality of the deliverables.

Progress reports and communications prepared by the KEP District Office include reporting on quality aspects of the work. Conscious and regular quality reviews are part of the regular review activities carried out by the KEP District Office.

PART 9 – Procurement of materials and tools

Construction materials should not exceed 25% of the overall project cost (KEP Guidelines, Section 16.9). Similarly, procurement of tools (hand tools and safety equipment) should not exceed 2.5% of the total project cost (KEP Guidelines, Section 16.8). Based on the design and estimate of the project, the KEP Focal Person is in charge of producing the list of materials and tools required, which includes the technical specification of the materials.

The procurement sub-committee of the PIC should collect and analyse three quotations from different suppliers. The PIC discusses and selects the supplier based on the price and quality of the materials. The PIC may send a recommendation letter with a copy of the minutes of the meeting to the DDC so that the DDC can pay the supplier directly. KEP staff may facilitate the process at the DDC level. Value for money and quality assurance must be ensured before the local venders are paid against the purchase of local materials such as wood, the handles of hand tools. The PIC must keep the records of such expenditures and publicise them before receiving another instalment.

In TA-assisted Demonstration and Demand pilot projects, the procurement sub-committee of the PIC explores the local market and produces a chart showing competitive prices for purchasing local materials. In order to increase transparency and accountability, KEPTA Central Office verifies this chart by checking local and regional market prices and quality of materials and tools. Following verification of prices submitted by the PIC and ensuring that the tools and materials are of acceptable quality, KEPTA Central Office will issue the purchase order directly to the suppliers. Upon delivery of the goods and confirmation of quality, KEPTA Central Office will make the payment directly to the supplier. For any local procurement, the SCF will procure the materials with the consent of the PIC.

Part 10 – Payments

In order to achieve its social protection goals, a core principle of the KEP is that payments are regular, timely and predictable. Consequently, beneficiaries must be aware of when and where the payment will be made and how much they are entitled to.

10.1 Daily wage plus performance supplement

Beneficiaries are entitled to a basic flat-rate wage and a supplement. The wage is dependent on the number of days worked by members of the beneficiary household. Beneficiaries must register daily with the SS when they start working and when they leave the project site. They must register a minimum of seven hours of attendance at work to qualify for payment for the day. The number of days worked by a member of each beneficiary household is registered in the muster roll and determines the wage.

The basic daily wages are paid fortnightly with the amounts depending on the number of days of attendance at work.

Beneficiaries can also earn supplementary payments that are linked to their performance. Supplements are paid at the end of the project after the KEP Focal Person confirms that the group of workers has successfully completed the task.

The total daily wage provided to a worker will be an amount that is a sum of a basic daily wage and a supplementary amount, i.e.:

Total daily wage = basic daily wage + supplementary daily wage

Supplement wage is linked to the volume of the work done by the workgroup and shall be derived as follows:

- The value of the work completed by a work group is evaluated by a KEP engineering team. The evaluation will be based on the volume of the work completed and the Work Norms of DoLIDAR.
- This value of work is then divided by the total number of days worked (i.e. total work days) by the workgroup members as obtained from the muster roll.
- The above calculation gives the total daily wage per work day. This will depends on the volume of work delivered and the total work days used to deliver it. The norm will be broadly equivalent to 80% of the district wage rate as specified by the KEP Guidelines.
- The basic daily wage rate is subtracted from the total daily wage rate. <u>The resulting amount is the supplement daily wage</u> for a worker in the work group. This can vary between work groups but will be same for all the workers in a particular workgroup.
- In theory, the supplementary amount can be positive or negative depending on the work output delivered. If the total daily wage is higher than the basic daily wage for a group, the workers in that group are paid the calculated supplementary wage;
- If the total daily wage is lower than or equal to the basic daily wage for a work group, the workers in that group do not get any supplementary amount. However, there will be no deductions for the calculated total daily wage being lower than the basic daily wage.

Once the total daily wage has been calculated, each worker is paid a lump sum calculated form the number of days recorded attendance in the muster roll multiplied by the calculated supplementary daily wage.

Table 2   Wage rates: daily wage plus performance supplement modality

Type of payment	Rate
Basic daily wage (based on attendance)	NPR 250
Supplementary wage (based on output produced)[1]	See above
Daily wage to skilled and unskilled workers (SSS, SS, child care provider and other support workers)	See above
Daily wage for skilled labour	Based on district wage rate

Box 3   Wage rates: Summary

The rates are calculated every year and are based on the district wage rates defined by the District Wage Committee. The KEP Guidelines stipulate a KEP wage rate equal to 80% of the unskilled district wage rate. The **basic daily wage** to be paid on the KEP in 2014/15 will be NPR 250. On the projects under the new KEP mode the **total daily wage** including the supplement is expected to be equivalent to 80% of the unskilled district wage rate for a large proportion of participants. This is based on the assumption that most participants will achieve acceptable productivity in the specific context of the working conditions and terrain so as to earn the full supplement. The supplementary wages are calculated as described above.

Special cases:

- Carers working in the children's centre will not be entitled to the supplementary payment.

- SSS, SS and skilled workers will be paid a higher basic daily wage rate, to be defined by the programme based on the district wage rates.

10.2 Payment process

This section describes the processes used to transfer cash from district headquarters to beneficiaries. The flow of funds to the districts is not described in this PIM.

The KEP is currently testing the branchless banking methodology in order to transfer cash electronically. However, during 2014-15, most KEP projects will rely on manual disbursements as presented below:

i. *Preparations for the Payment Event*

Five days before the Payment Event:

- The KEP District Office contacts the police and secures the escort needed;

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[1] Carers working in the children's centre are not entitled to supplementary wages.

- The KEP District Office contacts the SCF and confirms the day and time of the Payment Event;

- The SCF informs the VCMC, the PIC and the beneficiaries about the Payment Event and indicates that Household Representatives must bring their job cards to claim their wages;

- The SCF and KEP District Office recruit support staff according to the number of payments that have to be made.

One day before the Payment Event:

- The SCF prints out in the District Office the muster roll which shows for each beneficiary household the name and surname of each Household Representative, the job card number, the number of days worked, and the payment the beneficiary household is entitled to.

On the day of the Payment Event:

- The SCF checks that all the material required for the Payment Event is available, i.e. the muster roll, three receipt books, and three receipt binders;

- The assigned DDC person, escorted by the police, withdraws the funds required and travels to the project site; and

- The SCF, with the support of the PIC, makes the final preparations for the Payment Event.

ii.   Payment Event

At the project site the assigned DDC person leads the process with the support and facilitation of the PIC and District KEP staff. If the Payment Event involves a large number of persons from more than one wards, it will be necessary to manage it with some care and organisation. If beneficiaries from more than one wards are involved, Household Representatives should be divided into groups according to the ward they belong to with stalls set up for each ward. At each stall, the beneficiaries will queue, show their job cards and, based on the muster roll, are informed of the amount they are entitled to. The staff member in charge of the corresponding stall fills in a receipt, which is signed by the beneficiary, and gives the original to the beneficiary and files the carbon copy in the receipts binder. The beneficiaries sign the muster roll as well. The staff member then carries out the payment. The KEP staff member and the PIC member then sign the muster roll indicating that the payment has been made.

- Only the Household Representative can claim the benefit. If a payment is not collected, then it is rolled over and is available at the following Payment Event. Uncollected cash is deposited back into the DDC account;

- PIC members are in charge of directing the beneficiaries to the stalls and addressing queries;

- The police guarantee the safety and security of the process; and

- Complaints are channelled through the PIC.

