

Rural Community Infrastructure Works (RCIW)

PROGRAMME IMPLEMENTATION

Guidelines

**Ministry of Local Development
Rural Community Infrastructure Works
National Programme Support Unit
Sreemahal, Pulchowk, Lalitpur
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This Guidelines (Revised) supersedes the previous Guidelines. All the districts implementing the Programme shall follow this Guidelines. In case of non-compliance with this Guidelines, the programme support will be withdrawn.

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PART A

Introduction

1. INTRODUCTION TO THE PROGRAMME

The first phase of the Rural Community Infrastructure Works (RCIW) programme, implemented with the joint cooperation of His Majesty's Government of Nepal (HMG/N) and World Food Programme (WFP) since fiscal year (FY) 052/53, has come to an end. Acknowledged as one of Nepal's most important poverty alleviation programmes, this programme is currently being implemented in 31 districts. Implemented through local user groups, under this programme rural infrastructures and structures of diverse types have been constructed. Such infrastructures include rural roads, fishponds, river training and small irrigation schemes and soil conservation works.

To give continuity to the programme, the WFP has extended the programme implementation period by two fiscal years (2001-2002) from the date of completion of the first phase so as to coincide with the Nepal Country Programme, to be started in 2002. In the meantime, since the last fiscal year, the 'Freed Kamaiya Food Security Project' was launched in five districts (Banke, Bardia, Kailali, Kanchanpur and Dang) in the western Tarai as an integral part of the RCIW programme with some policy amendments.

The two years thus added will be crucial for mobilizing adequate resources and for making other preparations for the next phase. During this period, continuous expansion will be done in the districts indicated through the Vulnerability Assessment and Mapping method as vulnerable from the viewpoint of food security according to the long-term strategy. Keeping in view, among others, the experience of the recently concluded first phase of the RCIW programme and the food scarcity situation seen in some districts of the Far West, including Karnali, the programme has been implemented in some new districts in this added phase (2000-2002/057/58-058/059). In some old districts, the size of the RCIW programme will be scaled down. In addition, whereas technical assistance was received only through the GTZ in the past, it is hoped that such assistance will also be received from other national and international organizations in the future. Thus, some alterations have been made in the programme execution process.

2. OBJECTIVES OF THE PROGRAMME

Long-term Objective

To create productive infrastructure through the self-help approach in order to improve the food security status of the poor rural households through the institutional framework of local agencies by remaining within the policy provisions related to poverty alleviation of His Majesty's Government.

Short-term Objectives

- a) To provide assistance in the creation of productive infrastructures that provide long-term food security to the rural households.
- b) To enhance the self-reliant capacity of the rural communities, particularly women and the deprived, in order to assist in properly engaged livelihoods by bringing about improvements in the immediate food necessities of the poor rural households.
- c) To minimize damage from natural calamities in vulnerable regions.

3. PROGRAMME CONCEPT AND STRATEGY

During the added period of two years, some modifications have been made to the concept of programme formulation and implementation, albeit by keeping intact the basic objectives of poverty alleviation and norms of decentralization. In the past, innumerable small infrastructure projects have been completed every year. Although these programmes were effective in improving the access of the poor families to food, development of long-term relationships between the projects and groups still seems to be productive to enhance the self-reliant capacity of the user groups. It has also been felt that, if the resources (foodgrains and cash) received by the district from the programme, instead of being invested in many small projects, were invested in the projects important from the viewpoint of development, it would contribute to the overall development of the district. Therefore, the programme has put forward for the next phase the concept that the districts, while formulating the RCIW programme, should propose from the current FY those schemes that could be accomplished in the next two or three years in accordance with a long-term perspective. The main projects thus selected shall be called as core projects. The active and organized small groups among the direct beneficiaries of the core project may execute small schemes that support their income generation and self-reliance processes. Such small projects are to be called as micro projects. Such micro projects could be small scale irrigation, fishpond, horticulture, agri-forestry and others that guide the target groups towards income generation.

On the one hand, such an operation will ensure employment for the users of the core project for two or three years and, on the other hand, the self-reliance and awareness of the groups/families is expected to be enhanced through the micro projects operated during that period.

This programme is based on the concept of (a) developing the capacity of the target groups to solve their own problems and (b) helping in the process of enhancing the self-help capacity of the target groups to identify, formulate, implement and evaluate community infrastructures, so that they contribute to the achievement of the objectives of the programme.

For the implementation of the above concept, Food for Work has been taken as the main approach.

The user groups shall be the chief implementers of the project and the ownership of such projects shall also lie in these groups and local agencies. The agencies playing the central role in the capacity building of users groups under the RCIW programme are the National Programme Support Unit (NPSU) at the central level, the District Programme Support Unit (DPSU) at the district level and the Village Development Committees (VDCs) at the village level. The NPSU primarily coordinates the programme at the central level; provides guidance, training, resources and support in programme

implementation; and monitors the activities of the user committees. The chief responsibilities of the DPSU are to coordinate the programme at the district level; provide food, tools, construction materials and technical services; and monitor the activities of the user committees. The main activities of the VDCs are to assist the user groups in project identification; assist the user committees in work performance and to make available funds for payment to unskilled labour and for the repair and maintenance fund.

At the central level, the Ministry of Local Development performs the role of the main agency responsible for implementing this programme. The WFP makes available 50 per cent of the amount in lieu of food and internal transportation. Besides GTZ, technical support is also received from other international donor agencies and national agencies. These agencies provide technical services to the NPSU, DPSU and user groups to enhance their capacity to provide and execute their services. The agency providing technical support provides such services direct or through local consultants or non-governmental organizations (NGOs).

In the context of the inability of the engineering (technicians') services to reach especially the remote hill districts in the past, provision has been made in some districts where the RCIW programme is being implemented to access such technical services independently or through a group of consultants in the future fiscal years. Thus, the consultant who has been providing technical services has been entrusted the work related to technical services rendered by the DPSU in the past.

4. PROGRAMME IMPLEMENTATION POLICY

The RCIW programme is implemented in accordance with the following work approach. Hence, only those projects that comply with the policy mentioned below may be extended support by the programme:

- a) The target group must include the poor and disadvantaged families living in rural areas. In the case of districts where the Freed Kamaiya Food Security Project is being implemented, the target group must include 'freed Kamaiya' families.
- b) The programme must be based on the policy of enhancing the self-reliant capacity of the target groups.
- c) There must be optimum participation of the target group or user group in the project planning, implementation and overall decision making process related to the programme.
- d) The rural infrastructures must be of the kind that promotes income generation of the target group in a sustainable manner.
- e) There must be transparency in respect of decisions and use of resources among all partner agencies involved in project execution, including the target groups.
- f) The women and men of the user groups must receive equal remuneration and work opportunities on an equitable basis.
- g) The project must cover regions within the district facing food scarcity, or having predominance of the programme's target group or inhabited by freed Kamaiya.
- h) In the selection of project, those projects that can be completed within the project period (two or three years) and are significant from the perspective of development of the district should be taken as the core projects. In the hill districts, the core projects could be those road projects that pass through the densely populated areas of the district or link the district with the national

highway or a subsidiary road, river training, embankments, etc that are within the community's capacity. In those districts where the Freed Kamaiya Food Security Project is being implemented, those projects that provide immediate and long-term benefits to the freed Kamaiya should be selected. Such programmes could be infrastructures that support the rehabilitation of the freed Kamaiya, such as roads that link the rehabilitation areas with the highway, tracks within the rehabilitation areas, canals and channels, community building, schools, etc. Along with these, provision has been made for making payments in foodgrains in lieu of unskilled labour by coordinating with other organizations in the construction of other physical infrastructures.

- i) The group (target and user) receiving direct benefit from the core project can mobilize labour contribution up to 20 per cent of the total unskilled labour spent. The beneficiary groups of micro projects must compulsorily mobilize 20 per cent of labour contribution. However, such labour contribution is not mandatory in the case of districts where the 'Freed Kamaiya Food Security Project' is being implemented.
- j) While implementing projects, special attention will have to be paid to social mobilization. In this context, assistance shall be provided to the groups in processes such as training and discussions to enhance their organizational capacity, including project formulation, implementation, monitoring and self-evaluation of the groups. Such services shall be made available from the national and international organizations providing technical support to the programme. In case of absence of such organizations, the District Development Committee (DDC) should make provision for social mobilization through local NGOs.
- k) If, in the process of execution of the core project, the small groups formed of poor and disadvantaged families of the neighbourhood, settlement or village connected with the project are desirous of constructing productive frameworks in the form of micro projects that can be accomplished independently by the small groups, necessary resources may be made available for that purpose. Before making available resources for such small projects, these groups should have organized themselves. In this organizational process, the Social Mobilizer of the programme should provide his assistance.
- l) Unskilled labourer shall receive 4 kilograms (kg) of coarse *Aruwa* (rice produced by beating without boiling) rice per labour as wages. Apart from this, the VDC where the project is being executed will have to make available Rs4 per mansday. Along with this, the VDC will have to collect amounts at the rate of Rs2,000 a year for the purpose of repair and maintenance of rural roads project.
- m) The RCIW projects must be labour intensive (at least 80 per cent unskilled labour). Such projects must be of types that use locally available materials and that can be constructed and maintained with indigenous skills. Also, the project to be executed must be of type that does not cause land erosion and or any negative impact on the environment.
- n) The necessary technical human resource shall be made available direct by HMG/N or the DDC concerned or DDC Secretary or DDC in partnership with the support of national and international agencies. The type of technical support to be made available should be determined before starting the programme in the district.
- o) In some districts of the mountainous region, Food for Portage will be made available on an experimental basis.
- p) All details related to the project have to be entered in the project book made available by the programme.
- q) A fund shall be created at the local level for the repair and maintenance of the completed project. In the case of rural road projects, the DDC and every VDC concerned have to deposit

amounts at the rate Rs4,000 (four thousand) and Rs2,000 (two thousand) per km per year in the account of the user committee from the beginning of the construction. The amount thus collected has to be transferred to the bank account of the committee after forming a repair and maintenance core committee with the representation of all user committees involved in the construction. Such a core committee must be duly registered with the District Administration Office. This core committee has to take the responsibility of management of all works related to repair and maintenance.