PART 11 – Monitoring and reporting

11.1 Monitoring

Monitoring is carried out by a range of actors as described in the table below:

Table 3   Monitoring roles and outputs

Actors	Aspects to monitor	Outcome
MoFALD/KRDU	Selection of beneficiaries Project delivery as per guidelines and PIM	Effective targeting ensured Effective project implementation assured
DCMC/KEP Unit	Disbursement of funds and payment to workers Creation of community assets Project delivery as per guidelines and PIM	Effective and transparent disbursement of funds Quality and usefulness of assets ensured Effective project implementation assured
VCMC/MCMC	Selection of beneficiaries Grievances redressal	Effective targeting ensured Grievances received and addressed as per PIM
KEP Focal Person (with support from District KEP team)	Work progress Staff performance Programme delivery at field level	Operations are implemented as planned Cash is transferred in a timely manner Staff perform as indicated in PIM and any issues are resolved promptly
	Project delivery as per design and estimate Use of safety equipment and hand tools	Project delivery and workers' safety ensured
TCF	Project implementation Work progress in line with attendance of workers Use of construction and safety equipment Performance of supervisors Recording of completed volume of work	Technical efficiency and compliance at cluster level ensured
SCF	Welfare facilities in place Daily and weekly attendance Conflict management Grievance redressal	Effective social mobilisation Proper use of facilities ensured
Site supervisors	Daily work progress Management of safety and construction materials Progress of working groups	Smooth construction work at the site ensured

11.2 MIS

The MIS has been designed to facilitate the overall process of the KEP and particularly its monitoring.

i.   Core components of the MIS

Asset Information System: This includes details of the projects undertaken under the KEP. It includes the quantity estimation, breakdown of the quantities per worker, and materials and equipment requirements. It also includes the project location and other salient features.

Project Progress Tracking System: This system will track work completion and targets for each project. It will include monthly (or other user-defined period) progress input system for each work item (e.g. earthworks, etc.) which can be compared with targets. The tracking system also computes work volumes and labour inputs and generates the supplementary payments for the work groups.

Employment Information System: This system records employment provided by the KEP and includes details of the personnel, households and work days. for each project. A Job Card entry system is included with the capability to attach photographs.

Training Information System: Details of the training of different types provided are included in the system.

Financial Information System: This system covers financial transactions related to each project, including budgets and expenditure under various headings at project level and aggregated at various higher levels. The relevant donors/programmes and committed funds are also included in this system.

Cash Transfer System: This is the system for cash management, including payments and receipts.

Online Mapping: This is a web-based mapping system which can show all projects and their status and other details on an interactive map with appropriate background maps (e.g. Google Earth and Bing).

Reporting System: A comprehensive reporting system for all of the above systems with aggregation at various levels (e.g. project, programme, district and national levels) has been developed.

Document Management System: A system for management of project-related documents (e.g. drawings, policy-level documents) with search and retrieval facilities has been developed.

Communication System: Project-level communication system for the line agencies and project personnel with emails and notifications has been set up.

ii.   Additional components of the MIS

Portal for Development Works: This includes district-level information on the various development activities, including project locations, maps and data.

Poverty Mapping: A system for identification of poor households / target households with socio-economic data and a mapping system with household locations has been included. This system will be able to import data from external sources (e.g. Poverty Alleviation Fund and Central Bureau of Statistics surveys). It is envisaged that the KEP will not conduct any poverty mapping exercises. Therefore this portal is designed to hold data from external poverty mapping surveys.

iii.   Inputs and reporting

The inputs and outputs of each of the components of the MIS are detailed below:

Table 4   MIS components, inputs and outputs

Components	Inputs	Outputs
Asset Information System	• Project location (geographical locations, shape files, etc.) • Project features • Quantities of work items (e.g. earthworks, etc.)	• Summary of project's salient features • Project location on a map • Breakdown of work into labour, material, etc.
Project Progress Tracking System	• Project schedule and targets • Monthly progress information	• Monthly progress report of work achievements • Aggregated progress report of the entire programme (project and district levels) • Supplementary payment calculation by project
Employment Information System	• Employment registration and Job Card • Daily attendance rates	• Monthly employment generation for each project • Aggregated progress report of the entire programme (project and district levels) • Various employment-related reporting including employment by project type, geographical location, gender, caste etc.
Training Information System	• Details of training • Participants' attendance • Venues and dates	• Reports on training programme • Feedback on training • Link to the Employment Information System
Cash Transfer System	• Cash transfers to each project and dates	• Monthly cash transfer reporting at project, district and programme level
Online Mapping	• Geographical location of the project area • Details of project components, e.g. road alignment, canal alignments, intakes, etc.	• Online map of the projects with a background map
Document Management System	• Uploading of documents related to projects	• Searching of documents • Downloading of documents
Communication System	• Messages for internal communications	• Searching of communication topics • Summary of the communications
Portal for Development Works	• Development projects in the regions with data and maps	• Online display of the projects • Summarisation of projects • Searching of the projects by donors, programmes, years of implementation, etc.
Poverty Mapping	• Household survey data • Location of households	• Poverty maps at various levels, e.g. settlement, wards, VDC, etc.

iv.   System architecture

The MIS has been developed based on the following approaches;

• Complete open source system design requiring no proprietary software;

• Centralised database using PostgreSQL/PostGIS, which is an enterprise-grade open source database that is widely used;

• Geo-server-based web mapping system using PostgreSQL data from various project layers and other static background layers;

• Automatic-updating desktop software using 'ClickOnce' technology for data input, reporting and management of the system; and

• Web-based system (using any browser) for public information dissemination.

v. System components

Presentation Layer: Presentation layers consist of three components: a) The desktop; b) the web interface; and c) web mapping. The desktop is a Windows-based application delivered to end users via a web-based 'ClickOnce' installation system. The webpage is a standard web system written with CSS and javascript for project status display. The web mapping is provided through the geo-server. A web-based system for dissemination of the data over the internet is also required to address the public's data demands as well as for notifying the higher authorities of work progress.

Data Layer: The Data Layer uses PostgreSQL with a PostGIS database. The structure of the database is based on the data storage requirements implied in various requirements of the system. The database contains multiple schemas. The PostGIS database provides support for storage and manipulation of spatial data, including on project details, poverty mapping.

vi. MIS application

It is envisaged that the entire system could be used online with communication via the internet with the central server. In remote locations where there is no internet coverage, a manual method will be used to record the inputs and they will later be transferred to the central computer in batch modes (e.g. monthly inputs) by manually entering data at a location where internet access is available.

vii. Training

Basic training will be provided to users. Training will include instructions and exercises on Job Card entry, project tracking and reporting, GPS handling and the uploading of geo-location data.

11.3 Reporting process

The table below describes the reporting process for the KEP:

Table 5   Reporting

Who	To whom	Periodicity	Major component of report	Deadline
SSS	V/MCMC Chair (with TCF support)	- Daily through mobile phone Also to inform Focal Person	- Updated muster roll - Health and safety-related issues - Work progress (plan vs. achievement) - Nature of work (soil classification)	- Daily
TCF/SCF	KEP Focal Person (with KEP District Staff)	- Fortnightly	- Work progress (plan vs. achievement) - Specific technical issues and challenges - Overall workdays used	- First day of second week
Focal Person (with support from KEP District Staff)	KRDU Chief	- Monthly update	Comprehensive report that includes - Key achievements including process against planned activities - Challenges/issues faced and how to mitigate them - Number and types of grievances - Relationship with Stakeholders - Success stories - Fund utilisation - Plan for next reporting period	- Every 7th of the next month

PART 12 – Grievances

Respecting the right of workers to complain about any issues that arise during the implementation process, the KEP has provided a practical grievance mechanism. Workers are entitled to complain in the event of dissatisfaction surrounding a number of issues and expression of their grievances to the relevant authority should result in timely action and/or a satisfactory explanation.

12.1 Process for complaints

i. Submission

There are two main channels for submitting complaints:

a) Complaint Box: KEP workers or community members can fill in a Complaint Form (see Annex O) and drop it directly in a box available at the project site. In case of any difficulty in filling in the form, the person must seek the assistance of the PIC. Anonymous complaints can be presented through this channel.

b) Directly to the SCF when present at the worksite. The complainer needs to fill in a Complaint Form or seek assistance form the PIC or SCF and then give the form to the SCF, who will issue a receipt.

ii. Processing

SCFs visit each project site at least once a fortnight. In each visit they receive complaints and collect the forms from the box. Then they enter the grievances in the Complaints Register (see Annex P).

The table below indicates who is responsible for each type of complaint, the process to respond, and the time to be taken.

Table 6   Grievances matrix

Type of complaint	Person responsible	Type of response	Time to respond
Excluded from the programme	SCF, VCMC/MCMC	Standard response sent by SCF	2 weeks
Beneficiary that is not eligible	SCF, VCMC/MCMC	Standard response sent by SCF	2 weeks
Job Card lost, damaged or with incorrect information	SCF, KEP District Staff	SCF requests the District Office to issue a new Job Card	3 weeks
Low wage rate	SCF, VCMC/MCMC	Standard response sent by SCF	2 weeks
Long walk to the worksite	SCF, VCMC/MCMC	Standard response sent by SCF	2 weeks

Long working hours	SCF, VCMC/MCMC	Standard response sent by SCF	2 weeks
Delays with payments	SCF, VCMC/MCMC	SCF communicates when the next payment will be delivered	2 weeks
Inadequate payment	District office	SCF forwards the complaint to the District Office, which is in charge of addressing the matter and issuing a letter with the response to be given by the SCF	3 weeks
Inadequate facilities, safety equipment or tools	SCF, VCMC/MCMC	SCF addresses the particular issue and drafts a response letter, which should be signed off by the VCMC	3 weeks
Corruption, fraud and improper behaviour	District office	SCF forwards the complaint to the District Office, which is in charge of addressing the matter and issuing a letter with the response to be given by the SCF	3 weeks
Other complains	SCF, VCMC/MCMC	SCF refers to the District Office	3 weeks

iii.   Responding

The response to each complaint entails two processes: 1) Dealing with the grievance in an effective way, thus resolving the problem, if applicable; 2) Sending a letter to the person with the grievance outlining the result. The table above indicates the procedure for each type of grievance.

Given that there are a number of frequent complaints (e.g. about the wage rate) standard templates for responses can be found in Annex Q. In most such cases, no action beyond explaining the policy and regulations within which the KEP operates and the SCF will print out the standard letter using the template, the VCMC will sign it off and the SCF will deliver it during his/her next visit to the site. The letter can be given directly to the person with the grievance or to the PIC. However, before issuing the standard letter, the SCF should look into the specifics of the complaint to ensure that further investigation is not required. If there appears to be a case for investigation and actions, the SCF should refer to the KEP Focal Person and inform the complainer.

In the case of anonymous complaints, the SCF leaves an envelope with the appropriate response with the PIC with the pseudonym written on the front.

When the complaint has been satisfactorily dealt with, the case is considered closed and the SCF must indicate this in the Complaints Register.

12.2 Public audits

i.   Introduction and objectives

A public audit is a process that involves gathering information, building capacity, interacting with communities and monitoring the entire programme. The main objectives are to ensure transparency, seek feedback from the community, and share the results with implementers. This process is expected to disclose all project-related information as well as to capture public opinion.

Public audits should be conducted three times during the project cycle. However, depending on local circumstances it can be limited to two times – before the project kick-off (together with the awareness-raising campaign) and on completion of the project. The main objectives of the first audit are to verify:

- Project description;
- Total project cost;
- Number of days the project will offer;
- Required number of workers and work days;
- Wage rate and payment modality – two times – subsistence wage and supplementary wage based on volume;
- Available facilities to workers – children's centre, sanitation, primary health care, insurance etc.;
- Any other relevant information;
- Collect feedback from the communities about the issues above.

The second public audit will be on completion of the project, and its objectives are to:

- Disclose the expenditure incurred in the project implementation;
- Present a consolidated report on grievance management, including responses from different stakeholders; and
- Seek community feedback on:
  ο   behaviour of the staff, supervisor and other people involved in the project implementation;
  ο   the wage rate, payment schedule and working hours;
  ο   the quality and standards of the asset created; and
  ο   the potential contribution of the asset to overall economic development.

A third audit could be conducted during project implementation to monitor through rapid appraisal some or all of the end of project audit items to provide feedback to address any issues and improve operations.

ii.   Data collection and analysis

The SCF will be responsible for facilitating the public audits, with the active involvement of the PIC and VCMC members mainly in gathering, compiling and analysing the information. Using the template in Annex R, information will be gathered through reviews of monitoring reports and consultations with key informants (such as the VDC secretary, VCMC members and PIC members) to learn the key lessons from project implementation and to improve performance at the project and programme levels.

The data collected will beanalysed by the SCF who will also responsible for preparing a report with the findings and submitting it to the KEP District Office, where these data are examined and analysed further and used to support a revision of the programme processes, systems, rules and resources allocation, if such a revision is required.

Annex A   Registration form

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

Centre of Excellence Project (CEP)

………………………………….District

REGISTRATION FORM FOR KEP WORKERS

Name of CEP staff filling in the form: ………………………………………………………………………………………………

Date: ……………………………   Photo Number: ……………………………

1. **Name of Father / Mother:**   ………………………………………………………………………..

2. **Name of Household Head:**   ………………………………………………………………………..

3. **Address:**   a) **VDC:**   …………………………………………………….
                                    b) **Ward No:**   …………………….
                                    c) **Settlement:**   …………………………………..

4. **Ethnicity** (Tick √ as appropriate):   Bramhan   / Kshetri / Janajati /   Dalit

5. **Is any female member of this household currently pregnant or lactating?** (Tick √ as appropriate):

	YES	Please answer 5.1
	NO	Go to No. 6

5.1   Name of the member (s): ………………………………………………………

6. **Is this household currently receiving cash or in kind support from government or non-government?** (Tick √ as appropriate):

	YES	Please answer 6.1
	NO	Go to No. 7

6.1   Which programme is providing that support? …………………………………… (Now go to 7)

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

Centre of Excellence Project (CEP)

SN	7. Full name	8. Relationship to household representative	9. Citizenship Card No	10. Date of Birth	11. Gender
	Please start by the household representative and then enumerate all members willing and eligible to work (SN = HH representative) The household representative is the only member that can collect the payments. Only members aged 18-59 and willing to work are eligible. Pregnant or lactating women are not eligible.	Representative ....01 Spouse ....02 Child ....03 Grand child ....04 Brother/sister ....05 Cousin ....06 Niece/nephew ......07 Brother/sister in law .08 Parent ....09 Parent in law ....10 Other relative ....11 Non-relative 12		(dd/mm/yyyy)	Male .... 1 Female 2
1		1			
2					
3					
4					
5					
6					
7					
8					
9					
10					

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

Centre of Excellence Project (CEP)

SN	12. Highest level of education	13. What type of work do [...] normally do?	14. What type of works do [...] prefer and is good at?	15. From Shrawan last year, has [...]worked for pay (money or food) including on VDC, DDC or other projects)?	16. Was the work for a project (VDC, DDC, etc) or for another person or business in or out of the district?	17. For how many days were you employed?	18. Were you paid in cash?	19. How much did you receive per day of work?	20. When did [...] last work for pay?
	1. Illiterate 2. Lower Secondary 3. Lower-secondary 4. SLC Pass 5. Higher Education	1. Agriculture 2. Livestock 3. Labour-Work 4. Other	1. Excavation of Soil 2. Rock Cutting 3. Wall Making 4. Trenches 5. Cement Works 6. Others	Yes ... 1 No .....2 Skip to 25	VDC/DDC/etc ...1 Person/ Business InDist ...2 Person/Business OutDist ..3	Number of days	Yes ...1 No ...2 Skip to end	Rs. Skip to end	1- year ..1 1+ year.. 2 3+ years .. 3 Never .. 4
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

Annex B   Muster roll

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

Muster Roll Sheet

Muster Roll No		Project Code	
Date		District	
Work Group No		Signature of Supervisor	

S.N.	Job Card Number	Name of Worker	ID of Worker (SN in Job Card)	Attendance				Signature of the Worker
				Morning		Evening		
1				YES	NO	YES	NO	
2				YES	NO	YES	NO	
3				YES	NO	YES	NO	
4				YES	NO	YES	NO	
5				YES	NO	YES	NO	
6				YES	NO	YES	NO	
7				YES	NO	YES	NO	
8				YES	NO	YES	NO	
9				YES	NO	YES	NO	
10				YES	NO	YES	NO	
11				YES	NO	YES	NO	
12				YES	NO	YES	NO	
13				YES	NO	YES	NO	
14				YES	NO	YES	NO	
15				YES	NO	YES	NO	
16				YES	NO	YES	NO	
17				YES	NO	YES	NO	
18				YES	NO	YES	NO	
19				YES	NO	YES	NO	
20				YES	NO	YES	NO	

Annex C   Payments list

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

Payments List

Payment cycle (date)	From ……………… to ……………		Project Code				
District			Signature of District Coordinator				
S.N.	Job Card Number	Name of household representative	Citizen Card No of representative	No of days of attendance	Supplement payment (Yes/No)	Amount (Rs.)	Signature of household representative
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							