- r) To maintain transparency and accountability in the RCIW, these projects must be operated independently without merging them with projects executed with other support. In the event of any support from other projects, the principles of this programme have to be observed and the accounts have to be separately maintained.

5. FOOD MANAGEMENT

(a) Food Management

Process

Budget Allocation

The annual budget is allocated after information is received at the NPSU upon the selection of project in the preparatory phase of the project. Approximately 60 per cent of the budget thus allocated are borne by foodgrain (rice). On the basis of the rice allocated by the NPSU, the WFP makes available rice in districts through transporters.

Warehouse Management

The management of a suitable main warehouse to stock rice for the project since the selection of project from the district has to be made through the DDC. The warehouse has to be near the project site, accessible by truck and in a secure location. The capacity of the warehouse has to correspond with the quantity of rice to be used in the project and the warehouse building has to be physically strong. Such warehouse are called as Extended Delivery Point (EDP).

Quality of Rice, Transport Actionplan and Transporters

The WFP makes available rice of a quality based on the quality of the coarse *Aruwa* rice prescribed by HMG at these EDPs. Such deliveries are made in accordance with the transportation work schedule through the transporters contracted by the WFP. The work schedule is made known to the districts concerned in advance through the Local Development Officer (Secretary of the DDC).

As soon as rice is received at the EDP, samples of rice have to be collected in the presence of the representatives of the transporter concerned and the DDC and tested for quality from a specified quality examiner. Based on the report of the quality test, the rice has to be either entered or returned.

(b) Food for Portage

In some districts (Jumla, Bajhang, Humla, Mugu and Achham) where the transportation cost for food is excessive due to geographical inaccessibility and remoteness, provision of Food for Portage has been introduced. The wages in lieu of thus transporting foodgrains shall be paid in foodgrains.

Such Food for Portage projects shall be executed only through organized labour groups. The objective behind this is to ensure that only the beneficiary groups receive foodgrains.

The accepted time to be taken for portage from a specified place to another place shall be determined by the DDC based on the recommendation of the District Programme Management Committee (DPMC). The provision of Food for Portage can be applied only for distance taking maximum five days both ways. For distance exceeding that the Food for Portage cannot be applied.

During such transportation of foodgrain, for every 40 kg of cereal, payment shall be made at the rate of 4 kg of rice and Rs1 to be borne by the VDC for every kg of rice per day. Such payments shall be made only after the foodgrain has reached the destination. The DDC shall make arrangements for the Food for Portage with the cooperation of the DPMC.

6. ALLOCATION OF RESOURCES

The resources to be allocated in the district shall be allocated in accordance with the concept of the programme in the following manner:

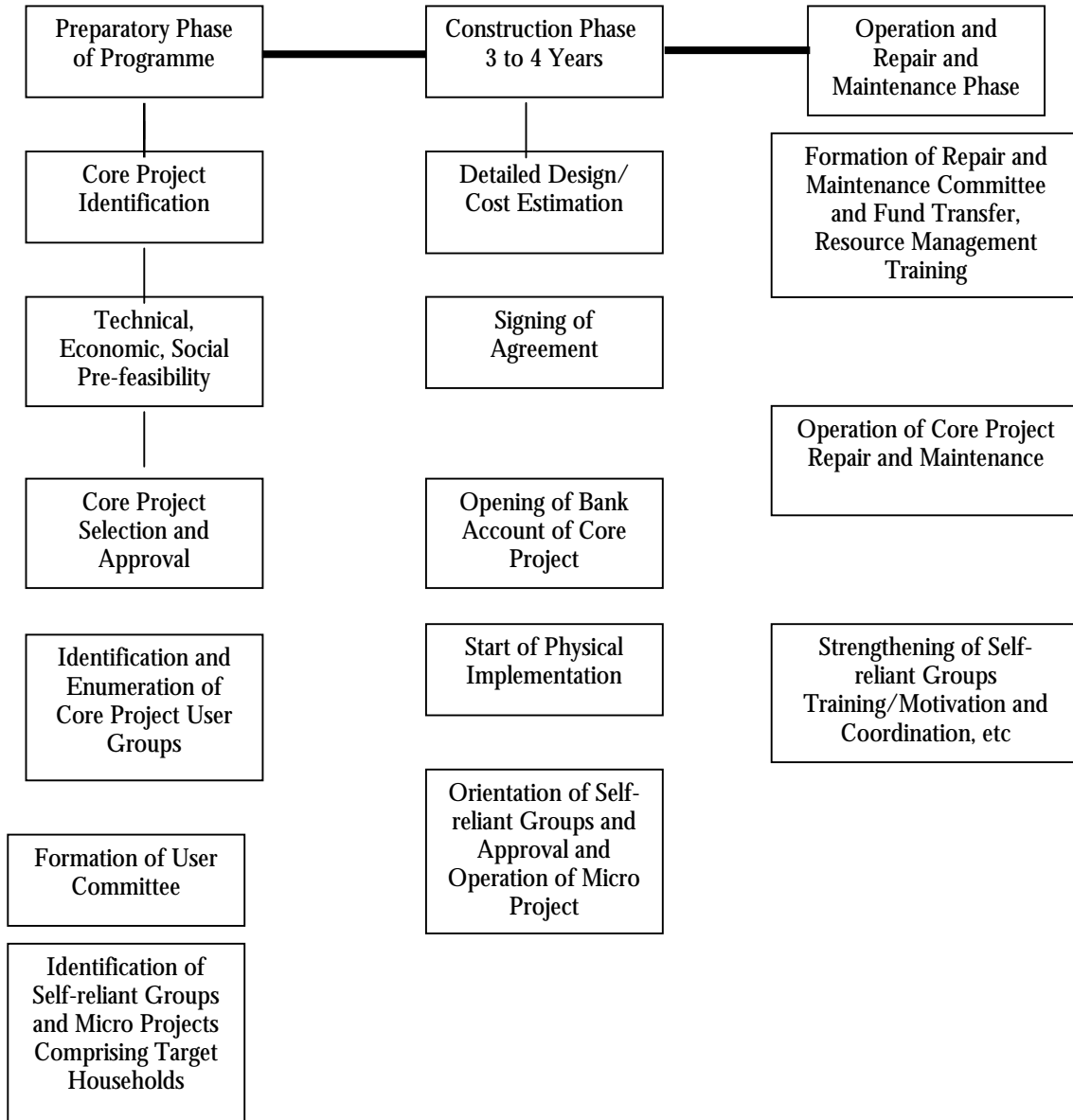
1. *Core Project:* For infrastructure projects of the Food for Work type, including backbone projects, up to 70 per cent of the total allocated foodgrains and materials may be expended. However, in those districts where micro projects have not been included in the approved programme, the allocated resources may be expended in the core project.
2. *Complementary Activities:* Those districts where the approved programme incorporates micro projects have to spent 20 per cent of the total allocated foodgrains and materials in the micro projects, Participatory Learning and Action (PLA), etc.
The meetings of DPMC may ratify at the district level itself the micro projects and PLA centres and information in this regard has to be sent to the centre. The facilitators conducting the PLA centres shall be given three kg of rice. The DPSU has to maintain an up-to-date overall record with the help of the TA by keeping a separate register for the payments made to the facilitators of the centres operating in the district.
3. *Repair and Maintenance:* For the repair and maintenance of those projects that were completed in the previous fiscal year and whose all dues have been cleared, foodgrains and cash up to 10 per cent of the allocated budget may be spent. The cost of the repair project shall not exceed 10%. The programme shall bear the repair and maintenance cost only for a year ensuing the year of completion of the project.

7. PROJECT PHASES

The activities to be conducted under the RCIWs programme can be divided into three phases: (a) Project Preparatory Phase, (b) Project Construction Phase, (c) Project Operation, Repair and Maintenance Phase. Generally, in the preparatory phase the entire preparations necessary for the smooth implementation of the construction of the core project are completed. Besides, under the preparatory phase several small self-reliant groups can organize and select small production-oriented micro projects. In the construction phase all construction works are completed and in the operation and repair and maintenance phase necessary support shall be provided to ensure long-term

operation and repair and maintenance of the project. Thus, the core project to be conducted under the Food for Work programme is expected to complete and enter the repair and maintenance phase within three years. The figure below shows these three phases and the main activities thereunder.

PHASES OF PROJECT IMPLEMENTATION



PART B

Programme Preparatory Phase

1. IDENTIFICATION AND SELECTION OF PROJECTS

1.1 Core Project

Based on the available data and other information, the food insecure regions, VDCs and households of the district shall be identified. Those types of core projects shall be selected that enable the food insecure inhabitants and households of such regions and VDC to directly participate. There must be direct involvement of food insecure households and VDC of such settlements in this selection process.