Annex D   KEPTA support matrix

Activities/description	Demand pilots		Demonstration projects		KEPTA assisted		Conventional KEP projects
	(2 VDCs)		(6 VDCs)		(12 VDCs)		(20 VDCs each in Jumla & Kalikot)
	Jumla	Kalikot	Jumla	Kalikot	Jumla	Kalikot	(Jumla & Kalikot)
	Patarasi	Mehalmudi	Badki, Birat and Dhapa	Kotbada, Mumalgaon and Rupsa	Dillichour, Garjyangkot, Chandannath, Lamra, Raralihi, Depalgaon	Daha, Pakha, Phuimahadev, Sukatiya, Ranchuli, Chilkhaya	Remaining VDCs in Jumla and Kalikot
Leading	TA		TA		KEP Unit		
Assisting	KEP		KEP		KEPTA assistance		Ultra-light KEPTA support
Employment per household	Up to 60 days		60 days		As decided by DCMC (30 days?)		As decided by DCMC (minimum 20 days)
Funding	100% TA		50% GoN + up to 50% TA		100% GoN		100% GoN
VCMC Formation	TA facilitation		TA facilitation		KEP Unit + KEPTA assistance		
Pre-feasibility Study	TA		TA		KEP Unit + KEPTA assistance		
Survey and Estimation	TA		TA		KEP + KEPTA assistance		VDC (KEP to ensure with limited KEPTA support)
Communication Campaign	TA (Intensive)		TA (Intensive)		KEP Unit (+ KEPTA support)		
Job Application Event	TA		TA		KEP Unit (+KEPTA Support)		
Worker Prioritisation by WCF	TA Facilitation		TA Facilitation		KEP Unit (+KEPTA Support)		
VDC Approval of List of Workers	TA Facilitation		TA Facilitation		KEP Unit (+KEPTA Support)		
Registration of Workers	TA		TA		KEP Unit (+KEPTA Support)		
Job Card Production	TA Facilitation		TA Facilitation		KEP Unit (+KEPTA Support)		
Work Group Division	TA Facilitation		TA Facilitation		KEP Unit (+KEPTA Support)		
PIC Formation	TA Facilitation		TA Facilitation		KEP Unit (+KEPTA Support)		
Agreement with DDC	TA Facilitation		TA Facilitation		KEP Unit (+KEPTA Support)		
Worker Orientation	TA		TA		KEP Unit (+KEPTA Support)		
Worker Facilities	TA		TA				

Supervisors	TA Fund	TA + GoN Fund	GoN Fund	
Support Workers	TA	TA + GoN Fund		
Tools and Safety Gear	TA Fund	TA Fund + GoN Fund	GoN Fund	PIC responsible
Supervision and Monitoring	Regular TA	Regular TA	Regular KEP Unit (+KEPTA support)	KEP Unit to lead (+ limited KEPTA support)
Grievance Mechanism	Improved	Improved	Acceptable	VCMC responsible
Cash Transfer	15 days (TA)	15 Days (through DDC+TA)	15 Days (through DDC)	
Cash Transfer Method	Dual (Subsistence + Supplementary)	Dual (Subsistence + Supplementary)	KEP to lead in dual payment	
Engineering Equipment	TA	TA	Access to TA supplied	Basic equipment support (TA)
Staffing	SSS + TCF + SCF	SSS (GoN Budget) + TCF + SCF	SSS + KEP Unit + TA (2 Sub-engineers + 1 Social Facilitator per district)	VDC can employ SSS
Measurement of Work	TA	TA+KEP	KEP+KEPTA	KEP Unit to lead (+ limited KEPTA support)
Final Payment	TA	TA Facilitation	KEP Facilitation	
Public Auditing	TA Facilitation	TA Facilitation	KEP Facilitation	
Asset Handover to VDC	TA Facilitation + KEP	TA Facilitation + KEP	KEP Facilitation	
Joint Monitoring	TA Facilitation	TA Facilitation	KEP Facilitation	VCMC responsible

Annex E 'Light touch' approach to project selection

The 'light touch' approach is designed to relieve a number of intensive technical and engineering inputs so that the wider roll-out of engineering functions can be quicker and cost less. This approach should result in simplicity in the process. Moreover, this approach will encourage the use of basic tools and methodologies in processes such as:

1. Project selection;
2. Surveying;
3. Design and estimation; and
4. Implementation and measurement.

Details of the basic tools and methodologies are described in the following sections for roads and other types of community assets.

Project selection

Table E.1: Application of the light touch approach in project selection

Description	Intensive approach	Light touch approach
Collecting projects lists	Request project lists from the KEP Unit, DDC; DDC will coordinate with VDCs to collect list of projects	Make a list of the project from VDC/ Municipality-level consultations
Screening	Based on different criteria, projects are screened so that those projects can be considered for a feasibility study	Based on different criteria, projects are screened according to priority (P1, P2, and so on) so that those projects can be considered for a feasibility study
Feasibility study	Carry out feasibility study of all the projects suggested by DDC and establish the best option from those available	Carry out the feasibility study of the projects based on the priorities, and if a feasible project is found then the feasibility study process is discontinued
Reporting	Prepare the detailed feasibility report of all the projects and recommend the best one	Prepare a feasibility study report of the visited projects and recommend the chosen project
Approval	Get the approval of the selected project in writing endorsed by DDC	Get the approval of the selected project in writing endorsed by VCMC and DCMC

Surveying (road surveys)

Generally, a detailed survey is carried out with the help of a theodolite or total station wherein a tentative centreline is fixed and a detailed survey is carried out. With the lighter approach, a set of simplified steps is used during the survey using a vertical IP (intersection point) method as follows:
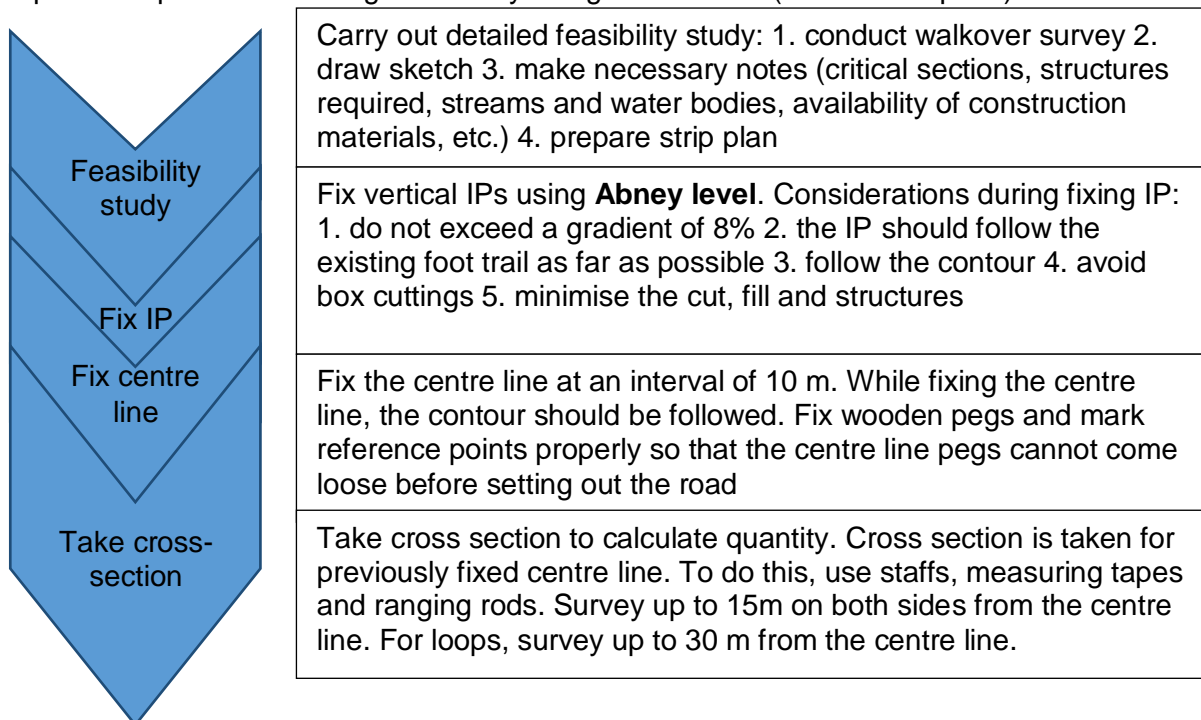
Steps	Description
Feasibility study	Carry out detailed feasibility study: 1. conduct walkover survey 2. draw sketch 3. make necessary notes (critical sections, structures required, streams and water bodies, availability of construction materials, etc.) 4. prepare strip plan
Fix IP	Fix vertical IPs using **Abney level**. Considerations during fixing IP: 1. do not exceed a gradient of 8% 2. the IP should follow the existing foot trail as far as possible 3. follow the contour 4. avoid box cuttings 5. minimise the cut, fill and structures
Fix centre line	Fix the centre line at an interval of 10 m. While fixing the centre line, the contour should be followed. Fix wooden pegs and mark reference points properly so that the centre line pegs cannot come loose before setting out the road
Take cross-section	Take cross section to calculate quantity. Cross section is taken for previously fixed centre line. To do this, use staffs, measuring tapes and ranging rods. Survey up to 15m on both sides from the centre line. For loops, survey up to 30 m from the centre line.

Table E.2: Application of light touch approach in detailed surveys

Description	Intensive approach	Light touch approach
Survey process	Detail for plan, profile and cross-section is taken using total station / theodolite.	Vertical grades are taken through Abney level and cross-section data are taken. Importance should be given to the vertical control.
Fixing of IP	Vertical IPs are fixed through paper design and layout.	Vertical IPs are fixed on the site.
Fixing of centre line	Tentative centre line is fixed and the survey is done based on this. The centre line may vary later during the design.	The centre line is fixed on the site and the same centre line is established during the design.
Taking cross-section	Details of the cross-section are taken with the help of a total station at specific intervals based on the nature of the ground.	Cross-section data are taken on the certain interval of centre line taking vertical and horizontal data with the help of staff.

Figure E.1: Sketch for walkover survey

Example of a Strip Map
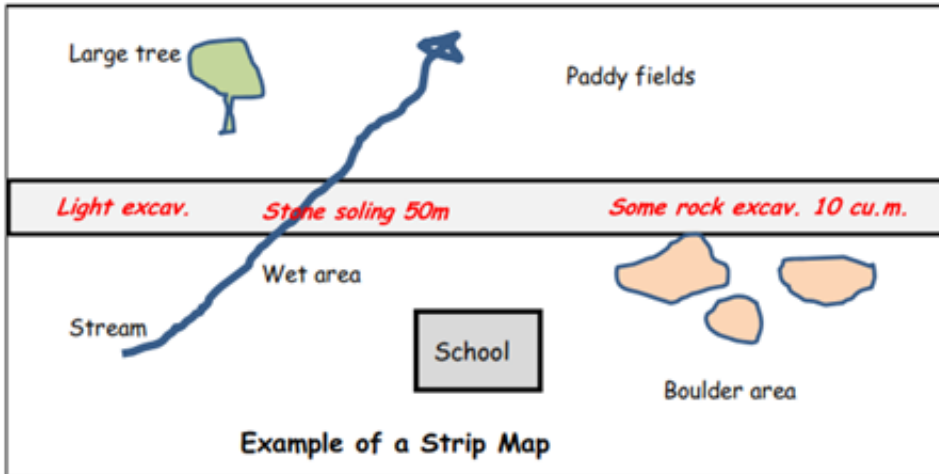
Note: For the walkover survey it is better to use the detailing survey sheet prepared by the DRSP: 'Walkover Survey Report Rapid Technical/ Environmental Appraisal'

Design and quantity calculations

While designing a road using the light touch approach, first we plot the survey data on graph paper (or using a computer-aided program if applicable). This includes plotting the vertical control points and cross-section details. We manually calculate the area from the plotted data and calculate the quantity. Based on the quantity, works are assigned to different groups.

Note that, since we are not designing the horizontal curves, we only will have profile and cross-section details.
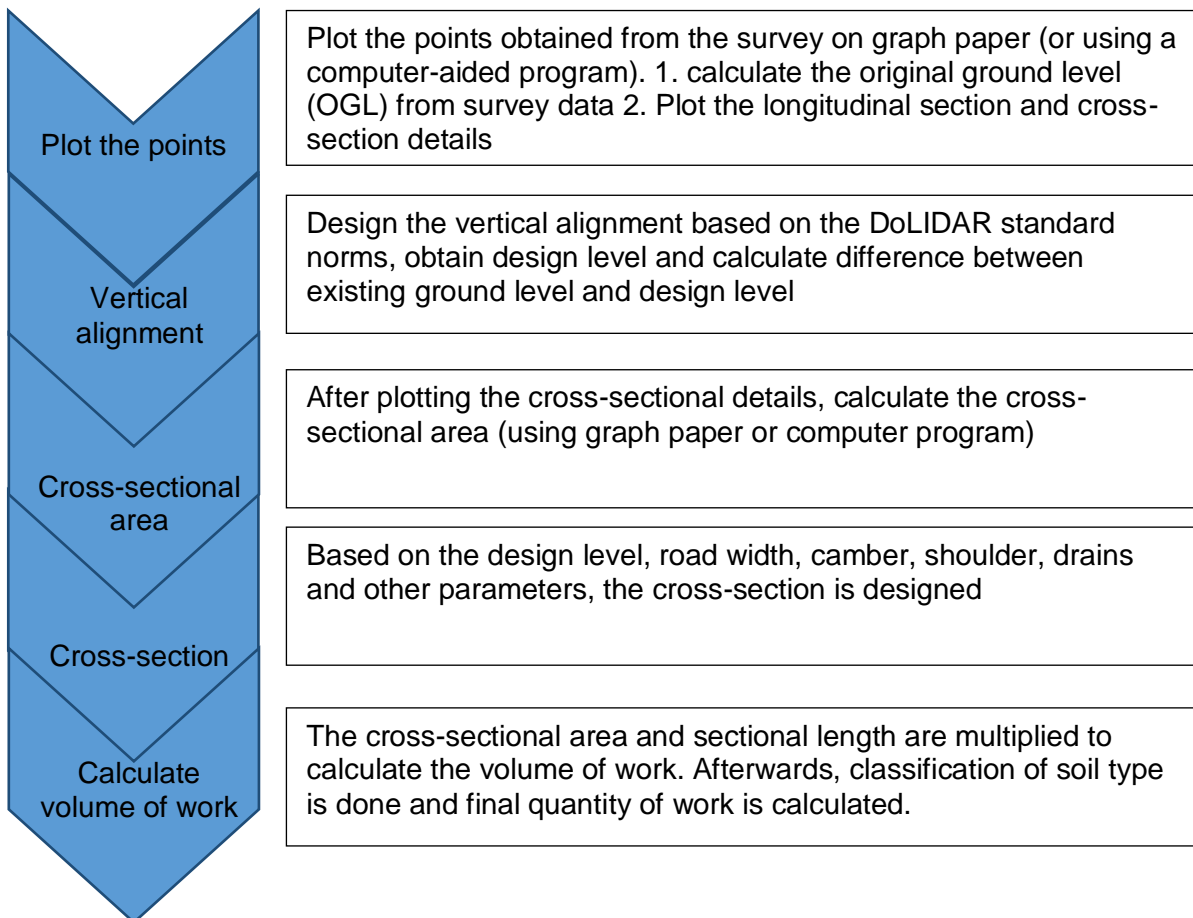
Plot the points	Plot the points obtained from the survey on graph paper (or using a computer-aided program). 1. calculate the original ground level (OGL) from survey data 2. Plot the longitudinal section and cross-section details
Vertical alignment	Design the vertical alignment based on the DoLIDAR standard norms, obtain design level and calculate difference between existing ground level and design level
Cross-sectional area	After plotting the cross-sectional details, calculate the cross-sectional area (using graph paper or computer program)
Cross-section	Based on the design level, road width, camber, shoulder, drains and other parameters, the cross-section is designed
Calculate volume of work	The cross-sectional area and sectional length are multiplied to calculate the volume of work. Afterwards, classification of soil type is done and final quantity of work is calculated.