The core project to be thus selected must be important from the point of view of district development and must cover a large number of VDCs. In hill districts, the road projects linking the headquarters and the national highway could be the core projects. The core projects thus selected should be of types that can be completed within two or three fiscal years. These should not exceed 20 or 30 km in length.

In the districts where the Freed Kamaiya Food Security Project has been implemented, such projects should be of types that provide employment to the freed Kamaiya families and to benefit the freed Kamaiya in the long term.

1.2 Micro Projects

If, among the users of the identified and approved core projects, the families sharing the same economic status and choosing an income generation business of the same nature submit a proposal to operate micro projects by organizing themselves into small groups, such micro projects could also be supported by the programme. If such proposals are received at the DDC through the VDC concerned, the DPSU (or the unit specified to support the programme) and the Technical Assistance team assigned for social mobilization shall jointly conduct a feasibility study. The DPSU shall present the priority list of micro projects selected by the feasibility study to NPSU through the DDC for approval. The RCIW has to spend up to 20 per cent of the resources (cereal and materials) earmarked for the fiscal year in the districts concerned in the micro projects thus selected. In the ongoing fiscal year, resources should be so allocated that at least one micro project is operated in every VDC where the core project is being implemented. While selecting the micro project, priority should be given to projects of the type that encourage income generation of the groups and enhance awareness and skills.

Working Aids

For orientation of the VDC representatives, the already developed stipulated subject list and orientation methods shall be used. The orientation programme shall also include detailed information on the indicators for the identification of the potential projects and the processes.

Role and Responsibilities

DPSU

- ◆ To manage and conduct Orientation workshops.
- ◆ To acquaint the participants with the policy of the RCIW programme.
- ◆ To assist the VDCs to prepare a list of potential projects.

VDC

- ◆ To invite the potential beneficiary groups to public meetings.
- ◆ To organize and conduct public meetings.
- ◆ To assist the participants to identify suitable projects.
- ◆ To approve the identified projects and present project proposals to the DPSU.

TA

- ◆ To assist the DPSU in the orientation of the potential beneficiary groups.
- ◆ To assist the participants in the process of project identification.

2. PROJECT APPROVAL

After the feasibility study of the core project(s), the DPSU shall present the project proposal to the DDC concerned for approval. The DDC concerned shall forward the core projects thus approved along with a copy of its decision to the DPSU.

The core project proposal received from the district shall be reviewed by the members of the Programme Coordination Committee in the National Programme Coordination Unit. The proposed projects are generally endorsed if the demand from the district doesn't exceed the preliminary budget estimate for the district. The outcome of such a review is communicated to the district concerned. If the proposal is rejected, the district has to make the necessary adjustments.

Working Aids: The prescribed district project request form is available.

Role and Responsibility

DPSU

- ◆ To prepare brief reports on the proposed projects.
- ◆ To submit the reports to the DDC.
- ◆ To prepare a list of approved projects.
- ◆ To send the approved list, along with the minutes of the decisions of the DDC, to the NPSU.

DDC

- ◆ To approve projects.
- ◆ To minute the decisions and to submit a copy to the NPSU of the RCIW programme.

National Programme Support Unit

- ◆ To review the decisions of the DDC and, if necessary, to recommend for amendment.
- ◆ To approve project proposals and to notify the district concerned.
- ◆ To prepare an overall programme based on the proposals of the districts.
- ◆ To demand budget from the Ministry of Finance.

TA

- ◆ To assist the DPSU to prepare a list based on the project proposals received from the VDC.
- ◆ To assist in the preparation of report for submission to the DDC.
- ◆ To assist in the preparation of report for submission to the NPSU.

3. FORMATION OF USER GROUP

Process

After the approval of the proposed project by the DDC and the NPSU, the process of formation of user groups can be started. For this the VDC concerned shall organize a meeting of potential users. After collection of inventory of the areas, households or persons to be benefited from the participants of the meeting, user groups shall be formed. Joining the user group is an expression of commitment to mobilize people's participation and to comply with the rules and directives of the programme.

While identifying the user group, separate inventories of the households directly benefiting from the programme (employment) and receiving long-term benefits from the constructed infrastructures should be maintained.

Role and Responsibilities

DPSU

- ◆ To inform the VDC concerned about the approval to the project and to request it to convene a public meeting.

VDC

- ◆ To organize user groups' meeting.
- ◆ To register the inventory of users (households or persons).
- ◆ To certify the inventory of users after ascertaining it.

TA

- ◆ To orient the members of the user group about the policy, rules, role and responsibilities of the programme.
- ◆ To assist the VDC in preparing the list of users.
- ◆ To certify the inventory of users after ascertaining it.

4. FORMATION OF USER COMMITTEE

Process

The members of the user group have to form a seven-member user committee from amongst themselves. Of them, 50 per cent must be women. The committee shall have four core members (chairperson, vice chairperson, secretary or record-keeper and treasurer) and other members. At least one of the two core members operating the bank account shall compulsorily be a woman. The user committee must be selected in the user group meeting. Every VDC having a core project shall have a separate user committee. Such committees have to be active in their VDCs during the construction phase. While forming such VDC-level user committees, the following aspects must be paid attention:

- ◆ The member must devote adequate time to the project.
- ◆ The member must be endowed with leadership qualities.
- ◆ They must be unanimously elected by the users.
- ◆ At least one member must be literate.
- ◆ Representatives of local bodies cannot be on the user committee.

Core Committee: After the execution of the core project involving more than one VDC, a committee may be formed to undertake overall management related to repair and maintenance. The formation of such committees shall be done in the year of completion of the construction work. After the completion of the construction work, such a committee shall play the main role in the repair and maintenance.

Micro Project Committee: For the implementation of every approved micro project, a committee must be formed from among the self-reliant groups concerned. Such committees shall be constituted of no more than five members, and there shall be at least 50 per cent women among the members, including the office bearers.

Meetings of the User Committee

- ◆ The meeting shall be held on the day, time and venue determined by the committee.
- ◆ If the majority of the members request in writing, the chairperson must convene a meeting within seven days of receiving the request letter.
- ◆ The meeting of the committee shall be convened at least once a month.

Decisions of the User Committee

- ◆ In the meetings of the committee every proposed agenda shall be discussed and reviewed.
- ◆ If any member remains absent in a meeting of the committee without a justifiable cause, or doesn't perform a work prescribed or determined by the committee, he or she can be expelled from the membership of the committee with two-thirds majority of the committee voting in favour. However, the right to expel or re-appoint such members shall vest in the users concerned.

Continuity of the User Committee

The user committee may form or re-form new or old user committee formed for the project concerned to assume the responsibilities of operation of new activities of the project, repair and maintenance, distribution of profits, etc after the completion of the project.

Role and Responsibilities

DPSU

- ◆ To assist the VDC in the organization of the user groups' meeting or in the process of formation of user committee.

TA

- ◆ To play the primary role of the facilitator in the formation of the user committee.
- ◆ To provide necessary information and training to the members of the user committees to perform their role and responsibilities.

VDC

- ◆ To organize user group meeting.
- ◆ To participate in the process of formation of the user committee.
- ◆ To maintain a record of the formation of user committees and to inform the DDC.
- ◆ To help in the appropriate VDC-level representation of the users on the core committee.
- ◆ To assist in the formation process of the core committee.

PART C

Construction Phase

1. PREPARATION OF DETAILED DESIGN AND ESTIMATES

Process

The technicians of the DPSU, in cooperation with TA, have to carry out detailed feasibility studies of the core and micro projects. Under the feasibility study, the works of detailed technical design, estimation of physical materials, cost estimation and preparation of project profile shall also be undertaken. The estimation of the necessary physical materials of the rural road projects shall be based on the work norms of HMG, Ministry of Local Development, DoLIDAR or by confining within the parameters of the same the norms prescribed by the DDC. The cost estimation shall be done based on the requirement of physical resources and the prevailing cost prices of the resources. In addition, while preparing the estimate of the core project, the expenditures mentioned below should also be included:

- (a) Project management cost of the user committee
- (b) Costs of technical supervisor and social supervisor.

(a) Project management cost of the user committee

The project management cost of the user committee shall not exceed 800 kg of rice. It is estimated that, for the project section lying within every VDC, participation of members of user committee equal to about 200 labour days is required during the construction phase and in the ensuing year. For every workday, 4 kg of rice shall be provided. The office bearers of the user committee may record this expenditure for every workday in lieu of the work performed related to the project. The office bearers of the user committee have to maintain a record of the days worked related to the project in the project book and the actual payment shall be made on this basis. This expenditure being borne for the management and not being the remuneration of the office bearers of the user committee, this should be managed so that the office bearers present on the day of deputation for the project get it, without dividing it. The estimation of the cost of project management of the user committee should be done on the basis of the following criteria:

- ◆ For projects up to Rs1 million, maximum of 100 workdays or 400 kg rice,
- ◆ For projects between Rs1 million and Rs2 million, maximum of 150 workdays or 600 kg rice,
- ◆ For projects exceeding Rs 2 million, maximum of 200 workdays or 800 kg rice.

In case of micro projects, the programme shall not bear the management cost of the user committee.

Besides this, the user committee may use the money earned from the sale of empty sacks on the project management-related works with the consent of the user group. The expenditures related to

the project management of the user committee shall be sanctioned and reimbursed on the basis of work performed.