Table E.3: Application of light touch approach to design

Description	Intensive approach	Light touch approach
Design process	• First, from the surveyed data we compute X, Y and Z coordinates. • Based on the coordinates, plot the contour. • Fix the vertical and horizontal IPs. • Calculate the cross-section area.	• Plot the points obtained from the survey on graph paper (or using computer-aided program). From this, plot the vertical points (angle and distance) of the Abney level reading and find out the ground level. • Plot the L section and cross-section details. • Design the vertical alignment based on the DoLIDAR standard norms, obtain the design level and calculate the difference between existing ground level and design level. • Design the cross-section based on ground level and other details.

Setting out

The setting out is done after designs are approved. In the intensive approach, the centre line is fixed first and then the cutting and level pegs. Setting out is carried out either using a total station or manually. Using a light touch approach, the work can be simplified.
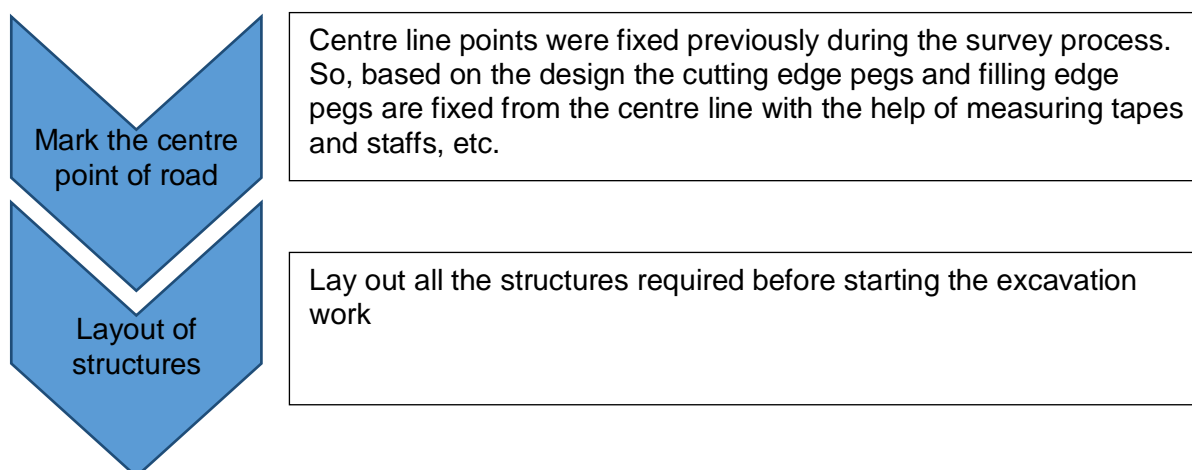
Mark the centre point of road

Centre line points were fixed previously during the survey process. So, based on the design the cutting edge pegs and filling edge pegs are fixed from the centre line with the help of measuring tapes and staffs, etc.

Layout of structures

Lay out all the structures required before starting the excavation work

Table E.4: Light touch approach to setting out

Description	Intensive approach	Light touch approach
Setting out	- Set out the centre line as per design with the help of a total station or using angle distance method - Fix the cutting and filling edge with reference to centre line as per design	- The centre line is fixed during surveying - Cutting and filling edges are fixed as per design with reference to the centre line using tapes and staffs

Annex F   Schemes requiring IEE or EIA

List of projects requiring an IEE according to the Environment Protection Rules (1997):

- Clear felling or rehabilitation of national forests with an area of not more than 5 hectares;
- Collection of 5–500 tons of forest products other than timber per year;
- Extraction of the roots of trees that have been felled, removal of leaves (in such a manner as to turn trees into stumps), extraction of seeds of lichens or orchids from trees, and collection of Sal (*Shorea robusta*) seeds;
- Commercial collection or industrial processing of non-polluting medicinal herbs and aromatic plants;
- Construction of forest paths up to 5 kilometres long, and of fire protection lines up to 10 kilometres long;
- Collection of boulders, gravel and sand;
- Extraction of coal and other minerals from forest areas;
- Processing of hides not more than 5,000 sq. ft. per day;
- Establishment of boulder-crushing industries;
- Establishment of dairy-processing industries;
- Establishment of thread and clothes dyeing, printing and laundry industries (including carpets), except traditional cottage industries;
- Establishment of industries relating to auto workshops (except two-wheelers);
- Production of cigarettes, bidi (tobacco rolled in leaf) and tobacco bettle rults;
- Slaughter houses;
- Works relating to metal (including re-melting, rerolling and fabrication);
- Cold storage;
- Herbal processing;
- Construction of rural roads and small feeder roads;
- Construction of 1 to 5 kilometre-long ropeways;
- Construction of 1 to 5 kilometre-long cable car routes;
- New irrigation system irrigating 25 to 2,000 hectares in the Tarai, those irrigating 15 to 500 hectares in hill valleys, and those irrigating 10 to 200 hectares in hill and mountain areas with steep gradients;
- Control of floods through dams in the Tarai;
- Supply of drinking water to a population ranging between 2,000 and 20,000;
- Waste management activities to be undertaken with the objective of providing services to a population ranging between 2,000 and 10,000;
- Operation of sewerage schemes;
- Clearing of national forest covering not more than 1 hectare in the hills and 5 hectares in the Tarai and use of them for agricultural purposes;
- Construction of 1 to 5 kilometre-long agricultural roads;
- Any proposals with a cost of NPR 10 million to hundreds of millions.

Annex G   Standard EMP format

Environmental Management Plan – Template

Summary of Environmental Protection Measures and Monitoring Schedule

District:

Location:

Scheme:

Date:

Section/ location/ chainage (KM)	Potential/ observed impacts or problems	Mitigation measures to be adopted	Stage when the mitigation is implemented (construction phase or operational phase)	Implementing agency	Monitoring agency	Estimated mitigation cost

Annex H   Guidelines for community-based prioritisation

This brief document aims to guide the selection of workers carried out by the WCF in the KEPs of the KEP.

1.   Objective

The objective of the community-based prioritisation is to select, from among those who have applied to the KEP, the most deserving households as according to the targeting process described in Part 5.

2.   Process

The KEP facilitates a meeting of the WCF and shares with its members the list of households belonging to the corresponding ward that have applied to the CEP. Moreover, the programme staff indicate the number of workers to be prioritised.

Then, the WCF, based on its knowledge of the community and on the eligibility criteria, assesses the situation of each candidate household, dividing them into two groups: Prioritised and Excluded. Consensus has to be reached in each case and the process is done in a transparent way, with the facilitation of KEP staff.

The list of prioritised households (see Annex S) is given to KEP staff, which then seek the approval of the VCMC/MCMC.

The final List of Beneficiaries must be displayed in a key community location (e.g. VDC office, schools, etc.).

3.   Eligibility criteria

Please refer to Part 5.

4.   10% margin

Since the criteria are only indicative, the WCFs have a 10% margin to include/exclude households against the criteria above. Since the criteria are not exhaustive and there could be cases of, for example, households with one member employed but still very poor or, on the contrary, a female-headed household that is not among the poorest, the WCFs therefore have a margin for discretion.

The list of candidates prioritised by the WCFs must respect the age and residency criteria and 90% of the households selected must belong to at least one of the prioritised categories.

5.   Prioritised households

If the list of prioritised households exceeds the number of workers needed, as indicated by KEP staff, then further prioritisation is done by the WCF, identifying the most deserving households.

6.   Substitute workers

WCFs must also identify substitute workers who could be called upon by the programme to work if such a need arises. These substitute workers are selected from the applicants following the same procedure as with regular beneficiaries. The number of additional workers to be selected should be equal to 20% of the quota.

7.   Carers

Appropriate carers are selected by the WCF from those who have applied to work for the CEP, with people with disabilities being given priority for these jobs. The number of social workers needed is indicated by the KEP and depends on the number of workers required.

Annex I   List of Applicants

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

List of Applicants

All households on this form must be located in the same ward. For households of other wards complete a separate form.

Date		Ward		Signature of KEP staff				
SN	Applicant's Citizenship Card No	Applicant's name	Applicant's surname	Forename of the household head	Surname of the household head	Village	Address	Phone number
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								

Annex J   Registration form guidelines

General

It is very important to ensure that the person filling in the form writes down the information clearly and correctly.

- This form is filled in during the KEP Registration Event;
- Only households prioritised by the WCF and approved by the VDC/Municipality can register;
- Check that the household is on the List of Beneficiaries;
- The Household Representative can answer questions on behalf of other household members;
- The Household Representative does not necessarily have to be the household head but needs to be present at the Registration Event and is the only member that can collect the payments;
- Only members aged 18–59 are eligible;
- Pregnant or lactating women are ineligible;
- Take a photo of the Household Representative and write down the number on the form.