(b) Costs of Technical and Social Supervisors

Technical and social supervisors are needed to control the quality of the project. Supervisors are semi-skilled workers. The supervisor is selected by the user committee from among the users/workers with the assistance of the TA. Their skills will be enhanced by imparting on-site training to them. After the training, they shall work as supervisors to unskilled workers. For every project, in a season, three supervisors for a maximum of 300 workdays and three social supervisors for a maximum of 300 workdays shall be appointed. They may receive maximum of 6 kg rice and Rs6 for every workday. Hence, while estimating the cost of the project, maximum of 3,600 kg rice and Rs3,600 can be included. The cash component will have to be borne by the VDC. The record of the workdays of the supervisor shall be maintained in the project book and the actual payment shall be made on the basis of that. The estimate of expenditure of technical and social supervisor each shall be made on the basis of the following criteria:

- ◆ For projects up to Rs1 million maximum of 100 workdays,
- ◆ For projects between Rs1 million and Rs2 million maximum of 200 workdays,
- ◆ For projects exceeding Rs2 million maximum of 300 workdays,
- ◆ The technical and social supervisor in the core project of the VDC shall make his services available, including to the micro projects, within the VDC concerned.

Thus, the expenditures related to the project management of the user committee and the expenditures on the technical and social supervisors shall be included in the project estimate.

Experience has indicated that some expenditures have to be incurred in the absolutely necessary repair and maintenance that cannot be borne by the user committee in the year following the completion of the core project and its report. For this purpose, a maximum of 10 per cent of the total foodgrain or cash allocated expended in the project construction may be set aside. Such expenditures are not allowed in ongoing projects. The repair and maintenance cost for such a component may be earmarked for a year following the full completion of the VDC component of the core project. After receiving approval to the estimate of repair and maintenance, it should be recorded in the project book concerned. In case repair and maintenance is not required, this can be expended on other approved projects.

Working Aids

The prescribed format related to the project feasibility study report is available. The said format has to be compulsorily used.

Role and Responsibilities

DPSU

- ◆ To undertake a detailed feasibility study of every core and micro project.
- ◆ To prepare the project feasibility study report and the detailed design of the district. with necessary material resources and budget for the fiscal year clearly indicated.

- ◆ To submit the project feasibility study report and detailed design to the NPSU for approval.

TA

- ◆ To assist the DPSU in undertaking the feasibility study of every project.
- ◆ To assist the DPSU in preparing reports of the projects, including detailed design estimates.

NPSU

- ◆ To evaluate the detailed feasibility study report of the district.
- ◆ To notify the district about the approved core and micro projects.

2. PROJECT AGREEMENT

Process

The project agreement is concluded between the user committee and the DDC. In the agreement, the physical materials necessary for the project, rice and cash to be provided to the user committees, role and responsibilities of the user committee and project operation and repair and maintenance are described. The agreement is an integral part of the project book, which provides detailed description of the project. All the activities, incomes and expenditures of the project should be recorded in the project book.

The staff of the DPSU shall draft the agreement form and shall hold discussions with the users on the topics mentioned in the agreement. Thereafter, the chairperson of the user committee on behalf of the users and the DDC secretary on behalf of the DDC shall sign the agreement letter. That agreement letter shall also be signed on behalf of the VDC by the VDC chairperson and on behalf of the DPSU by the engineer. Each party signatory to the agreement shall keep a copy of the agreement form. After the conclusion of the agreement, the project book has to be transferred to the user committee concerned.

In respect of the micro project an agreement shall similarly be concluded.

Working Aids

The prescribed project agreement letter and a project book are available, which shall be made available to the user committees for its use.

Role and Responsibilities

DPSU

- ◆ To draft the project agreement letter based on the detailed study report of the project.
- ◆ To inform the issues mentioned in the project book and the agreement letter to the user groups and user committees and hold discussions.
- ◆ To sign the agreement.
- ◆ To conclude the project agreement, as far as possible, at the project site.

User Committee

- ◆ To sign the project agreement letter.
- ◆ To take over the responsibility of the project book.
- ◆ To comply with and enforce the provisions of the project agreement.

VDC

- ◆ To sign the project agreement letter.

DDC

- ◆ DDC secretary shall sign the project agreement.
- ◆ To monitor on the execution of the project in accordance with the agreement.

TA

- ◆ To assist the staff of the DPSU to understand and make transparent the provisions of the agreement letter and project book.
- ◆ To orient and train the user committees in the use and benefits of project book.
- ◆ To brief the user committees on the details of the project book by organizing a meeting.

3. OPENING A BANK ACCOUNT

Process

After the concluding of the agreement, the chairperson of the user committee has to open an account in a nearby bank. The said account shall be operated with the joint signatures of the chairperson and secretary or treasurer. The DDC secretary has to make recommendation for opening the bank account. At least one of the office bearers operating the bank account has to be a woman. The account of the user committee is needed to deposit the amounts received from the VDC, earned from the sale of empty sacks, received for repair and maintenance and other amounts. In that account the amounts voluntarily contributed by the users and the amount made available by the DDC in lieu of transportation of rice and wages of skilled labourers are also to be deposited. Only upon certification of completion of work or upon completion of any definite work, payment can be made from this account. In this account, of the amount received from the VDC, the portion of repair and maintenance fund should remain saved.

In the case of micro projects also, the group concerned may, if necessary, open a bank account or may deposit cash amounts received from this programme in the accounts opened for any other purpose.

Working Aids

The forms for opening bank accounts can be had from the bank concerned.

Role and Responsibilities

User Committee

- ◆ To collect the form for opening a bank account, fill it out and sign it.

DDC Secretary

- ◆ To certify the application form for opening the bank account.
- ◆ In case the VDC doesn't deposit the amount to be provided by it in the account of the user committee, to deposit that amount direct from the DDC in the account of the user committee.

VDC

- ◆ As soon as the agreement is concluded, to deposit the first installment of minimum of 50 per cent of the amount of the VDC's contribution as mentioned in the agreement and to deposit the remaining account before the completion of the project.

4. OPERATION OF THE PROJECT CONSTRUCTION WORK

Process

The technicians of the DPSU shall prepare the layout of the construction work at the project site. Additionally, they shall advise the user committee on how to manage the construction work and where to store rice and tools. Thereafter, the user committee shall prepare an action plan, make arrangements for workers/wage labourers and select an appropriate warehouse. After the distribution of tools and orientation on the nature of work to the worker groups by the overseer and technical supervisors, the construction work is started. The technicians of the DPSU shall regularly follow and monitor/control work. No work shall be performed in excess of the stipulated annual target and cost. In case of situations calling for excess work, it shall be executed only after obtaining the mandatory prior approval of the centre.

In the Food for Work projects, the unskilled labourers shall receive payment of their wages in proportion to the work performed by them or in accordance with the prescribed work norms. For work equal to every manday, the unskilled labourers shall receive 4 kg *aruwa* coarse rice and Rs4. Thus, the contribution of the VDC shall be Rs4 per manday or Re1 for every kg of rice received by the labour.

The DDC/VDC concerned shall set up a repair and maintenance fund for repair and maintenance and rehabilitation of the constructed infrastructures. Such a fund shall have deposits of cash contribution of the labourers, the resources of the VDC and the financial assistance from other donor agencies. In case of projects having more than one user committee, the said amount has to be transferred in the bank account opened in the name of the repair and maintenance core committee of the project that is formed in accordance with Part B (4). The amount thus collected shall be expended only on the repair and maintenance works of the project with the decision of the committee concerned. The VDC concerned shall supervise and monitor these works.

The payment of other installments of rice and cash wages shall be made based on the completion or the quantity of estimated work every two weeks.

The final payment shall be made only after the technicians of the DPSU have prepared the final bill reflecting the quantity of rice to be received by them after the last estimations/examinations. The evaluation of the completed work shall be done by the DPSU or the technicians of the consulting

agency, and the wages of the labourers shall be settled on the basis of measurement of the completed work.

During the period of project construction, the user committee has to conduct the meetings of the users committees from time to time, in which, along with review of physical progress, the construction process and the payment of wages are made transparent to all members. The secretary of the user committee has to maintain the minutes of these meetings. The records of all physical and economic transactions and related works such as meetings of user groups, issues related to technicians' visits have to be maintained by the secretary or the record keeper in the project book.

Working Aids

Project book, guidelines for project review and monthly monitoring forms have been developed from the programmes and are available for assisting the user committees in their work. Different reporting formats have been prepared to assist the DPSU and are to be used for submitting reports.

Role and Responsibilities

DPSU

- ◆ To prepare the layout of the project in the construction site and advise the user committee and the supervisor concerned.
- ◆ To make tools and construction materials available.
- ◆ To quantify the rice and cash to be paid to the labourers after evaluating and certifying their work.
- ◆ To do individual evaluations of the works done by groups and to enter it into the project book by reflecting individual evaluations of groups. On the basis of the evaluations of groups, to calculate the daily wages of the labourers working in that group and to mention it clearly in the project book.
- ◆ To release rice based on the physical work progress.
- ◆ To pay the wages of the skilled workers.
- ◆ To assist the user committees for the project evaluation meetings and to attend such meetings.
- ◆ To control the use of construction materials, tools and rice.
- ◆ To collect monthly and quarterly progress reports and submit them to the NPSU.
- ◆ At the end of the fiscal year, to prepare a project completion report for the district.

User Committee

- ◆ To make arrangements for a safe and secure warehouse to store rice, tools and construction materials.
- ◆ To manage and supervise labour groups.
- ◆ To make payments to the wage labours and to keep records of the payments.
- ◆ To keep the project book and incomes and expenditures of the project updated.
- ◆ To conduct the meetings of the users committees on a regular basis and to submit the records to the DDC regularly.

VDC

- ◆ To monitor on the construction work.

- ◆ To deposit amount in the user committee's account on the basis of the progress made in the construction work.

TA

- ◆ To assist the DPSU in the project implementation.
- ◆ To assist the user committee in the management of construction work and labour groups.
- ◆ To impart training to the members of the user committees, especially in record keeping.
- ◆ To support the user groups for the meetings of the user committees, especially project evaluation meetings.
- ◆ To sign on in the reports, designs, estimates and evaluations, etc prepared by the TA team.

5. MONITOR, SUPERVISION AND REPORTING

Process

Monitoring, supervision and reporting are integral components of the project implementation phase. To ensure proper utilization of the foodgrains, money and materials made available by the different levels of programme management, supervision and Monitoring on the project implementation is done. The activities conducted by different agencies involved in the programme shall be monitored by personnel responsible for the stipulated activities. These personnel shall also be responsible for preparing and submitting necessary reports to the agencies concerned. If the submission of such reports are delayed by the district, it could also delay release of materials and resources by the centre.

Working Aids

The stipulated guidelines of the reports necessary for different agencies have been prepared and a copy of these reports shall be made available to every district.

Role and Responsibilities

User Committee

- ◆ To conduct the project review meetings and user committee meetings.
- ◆ To submit the monthly monitoring reports to the VDC and the DDC.

VDC

- ◆ To conduct on-site supervision of work progress,
- ◆ The conduct investigations into the utilization and records of foodgrains, cash and materials.

DPSU

- ◆ To supervise the user committee and construction works.
- ◆ To monitor the utilization of all the resources by the user committee.
- ◆ To inspect the accounts and project book.
- ◆ To prepare monthly, quarterly and annual monitoring report and to submit these reports to the regional directorate and NPSU.

DDC Secretary

- ◆ To conduct field investigations into the work progress and utilization of resources and materials.
- ◆ To make arrangements for submitting the monitoring reports to the NPSU through the DPSU on a regular basis.
- ◆ To review the status of project progress in the monthly meetings of the DDC.
- ◆ To submit the decisions, views and suggestions of the meeting to the NPSU.

National Programme Support Unit

- ◆ To conduct regular supervision and monitoring/control of the activities of the DPSU.
- ◆ To analyze the monitoring reports and to ensure that it has been submitted.
- ◆ To prepare quarterly or annual progress reports of the programme.
- ◆ To submit monitoring and progress reports to the agencies concerned (WFP, National Planning Commission, Ministry of Finance, etc).

6. PUBLIC AUDIT

Process

Public review of the projects implemented by the user committees shall be conducted.

Such reviews shall be conducted at least three times on site after the payment of every installment and the final installment of the project. In such public evaluation (audit) meetings, 50 per cent households of the total members of the user groups, all members of the user committee, VDC representatives, representatives of DPSU and TA have to be compulsorily present. In such meetings, the work progress, income and expenditure and issues of other problems shall be discussed. The decisions and attendance in the meetings have to be recorded in the stipulated pages of the project book. In addition, the labourers have to ascertain that they have received amounts of foodgrain of their share as recorded in the project book. In order to facilitate record keeping, separate forms have been kept for every first, second and third public audits. After the review, details have to be compulsorily filled in the related forms.

Working Aids

- ◆ Forms mentioned in the project book.
- ◆ Procedures related to public project review.

Role and Responsibilities

User Committee

- ◆ To gather all the members of the user groups.
- ◆ To fill in the section relating to public project auditing (minute, attendance, etc) in the project book.

VDC

- ◆ To provide the feedback of the VDC by participating in such reviews.

- ◆ To assist in solving the problems encountered.

Overseer (Site In-charge)

- ◆ Before the review of the project, to update the technical details in the project book and to assist, with the cooperation of the TA, the user committee to update the other details.
- ◆ To be present in the audit and to clarify the technical queries raised in the process of the review.

TA

- ◆ To play the role of a facilitator in the audit.
- ◆ To assist the user committee in keeping the records of the project accounts up to date before the beginning of the public audit.

7. PROJECT COMPLETION, EVALUATION AND CLEARANCE

Process

After the completion of the construction work, the technician of the DPSU, with the assistance of the TA, has to prepare the mid-term and final evaluation and project completion reports. All the evaluation have to be done in the presence of the user committee and have to be certified by the programme engineer.

The DDC secretary has to clear the project based on the final evaluation and project completion reports. Before the final evaluation of the project, the settlement of the foodgrains, cash and materials have to be done at the level of the user committee, including through public auditing. The user committee has to collect the tools made available by the programme and the details have to be presented to the DPSU.

Working Aids

- ◆ Project completion report,
- ◆ Bills and documents (such as project book and estimation book).

Role and Responsibilities

User Committee

- ◆ To assist in the measurements.
- ◆ To submit the bills, documents and project book to the DPSU.
- ◆ To clear all accounts.

DPSU

- ◆ To undertake the interim and final measurements and enter in the project book and measurement book.
- ◆ To prepare the project completion report.
- ◆ To calculate the last payment.

DDC Secretary

- ◆ To settle the accounts of the project.
- ◆ To do the final settlement of the project.

TA

- ◆ To assist in the measurement, preparation of project completion report and in the work related to settlement of accounts.
- ◆ To sign on behalf of the TA the measurement and evaluation done by the TA team.

8. AUDITING

Process

The DDC secretary has to get internal and final auditing of the project done as per the prevalent rules with the assistance of the Unit Chief of the DPSU. The DDC secretary has to submit the internal and final auditing reports to the NPSU.

The NPSU also has to submit the annual report of audit report to the WFP.

Working Aids

- ◆ Project book,
- ◆ Measurement book,
- ◆ Bills, documents and ledgers related to accounts,
- ◆ Financial records.

Role and Responsibilities

DDC Secretary

- ◆ To get internal and final auditing done.
- ◆ To submit the audit report to the NPSU.

DPSU Chief

- ◆ To assist and help the DDC secretary in getting the auditing done.

NPSU

- ◆ To submit the annual audit report to the WFP.

PART D

Project Maintenance and Operation

After the completion of the construction phase, support shall be extended to the user groups for another one year for proper maintenance and operation of the project.

1. MAINTENANCE ACTIVITIES

Process

The user committee, VDC and DPSU have to jointly draw up a maintenance and operation action-plan for every project concluded in the previous year and they have to carry out the maintenance work according to its schedule. Generally, during the rainy months, the evaluation of the damaged works is started. Based on this, the technician of the DPSU has to forward the necessary physical materials and cost estimates to the NPSU for approval through the DDC Secretary. Generally, the cost of the physical maintenance work should not exceed 10 per cent of the project concerned in the form of rice. But, in the case of rural roads, such repair works can be undertaken only after the completion of the construction of the last widening of road. But, in the case of ongoing projects, such maintenance costs cannot be incurred. The repair works should be documented in the relevant project book. Thereafter, since support shall not be provided by the programme in the future years, the user committee has to reach an agreement on the topic of measures to be adopted for bearing the maintenance costs in the future by preparing an action-plan.

Working Aids

The form related to project maintenance (Annex 7).

Role and Responsibilities

DPSU

- ◆ To assist the user committee, main committee and the VDC to prepare for the project maintenance work.
- ◆ To evaluate the damaged portions of the project completed in the previous year.
- ◆ To offer advice to the user committee in relation to the management of the repair and maintenance work.
- ◆ To supervise the repair and maintenance works.
- ◆ To evaluate the maintenance works and prepare a report on the maintenance works in the district and to notify the centre about it.

User Committee/Main Committee

- ◆ To make arrangements for the labour groups and the construction materials necessary for the repair and maintenance work.
- ◆ To supervise the workers.

- ◆ To make payment to the workers and keep records.
- ◆ To present the maintenance action-plan to the DPSU.

TA

- ◆ To assist the user committee in drafting a project maintenance action-plan.
- ◆ To assist the user committee in the management of the maintenance work.

2. ARRANGEMENTS FOR LONG-TERM REPAIR AND MAINTENANCE OF RURAL ROADS

In spite of abundant investments made in the construction of rural roads in Nepal, most of the constructed roads are not in an operable condition. Lack of resources necessary for repair and maintenance poses as one of the main constraints. The work of repair and maintenance of roads has not been effective due to reasons such as giving of priority to opening of new roads over repair and maintenance of the already constructed roads; low investments in the repair and maintenance of the already constructed roads; low public awareness towards repair and maintenance; lack of technical capacity and absence of appropriate organizational and legal provisions. Under this programme, a policy of setting up from the construction phase a fund necessary for any operation and maintenance work in the future while starting the construction of rural roads has been adopted. According to this, before starting the construction work, the VDCs and the DDCs connected to the road have to deposit money in the bank account of the VDC level user committee towards the repair and maintenance fund every year. The VDC and the DDC have to deposit at the rate of Rs2,000 and Rs4,000 per km respectively every year in such a fund. The amount thus deposited for the purpose of repair and maintenance has been taken as the expression of commitment of the VDC and the DDC towards the repair and maintenance of the road. In the event of the inability to collect money from the VDC and the DDC, no construction work shall be started.

Thus, until the end of the construction phase, some amount of money is deposited in the repair and maintenance fund for regular repair and maintenance. Such an amount and the amounts received from any source have to be transferred to the account operated by the main committee upon its formation. The main committee may, with the cooperation of the DDC, mobilize the amount necessary for the regular repair and maintenance from the DDC, VDC, people's labour contribution and by imposing taxes on vehicles plying on that road.