Definition of a household

A household is defined as a group of people who normally live and eat their meals together. Here, 'normally' means that the person concerned has lived in the household for at least six of the past 12 months. A member of the household is identified on the basis of his or her usual place of residence. A person living alone and making his or her own meal arrangements is counted as a separate household.

The following categories of persons, for instance, are treated as household members even though they have lived less than six months in the household during the past 12 months:

- infants who are less than six months old;
- a newly married couple who have been living together for less than six months; and
- persons living together for less than six months but who are expected to live in the household permanently (or for a long duration).

Lodgers and other permanent residents who live and take their meals with the household are counted as household members, even though they may have no blood relationship with the household head. Servants and other paid domestic employees are also counted as part of the household if they live with the household.

In contrast, people who have lived in the household for more than six out of the past 12 months but have permanently left the household are not considered members of the household.

Household Representative

The Household Representative is the person who registers the details of his/her family. The representative should be the household member that is expected to work the most for the KEP. It is to be noted that only the Household Representative is entitled to collect the wage.

Household roster

- Always start with the Household Representative – SN 1 in third column;
- Use one row per eligible member;
- Not all household members have to be listed: only the ones that are eligible and willing to work should be listed;
- Read the options below each question and fill in the corresponding number.

Annex K   Job Card

General Information
- Only job card holder households are eligible for works.
- Only one of the household members listed on this job card can come to work in a day.
- Task will be performed by using manual labour and not by machine.
- There will be equal payment for men and women for same type of work.
- Daily wage will be paid at each 15 days interval.
- Job card must be shown during payment.
- There will not be attendance on the cash payment day
- Only the household representative can collect wage
- This card is only applicable for KEP projects and valid from .... to ....

Work Site Policy
- Working period is 8 hours per day.
- Muster rolls are maintained at work sites twice a day (morning and late afternoon). Job cards must be presented. No job card, no work.
- Alcohol is strictly prohibited at working site
- Working tools must be used safely. Tools must be returned to site supervisor at site office at the end of day. The group leader will be responsible for any loss or theft.
- KEP site staff's instructions must be followed at working site to deserve the quality of infrastructure.
- Accident insurance is provided to all workers;
- Facilities at project site: Temporary office space, drinking water, toilets, children centre and health services.
- Half day of work is calculated as half day attendance.
- If you do not work, you will not be paid.

Job Card No:

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

.... District

.... VDC / Municipality

JOB CARD

PP size photograph of household representative.

Authorised Signature (KEP Engineer / VDC Secretary)

For any lost/theft of the card, the card-holder / household member should immediately inform DDC-KEP Unit.

Job Card No:

Validity

From: .... To: ....

Name of household representative	
Name of Father/Mother:	
Citizenship Card No:	
Date of Birth:	
Gender:	

Address

| VDC / Municipality: |
| Ward: |
| Settlement: |

List of Eligible Household Members

Worker ID No.	Name of Eligible Member	Gender M/F	Date of Birth (DD/MM/YYYY)	Citizenship Card No.
1				
2				
3				
4				
5				
6				
7				

Weekly Attendance Record

Date From (DD/MM/YYYY)	Date To (DD/MM/YYYY)	Total Attendance Days	Signature of Supervisor

VOID

Annex L   Guidelines for PICs

According to the KEP Guidelines (Section 14.2), a group of 9 to 11 KEP beneficiaries form a PIC . The formation of the PIC is carried out according to the Local Body Fund Mobilisation and Management Guidelines. The following conditions should be met while forming the PIC:

- Only KEP beneficiaries are eligible;
- Each workgroup selects a group leader to integrate the PIC;
- The group leader must not be an existing government official or political leader, teacher, or contractor. Furthermore, the group leader should not be a person with legal conviction;
- There should be 33% female representation in the PIC. At least one of the female members must be appointed in one of the following positions: Chairperson, Secretary or Treasurer; and
- Only one member from the same household is eligible to join the PIC.

Based on the work division into groups, SCF help the groups to selected their group leaders. Group leaders elect themselves to the following positions:

- Chairperson;
- Deputy-chairperson;
- Secretary;
- Treasurer; and
- Members (5–7 positions).

The role of the PIC is as follows:

- With SCF and TCF support, submit a proposal (in line with Annex 3 of KEP Guidelines) and work plan (Annex 4 of KEP Guidelines);
- Participate in the tripartite agreement between the DDC and KEP (in line with Annex 5 of the KEP Guidelines);
- Hold a fortnightly meeting to discuss the work and financial progress;
- Communicate the objective of the project and ways to achieve it;
- Ensure transparency and accountability at the project implementation level;
- Ensure that workers are working as per KEP norms;
- Participate in the procurement of materials and tools required for the project;
- Select supervisors and care workers;
- Formation of sub-committees as needed for the project;
- Ensure that activities are carried out according to KEP Guidelines and other relevant rules and regulation;
- Handle the grievances of workers and escalate if required; and
- Handle the social mobilisation required to advance the work progress.

Annex M   Safety signs for worksites

You are entering a construction site!

DOs √

DON'Ts X

Not Allowed to Work

NO ALCOHOL PERMITTED ON THIS SITE

CHILDREN ARE NOT ALLOWED TO ENTER ON THIS SITE

ON THE JOB SAFETY BEGINS HERE

PEOPLE AT WORK

NOTICE

ALL VISITORS MUST REGISTER AT OFFICE

First aid box

CAUTION Slippery surface
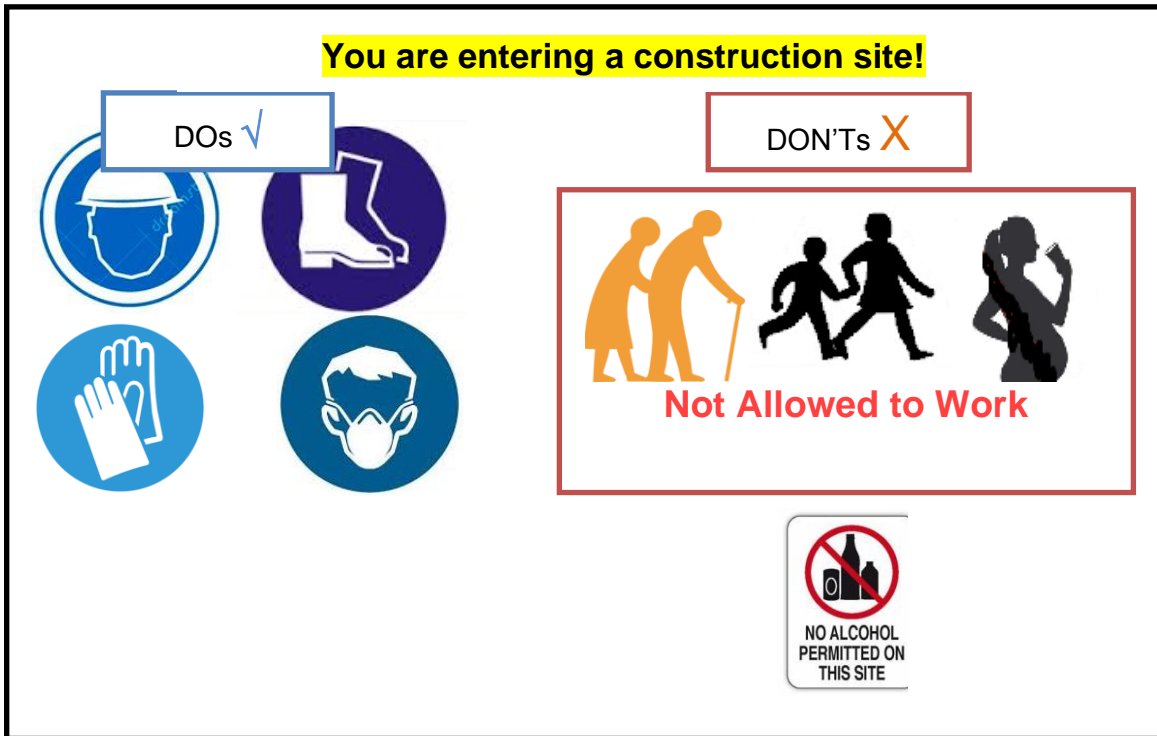
Annex N   Site supervision forms

Quantity Calculation

Quantity Calculation

Project: Budget Head no

Description of work: F/Y

Location:

S.No.	Description	Units	Nos.	Length	Breadth	Height	Quantity

Measured   Checked   Approved
by…………………………..   by…………….   by…………..