This fund has to be operated through the main user committee. If such a fund is collected in the district, additional supplementary amount may be received from His Majesty's Government (HMG) under the Rural Road Repair and Maintenance National Plan, 2056. Thus, necessary repair and maintenance works such as regular, periodic and rehabilitation of rural roads have to be undertaken at the local level by mobilizing the resources received from the local and central levels.

The assistance and training necessary for the management of the repair and maintenance shall be available from the partner organizations of this programme.

Role and Responsibilities

User Committee

- ◆ To transfer the fund collected for repair and maintenance in the account of the main user committee.

Main User Committee

- ◆ To open a bank account for use in the repair and maintenance work.
- ◆ To prepare an action-plan with the cooperation of the agency concerned for the management of the repair and maintenance work.
- ◆ To mobilize the fund necessary for the repair and maintenance in coordination with the VDCs concerned every year.
- ◆ To oversee the repair and maintenance work.
- ◆ To get public auditing of the repair and maintenance fund done.

DDC

- ◆ To mobilize the amount to be borne by the DDC for the repair and maintenance fund at the rate of Rs4,000/- a km a year.

VDC

- ◆ To assist in the formation of the main user committee.
- ◆ To transfer the amount collected during the construction for repair and maintenance in the account of the main committee.
- ◆ To assist the main committee to mobilize necessary resources for repair and maintenance.
- ◆ To coordinate with the district-level agencies.
- ◆ To monitor the repair and maintenance work.

DPSU

- ◆ To take necessary initiative with the DDC and VDC to ensure the repair and maintenance fund.

TA

- ◆ To assist the committee to draw up a repair and maintenance action-plan.
- ◆ To provide necessary training and support for management of repair and maintenance.

PART E

Role and Responsibilities of Partners of the Rural Community Infrastructure Works Programme

Drawing on the experience of the past implementation of the RCIW programme, general revisions have been made in respect of the agencies responsible for the implementation and operation of the programme for the next two years. However, no changes have been made to the fundamental concept of the programme. Among the general revisions thus made, the implementation of the concept of core project and micro project in the districts is the main. With the Ministry of Local Development (MLD), which until now had been making available the technical human resources (engineer, overseer) necessary for the programme, there has been a slight modification which allows the DDC to make provision for these arrangements by hiring the services of the consultants on contract. Additionally, alternative arrangements have been made to obtain the technical support of social mobilization received from the GTZ in the past from national, local and other donor agencies, including the GTZ.

Thus, in the changed context of implementation, appropriate modifications have to be made in the programme coordination process at the central and district levels.

1. CENTRAL LEVEL

A. Programme Coordination Committee (PCC)

For the coordination of the RCIW programme, there shall be a Programme Coordination Committee (PCC), comprising the MLD, WFP and GTZ (Integrated Food Security Programme), at the central level. The meeting of this committee shall be held regularly at least once a month. Other donor agencies providing technical support to the programme may also be invited to that committee. The principal functions of the PCC shall be as follows:

- ◆ To implement the concept, strategy and objectives of the programme by revising them after review in accordance with the changed times, if necessary.
- ◆ To maintain and enforce coordination with other donor agencies or national organizations directly or indirectly involved in the RCIW programme.
- ◆ To prepare annual programme and guidelines and revise and approve them.
- ◆ To review the progress of the programme and to exchange information related to the programme.
- ◆ To maintain coordination in respect of transportation of goods, site visit and other necessary services.
- ◆ To identify and coordinate research activities.
- ◆ To overcome problems and constraints.

A. National Programme Support Unit (NPSU)

The overall responsibility of the RCIW programme lies in HMG. HMG has entrusted the responsibility for programme operation to the MLD. The onus of entire management of the programme lies in the National Programme Support Unit (NPSU) under the MLD. Additionally, the responsibility for managing the financial and human resources to be made available by the centre for this programme is also vested in this unit. The responsibility for providing assistance in the following activities of the programme is vested in the NPSU:

- a) Staff for technical and administrative/management support,
- b) Minimum construction materials,
- c) Support for storage of foodgrain,
- d) Wages of skilled labourers (masons/ artisans) and
- e) Amount in lieu of transportation and storage of food and non-food materials.

In the NPSU, there shall be a Programme Manager, a Programme Coordinator, a Programme Engineer, a Programme Assistant and other support staff.

The primary responsibilities of the NPSU shall be as follows:

- ◆ To give directions to and control the programme at the national level.
- ◆ To appoint, issue instructions to and inspect the technical and participating staff of the RCIW programme.
- ◆ To issue directions to and orient the agencies in the district about policy, rules, management needs and operational guidelines concerning the RCIW programme.
- ◆ To draw up a list of resources needed based on the demands of the projects in each district.
- ◆ To prepare a budget for the programme and disburse amounts.
- ◆ To revise the concept and strategy of the RCIW programme.
- ◆ To prepare and revise the guidelines of the RCIW programme.
- ◆ To prepare and present the overall annual programme, to collect and submit the statement of accounts and work reports to the agencies concerned.
- ◆ To coordinate with the WFP for the transportation of foodgrain in the district.
- ◆ To coordinate between the donor agencies and the national and local agencies involved in providing technical support to the RCIW programme.
- ◆ To conduct monitoring and evaluation.
- ◆ To ensure proper utilization of the resources available under the programme.
- ◆ To participate in the programme coordination committee meetings.
- ◆ In the event of unavailability of reports (monthly, quarterly, annual progress report, foodgrain received and expenditure reports) in time, to obtain appropriate reports by stopping foodgrain and quarterly disbursements.

C. World Food Programme (WFP)

The primary responsibility of the World Food Programme (WFP) is to make available rice. To sum up, the WFP shall provide foodgrain to the RCIW programme as a form of assistance. Additionally,

the WFP shall help by providing cash needed for the requisite tools for construction, some office equipment and by providing 50% of cash needed for internal transport, storage and handling (ITSH) of rice(food grain).

Responsibilities of the WFP

- ◆ To make arrangements for purchase and transportation of foodgrains to the headquarters and other areas of the district.
- ◆ To examine the quantity and quality of rice at the Extended Delivery Point (EDP).
- ◆ To maintain coordination between the demand of the project and the supply of rice in those districts where the programme is being implemented.
- ◆ To provide necessary assistance and suggestions to the NPSU and the DPSU especially in relation to transportation, storage, operation and distribution of foodgrains.
- ◆ To conduct training in topics related to foodgrain storage and management.
- ◆ To make available tools and office equipment.
- ◆ To assist the NPSU in establishing a monitoring and evaluation mechanism and to mobilize necessary support for monitoring and evaluation works related to proper utilization of food grains.
- ◆ To provide assistance in the research-oriented activities related to the programme.

D. GTZ (Integrated Food Security Programme)

The chief responsibility of the GTZ (Integrated Food Security Programme, Food for Work) is to provide assistance to the MLD and other partners of the programme direct or through consultants or NGOs. The main objective of the GTZ is to enhance the self-help capability of the people involved with the programmes at all levels and especially the target groups, and to offer advice, assistance and support on issues that bring about improvements to the achievement of the programme objectives. GTZ has made arrangements for a unit in Kathmandu for programme operation at the central level and support units in some districts where the programme is implemented in affiliation with the DPSU at the district level. As one of the chief components of the RCIW programme, GTZ (Integrated Food Security Programme) conducts necessary capacity development at the VDC, district and central levels in addition to overall coordination at the central level.

Chief Responsibilities of the GTZ (Central Unit)

- ◆ To provide necessary consultant services to the NPSU on all components related to the programme, especially policy, organizational and technical matters.
- ◆ To make necessary arrangements for training and to conduct training at the central and district levels for all staff related to the RCIW programme with a view towards successful implementation of the programme.
- ◆ To assist the staff of the RCIW programme by making available survey and office equipment and other materials, if necessary.
- ◆ In districts where the technical assistance of GTZ is available, to mobilize necessary personnel or local organizations.
- ◆ To conduct research-oriented activities related to the programme in association with the partners of the programme.

- ◆ To assist the NPSU to establish a monitoring and evaluation mechanism and to undertake monitoring and evaluation activities.

2. DISTRICT LEVEL

There are three agencies involved in the implementation of the RCIW programme at the district level. These are District Programme Support Unit (DPSU), District Development Committee (District Chairman, DDC Secretary) and the TA district unit. If capable NGOs are working in those districts where the programme is being implemented, the support of such organizations can be taken through the TA to specifically strengthen the process of self-reliance.

A. District Programme Support Unit (DPSU)

With a view to assisting the RCIW programme at the district level, provision of a District Programme Support Unit (DPSU) under the DDC has been made. With the engineer of the programme as its chief, such a unit shall have an overseer, an accountant and a storekeeper under the RCIW programme. In those districts where engineering service through a consultant organization is available, it shall be composed of the engineer and the overseer belonging to such an organization. The Unit Chief of the RCIW programme shall submit reports to the NPSU through the DDC Secretary.

Chief Responsibilities of the DPSU

- ◆ To make arrangements for and implement orientation programmes in order to disseminate awareness about the principles and the objectives of the RCIW programme.
- ◆ To assist the VDC in preparing a list of feasible projects.
- ◆ To study the technical, financial and social feasibility of the requested projects.
- ◆ To present the results of the feasibility studies for approval at the DDC meetings.
- ◆ To prepare design, cost estimate, including the cost of construction materials, after conducting detailed survey of approved projects and to submit the detailed description of the project to the NPSU for approval.
- ◆ To make arrangements for suitable storage of foodgrains and non-edible materials at the district and project sites and make arrangements for maintaining proper record keeping.
- ◆ To assist in the formation of user committees.
- ◆ To transfer construction materials, tools, rice to user committees and to keep appropriate record of these materials and get the project ledger kept properly.
- ◆ To orient in detail the intent and implementation aspects of the project agreement letter.
- ◆ To assist the user committee to open a bank account and to operate it on behalf of the project.
- ◆ To prepare the necessary documents for the DDC secretary to conclude agreement with the user committee in the presence of the VDC concerned and to stand witness to the agreement by signing it.
- ◆ To make arrangements for disbursement and transportation of rice.
- ◆ To prepare the project site (for example road layout) and offer technical advice.
- ◆ To provide advice on technical, management and administrative aspects to the user committees.

- ◆ To make prior timetable for purchasing construction materials and for transporting foodgrains and to present it to the DPMC for decision.
- ◆ To measure and evaluate the work progress and to prepare a project report jointly with the TA.
- ◆ To make recommendation for the disbursement of rice and construction materials on the basis of work progress.
- ◆ To assist the user committees to conduct public audit of the project and to attend such meetings.
- ◆ To regularly monitor the progress of the project and to enforce compliance of the Guidelines.
- ◆ To collect progress reports on monthly and quarterly basis and to prepare work completion report.
- ◆ To install an appropriate database related to the programme.
- ◆ To prepare the work completion report after conducting the final evaluation/measurement of the projects completed with the technical assistance of the TA team situated in the district and to sign it jointly.
- ◆ To submit a copy of the evaluation report of projects (quantity and abstract of costs) to the VDC concerned.

Chief Responsibilities of the Chief of the DPSU (Programme Engineer)

- ◆ To initiate action in respect of the necessary technical activities for programme implementation in the district.
- ◆ To convene meetings of the District Programme Management Committee (DPMC) at least twice a month and keep minutes of these meetings and enforce their decisions.
- ◆ To assume and fulfill the entire responsibilities concerning the management of the RCIW programme.
- ◆ To allocate work among all staff under own authority, as necessary.
- ◆ To make arrangements for dispatching the forward progress accounts such as monthly, quarterly, statement of ITSH expenses, annual progress reports to the centre via an express mail through the DDC Secretary so that they reach their destination within the 7th of every (Bikram Samvat) month,
- ◆ To coordinate with the NGO operated by the TA/District Unit.
- ◆ Keeping in view the past experience of discrepancies in store, account and technical reports in the progress reports, to send the report in one lot through the DDC Secretary.
- ◆ To send the cost estimates, design, detailed description of the approved project for approval to the NPSU so that they reach the destination within the end of Mangsir,
- ◆ To present the annual programme in accordance with the decision of the District Programme Coordination Committee (DPC) to the DDC through the DDC secretary,
- ◆ To implement and enforce implementation of the work norms of the DoLIDAR, MLD, HMG.
- ◆ To submit a copy of the evaluation (Quality and Abstract of costs) of the projects to the VDC concerned and the user committee.
- ◆ To sign the project agreement as a witness.

B. District Development Committee (DDC)

The overall responsibility for programme implementation at the local level shall lie in the DDC. In addition to the DDC, the DDC Chairperson and the DDC Secretary are the responsible bodies.

Responsibilities of the DDC

- ◆ To incorporate the activities of the RCIW programme with the District Development Plan.
- ◆ To deposit money in the account of the user committee at the rate of Rs4,000 a km every year for long-term repair and maintenance.
- ◆ To grant approval to the proposed plans.
- ◆ To make arrangements for additional technical human resource, if required.
- ◆ To mobilize additional resources, if necessary, to complete the project.
- ◆ To make arrangements for 'Food for Portage'.
- ◆ To monitor the activities and the management of the project.
- ◆ To review the status of the programme at the monthly meetings of the DDC.

Responsibilities of the DDC Chairperson

- ◆ To assist in the observance and promotion of the principles of the RCIW programme.
- ◆ To continuously monitor the progress of the project.
- ◆ To mobilize support from the beneficiary groups, VDC and NGOs.
- ◆ To inspect programme implementation, resource mobilization and technical support.
- ◆ To provide support in the coordination and conducting of the programme by organizing regular meetings of the DPSU.
- ◆ To resolve any emergent conflicts.
- ◆ To convene quarterly meetings of the recently formed District Management Committee and to support appropriate integration and distribution of the available resources among the stakeholders involved.

Responsibilities of the DDC Secretary

- ◆ To observe and enforce observance of the principles of the RCIW programme as outlined in the Guidelines.
- ◆ To manage and control the materials (foodgrain, cash and construction materials) received for the programme and to disburse these materials in accordance with the recommendation of the technicians.
- ◆ To monitor the utilization of the project and its resources.
- ◆ To get the accounts audited and submit the report to the NPSU.
- ◆ To clear the irregularities seen in the auditing before the next auditing and to make arrangement for dispatching the monthly, quarterly and annual progress statement so that they reach the centre by the 7th of each (Bikram Samvat) month via an express medium.
- ◆ To monitor the chief of the DPSU.
- ◆ To submit the monitoring and evaluation reports and list of expenditures to the centre in time.
- ◆ To delegate the entire authority and responsibilities related to the management of the RCIW programme, except operation of accounts, to the chief of the DPSU.

- ◆ In the event of vacancy of the post of the Unit Chief (engineer) of the DPSU from the centre, to perform the daily activities through the DDC engineer and in the event of filling of the said post, through the engineer of the programme.
- ◆ If a situation for hiring a consultant for technical services arises, to get the entire work of the Unit Chief of the DPSU done through the engineer of the consultant agency in accordance with the Guidelines.
- ◆ To hold discussions on the programme at the staff meetings held every month by inviting the staff of the DPSU and to update the participants.

C. TA/District Unit (Implementing NGO)

Main Responsibilities

- ◆ To give necessary advice to the DPSU and the Unit Chief on all matters related to the programme.
- ◆ To assist the staff of the DPSU, especially in relation to identification, feasibility study, cost estimation of project and formation of user groups.
- ◆ To identify food-deficit areas, conduct training for the user committees, help the user committees to identify community problems and contribute to bringing about gender equity.
- ◆ To manage and conduct on-site training activities at the user committee level.
- ◆ To assist the DPSU in site preparation and project implementation.
- ◆ To assist the DPSU with respect to the suggestions to be made to the user committees regarding technical, organizational and administrative matters.
- ◆ To orient the members of the user committee regarding their responsibilities, tasks and duties as well as impart action-oriented training to the staff working at the project site, record keepers maintaining accounts of the user committee and members of the user committee.
- ◆ To assist the user committee to jointly conduct public audits along with the DPSU.
- ◆ To evaluate work progress and prepare progress reports jointly with the DPSU.

D. District Programme Management Committee

To carry forward the activities of the RCIW programme in a coordinated manner in accordance with the programme's objectives, there shall be a District Programme Management Committee (DPMC) comprising of Vice Chairman and Secretary of the DDC, team leader of the TA team (DPA or Coordinator), chief (programme engineer) of the DPSU in coordination with the DDC Chairmanship. The engineer of the programme shall act as the Member-Secretary to this committee. This committee shall hold its meetings at least twice a month. In respect of TA, in those districts where the Freed Kamaiya Food Security Project is being implemented and there is no District Programme Advisor (DPA), the technician of the TA shall represent. Apart from these, the representatives of other agencies concerned with the programme may be invited, as necessary.

Main Responsibilities

- ◆ To submit the annual programme for approval to the DDC after discussing it.
- ◆ To allocate work among the staff of the DPSU and the TA team, as necessary.
- ◆ To make available foodgrain, cash, tools and construction materials for project construction to the user committee in time.

- ◆ To make arrangements for submitting the progress reports to the centre in time.
- ◆ To coordinate between projects.
- ◆ To resolve emergent conflicts.
- ◆ To make necessary decisions as per the recommendation of the DPSU, regarding the purchase and transportation of construction materials, transportation of food-grains either through the user committee or through the office.

3. LOCAL LEVEL

The VDC user committee and user group or self-help groups are three main agencies of this programme at the local level. User groups can also be taken as self-help groups. The chief responsibilities of the VDC are to facilitate project identification and provide fund for payment to the needed unskilled labourers for project construction. The chief responsibility of the user group is to make available labour and take over the project management by forming user committees. The user committee may mobilize up to 20 per cent of people's participation. In micro projects, it is mandatory to mobilize labour contribution of 20 per cent of unskilled labour. The user committee has to take the responsibility for proper utilization of the resources received and the operation and repair and maintenance of the project.

A. Village Development Committee (VDC)

Primary Responsibilities

- ◆ To orient the rural people about the RCIW programme.
- ◆ To offer suggestions regarding feasible projects and to hold discussions about these projects with the villagers. Additionally, to mobilize participation of the users in order to promote the concept of self-reliance. To grant approval to the list prepared on the basis of priority of projects and to submit that list in writing to the DDC with the commitment of the VDC to make available the necessary amount.
- ◆ To help create a repair and maintenance fund and to collect money at the rate of Rs2,000 a year per km for that fund.
- ◆ To assist in the formation of user groups and user committees.
- ◆ To stand witness to the agreement to be concluded between the user committee and the LDO (DDC Secretary).
- ◆ As per the agreement, to release the amount to be borne by the VDC at the rate of Re1 per kg.
- ◆ To review the progress of the project at the VDC meetings on a regular basis.
- ◆ To assist the user groups and user committees in the monitoring and in the initiatives to solve the problems.
- ◆ To certify the inventory of the tools in charge of the user committee after the completion of the construction work.