KEP Sub-Engineer/Cluster   EC   KEP Focal Person
Coordinator

Abstract of costs

Abstract of Costs

Project:
…………………………………….   Budget head no.

Description of work:
……………………………….   F/Y ……

Location:

S. No.	Description	Unit	Quantity	Rate	Amount

Prepared by……………..   Checked by …………   Approved by …………………
                                         KEP District Technical
KEP Sub-Engineer/TCF   Staff   KEP Focal Person

Bill of Quantities

Project: …………………………………

Description of work: ………………………………..

Location:

SN	Description of work	Quantity	Unit	Rates		Amount	Remarks
				In figures	In words		

Prepared by ……………

KEP Sub-Engineer/TCF

Checked by……………………..

KEP District Technical Staff

Approved by………………………..
KEP Focal Person

Summary Sheet

Summary Sheet

Project:

Bill S.No.:

Group No.:

Date work started:

Date of preparation of this bill:

Date of payment:

MB No.:

SN	Description	Unit	Up-to-date work		Amount	Work from previous bill		Current work		Remarks
			Quantity	Rate		Quantity	Amount	Quantity	Amount	
1	2	3	4	5	6	7	8	9	10	11

Total amount from this bill:

Total amount from previous bill: Group leader's signature:

Amount to be paid: Group leader's name

Deductions total::

Advance:

Net to be paid:

Prepared by…………………..   Checked by……………………   Approved by……………………………
KEP Sub-Engineer   KEP Focal
/TCF   KEP District Technical Staff   Person

Annex O   Complaint form

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

COMPLAINT FORM
(To be filled in by the people opting to complain)

Date		Job Card number	
Full name of the worker			
Pseudonym			

Type of complaint	Tick only one		Tick only one
Excluded from the programme although eligible or deserving		Delays with payments	
A beneficiary of the KEP is not eligible		Inadequate payment	
Job card lost, damage or with incorrect information		Inadequate facilities, safety equipment or tools	
Wage rate is too low		Corruption, fraud and improper behaviour	
The walk to the worksite is too long		Other complains	
Too long working hours			

Please describe the complaint in detail

_____

_____

_____

_____

(Tear off the part below and give it to the griever)

………

Received and registered a complaint from Mr/Mrs/Ms……………………………………………………………. of
……………………………….VDC…………………..Ward. The response to the complaint will be notified within 3
weeks by the respective authority.

……………………………………………….   Date: ………………………….

Signature of person that receives the complaint

Annex P   Complaints register

Complaints Register

S.N.	Job Card Number (if applicable)	Name or pseudonym	Date of submission	Type of complaint (based on PIM)	Action taken	Case closed date
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

Annex Q   Standard letters of complaint

Q.1   Complaint: Low wage rate

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

Date:

Mr/Ms………………………..

Re: Your Complaint about low wage rate

Dear Sir/Madam,

We acknowledge with thanks the receipt of your complaint low wage rate paid to you for your work on ……..project implemented under Karnali Employment Program dated …….that we received on …….

We take this opportunity to clarify that the KEP implementation guideline approved by Ministry of Federal Affairs and Local Development on the basis of the district wage rate that is decided by district wage rate fixation committee chaired by Local Development Officer. However let us clarify that the wag you receive is 80% of the district rate, which our staff had clearly mentioned when the employment opportunity was announced in your community.

We also would like to inform you that we cannot deviate from the guideline and standard practice across the country and we apologies for it.

We appreciate your understanding.

....

KEP Social Cluster Facilitator

....

Chairman, VDC Coordination and Monitoring Committee

Q.2 Complaint: Working hours too long

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

Date:

Mr/Ms………………………..

Re: Your Complaint about long working hours

Dear Sir/Madam,

We acknowledge with thanks the receipt of your complaint about the working hours in the ……..project implemented under Karnali Employment Program dated …….that we received on …….

We take this opportunity to clarify that in line with standard national practice KEP workers are expected to work for 8 hours a day. However, since the programme pays a supplement based on the work delivered, some groups of workers opt to work longer hours. It is up to your group to decide whether to work extra hours or not.

We appreciate your understanding.

....

KEP Social Cluster Facilitator

....

Chairman, VDC Coordination and Monitoring Committee

Q.3   Complaint: Long walk to worksite

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

Date:

Mr/Ms…………………………

Re: Your Complaint about long walk to worksite

Dear Sir/Madam,

We acknowledge with thanks the receipt of your complaint the long walk to the worksite of the ……..project implemented under Karnali Employment Program dated …….that we received on …….

We take this opportunity to clarify that the KEP implementation guideline approved by Ministry of Federal Affairs and Local Development has clearly indicated that all projects should be implemented in locations suitable to the workers. The intention of the programme is to recruit workers that do not need to walk for more than one hour to the worksite. Still, we hope you understand that KEP beneficiaries live in different and scattered locations and hence some will have longer walks than others.

We appreciate your understanding.

....

KEP Social Cluster Facilitator

....

Chairman, VDC Coordination and Monitoring Committee

Q.4   Complaint: Ineligible worker

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

Date:

Mr/Ms………………………..

Re: Your Complaint about an ineligible KEP beneficiary

Dear Sir/Madam,

We acknowledge with thanks the receipt of your complaint about an ineligible worker in the ……..project implemented under Karnali Employment Program dated …….that we received on …….

We take this opportunity to clarify that the KEP has employed workers that were prioritized by the Ward Citizen Forum of your own community on the basis of the criteria indicated in the KEP guidelines. This criteria was shared with all communities during the awareness campaigns. The list of households prioritized by the Ward Citizen Forum was shared validated by your community in a public gathering and then approved by the Village Development Committee.

Even though the prioritization is based on the criteria mentioned, it is also subject to the subjective decision of the Ward Citizen Forum and community members. Therefore the KEP is not to decide who is eligible. We encourage you to raise this issue with the Ward Citizen Forum and other community representatives.

We appreciate your understanding.

....

KEP Social Cluster Facilitator

....

Chairman, VDC Coordination and Monitoring Committee

Annex R   Social audit form

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

Data/Information Collection Format

a)   **Project Title**
b)   **VDC, Ward and Community**
c)   **Project – (i) Kick off date (ii) Completion date**

Information

1.   **Number and types of workers employed by the project**

   a.   **Workers by Caste**

Caste	Number			
	Men	Women	People with Disability	Conflict Effected
Janjati				
Dalit				
Chettry				
Others				
Brahmin				
Total				

   b.   **Workers by Age Group**

Age Group	Number			
	Men	Women	People with Disability	Conflict Effected
40-59 years				
30-39 years				
18-29 years				
Total				

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

2. Average days of employment offered to the workers ………

3. Average amount paid to the workers in wage ………….

4. **Project Expenditure**

SN	Item	Total Amount	% of Total Expenditure	Remarks
1.	Total Project Cost	Rs		
2.	Total Amount in Wage	Rs		
3.	Total Cost of Construction Materials	Rs		
4	Total Cost of hand tools and safety gears	Rs		
5	Total Contingency Amount	Rs		

5. Implementation Process (how, when and who was responsible)
   a. Communication and Awareness
   b. Targeting
   c. Job Card Distribution
   d. Cash Transfer
   e. Attendance and Muster Roll
   f. Grievance Mechanism

6. Perceived short term and long term benefits from the project (to be derived in consultation with key actors like VDC Secretary, VCMC members, PIC members, local political leaders, workers, community and stakeholders

7. The consolidated report of grievance redressal – no, types and frequency of grievances, responses from concerned officials and process of grievance redressal

8. Key learning

9. Aspects to be improved.

Annex S   List of prioritised households

Ministry of Federal Affairs and Local Development

Karnali Employment Programme (KEP)

List of Prioritised Households

Date		Signature of WCF Chairperson	
Ward		Signature of KEP staff	

SN	Applicant's Citizenship Card No	Applicant's name	Applicant's surname	Forename of the household head	Surname of the household head
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					