B. User Group and User Committee

Main Responsibilities of the User Group

- ◆ To identify potential projects and to submit project proposals to the VDC.

- ◆ To assist the staff of the DPSU in matters concerning the project such as feasibility study, road layout, making available land and other matters.
- ◆ To mobilize people participation from beneficiary groups.
- ◆ To facilitate concluding of a contract agreement of at least five years between the landowners (VDC or any other agencies) concerned and the user committee to ensure use of fishponds by the users.
- ◆ To form result-oriented user committee (if possible in the presence of the DPSU staff and VDC representatives).

C. Responsibilities of the User Committee

- ◆ To orient the users on the terms and conditions and significance of the agreement in order to mobilize people's participation from the beneficiary groups.
- ◆ To make payment of wages (cash and foodgrain) to the labourers in accordance with their work based on the estimation of the technicians of the DPSU.
- ◆ To keep record of the visitors and their suggestions.
- ◆ To prepare progress report of the project once a month and submit it to VDC and DPSU.
- ◆ To conduct public audit of the project on a regular basis by convening meetings of the user groups. In such meetings, more than 50 per cent of the users, VDC representatives and DPSU staff must be present. The meeting shall conduct evaluation of the project progress. Only on the basis of this evaluation, demand for additional installment of rice and construction materials can be made.
- ◆ To solve any emergent problems.
- ◆ To settle and clear the accounts of the project with the DDC and the VDC in time after completing the project.
- ◆ To collect the tools used from the labours after the completion of the construction works and keep them secure and to submit the inventory of the returned tools to the DDC after certifying it from the VDC.
- ◆ To operate and repair and maintain the completed projects.

1. Tasks, Duties and Rights of the Chairperson of the User Committee

- ◆ To sign the agreement paper with the DDC in the presence of the VDC Chairperson and the Unit Chief of the DPSU.
- ◆ To fulfil all the functions and duties under own jurisdiction.
- ◆ To preside over the meetings of the committee.
- ◆ To make necessary arrangements for mobilizing the management expenditures of the committee.
- ◆ To issue necessary instructions for conducting the day-to-day activities of the committee.
- ◆ To convene meetings of the committee, as necessary.
- ◆ To implement the decisions of the committee.

2. Tasks, Duties and Rights of Vice Chairperson

- ◆ In the absence of the chairperson, to fulfil all the duties of the chairperson.
- ◆ To work in accordance with the objectives and working strategy of the committee.
- ◆ To assist the chairperson in carrying out the activities of the committee.

3. Tasks, Duties and Rights of Secretary

- ◆ To convene meetings of the committee in accordance with the chairperson's instructions or as demanded by situation and to make appropriate arrangements for conducting meetings.
- ◆ To maintain record of the decisions of the meetings of the committee in the project book and submit a copy to the DPSU.
- ◆ To keep the project books updated and to maintain proper records of the labour, rice, cash, tools and construction materials used in the project book.
- ◆ To maintain record of the visitors and their suggestions.
- ◆ To prepare the progress report of the project once a month and submit it to the VDC and the DPSU.
- ◆ To update the amount of cash the user committee deposited in its account with disclosures about the sources in the project book.
- ◆ To sign the agreement letter with the DDC in the presence of the VDC Chairperson.
- ◆ To properly store, protect and manage rice, tools and construction materials.
- ◆ To prepare an action-plan for use of labour and construction materials and accordingly make arrangements for their proper utilization.
- ◆ In districts implementing Food for Portage, to manage transportation of food by making proper arrangements for labour groups.
- ◆ To maintain proper record of labour, rice, cash and construction materials used.
- ◆ To register the daily attendance of the office bearers of the user committees involved in the work of the project in the project book.
- ◆ To control and supervise the entire financial transactions of the project.
- ◆ To present the statement of incomes and expenditures and the annual budget before the public audit meetings.
- ◆ To maintain the accounts of the project.
- ◆ To undertake any other work specified by the committee.

4. Tasks, Duties and Rights of Members

- ◆ To assist in the implementation of all the activities of the project in the prescribed manner.
- ◆ To assist in project implementation and repair and maintenance as prescribed by the committee from time to time.
- ◆ To motivate the users to mobilize people's participation.
- ◆ To build contacts and linkages with other institutions and individuals as necessary.

Notes:

1. This Guideline has been prepared to follow the concept and processes laid down in the agreement of the programme. It will provide additional support to the participatory project planning and implementation.
2. All the stakeholders of the programme are expected to benefit in terms of project implementation from this Guideline.
3. This Guideline will be revised on the basis of the experience gained in course of programme implementation.
4. In case of non-compliance with this Guideline, the programme support may be withdrawn.

For additional information, please contact the following address:

Ministry of Local Development
Rural Community Infrastructure Works
National Programme Support Unit
Sreemahal, Pulchowk, Lalitpur
Tel. No. 525992, Fax No. 534076
Email: mld@rciw.wlink.com.np

PART F

Annexes

Annex 1

**Rural Community Infrastructure Works Programme
Project Proposal Form
(To be filled in by user group)**

0 Description of the Project

Project Title			
VDC/Ward No.		District	
Type of Project		New or Ongoing	
Women Project		Date of Receipt of Form	

1 Objectives

Objectives of Project (in detail)	
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2 Benefit from the Project and Beneficiaries

Employees (immediate beneficiaries)	No. of households		Male		Female	
Users (long-term beneficiaries)	No. of landholders		Tenant		No. of women users	
Economic/Social Benefits (in detail)						

3 Technical Description

Details of Project				
Size, Area (Length, etc)		Area Benefited		Estimated date of project completion

4 Investment Description

No. of Daily Employees	Unskilled		Male		Female	
	Skilled		Male		Female	
Materials necessary from external sources						
Materials locally available						
Necessary tools						

5 Sources of Expenditures

People participation	Unskilled labourer		Cash		Materials	
To be made available by RCIW	Skilled labourer		Tools			
	Materials					
Other sources	Type/Source					

6 Management

Are you ready to take full responsibility?	
Do you have support of other organizations?	
What will be the arrangements for storing foodgrain and tools?	

7 Operation and Maintenance

How will you make arrangements for operation and maintenance?	
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8 Seal and Signature

If the project is approved, we users and labourers agree to perform work in accordance with the policy and rules of RCIW.

	Name	Signature		Name	Signature
1.			11.		
2.			12.		
3.			13.		
4.			14.		
5.			15.		
6.			16.		
7.			17.		
8.			18.		
9.			19.		
10.			20.		
VDC Representatives Present					
			Date and Venue of User Group Meeting		
			Date of Submission of Proposal		

Project Proposal Form
For Use by the VDC

Recommendation from the VDC

Prioritized by the VDC (Tick \checkmark against the given number)	1	2	3
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Amount Earmarked by the VDC		Date of Recommendation	
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Date and Signature of VDC Secretary

Date and Signature of VDC Chairperson

For Use by the DPSU Only

Recommendation of the DPSU

Feasibility Study (1 Feasible, 2 Not Sure, 3 Not feasible)	1	2	3
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Date of Receipt of Project		Date of Feasibility Study	
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Suggestion of the DPSU

Remarks (if any of the above topics needs clarification)	
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Signature Post and Date

Annexes 2/3

**RURAL COMMUNITY INFRASTRUCTURE WORKS PROGRAMME
Pre-feasibility Study Details**

0 Project related Description

Name of Project		Project No.	
VDC/Ward No		District	
Type of Project		Period of Completion of Work	

1 Objective

Objective of Project (Detail)	
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2 Benefit and Beneficiaries of the Project

Labourers (Receiving immediate benefits)	No. of Households		Male		Female	
Users (Obtaining long-term benefits)	Actual Landowners (No.)		Tenants (No.)		Female Users (no.)	
Economic benefits received					1, 2, 3	
Social benefits received					1, 2, 3	
Special benefits for women					1, 2, 3	
Special benefits for the disadvantaged					1, 2, 3	
Potential Environmental Impact 1. Can be tackled; 2. Medium; 3. Difficult to tackle						
Assessment: 1. Maximum benefit; 2. Average benefit; 3. Not much benefit						

3 Technical Details

Details of Project		Size, area, length	
Technical feasibility; 1. Can be done; 2. Can be done on fulfillment of certain conditions; 3. Not feasible			

4.1 Cost Breakdown

Details of work	Unit	No.	Unskilled Mandays	Needed unskilled labourer No.	Skilled labour Mandays	Needed skilled labourer No.

4.2 Cost Breakdown

Necessary materials (Name and Description)	Unit	No.	Rate (Rs)	Total Cost (Rs)

5 Source of Funding

Type Source	Food grain (unskilled labours)	Cash				Total
		Skilled labours	Unskilled labours	Transportation of materials and tools	Transportation of food grain	
Total cost (As per No. 4)						
Through People's participation (Users contribution)						
Received from VDC (VDC contribution)						
Received from RCIW						
Other support (type and donor organization)						
What percentage of total cost to be mobilized from people participation		1. Above 20% 2. 10-20% 3. Below 10%				

6 Management Aspect

Has the group done similar work in the past?	
Is there a possibility of receiving additional support from any NGO?	
Can the necessary labour be available at the local level?	
Can there be any social/political conflict?	
Feasibility of project from management aspect: 1. Is good 2. Could be problem 3. Not feasible	
If not feasible, why?	

7 Operation and maintenance

Feasibility of operation/maintenance by the users in the future		1, 2, 3	
Why? If problem, clarify			

Feasibility: 1. Seem capable 2. Possible 3. Not possible

8 Seal

Based on the jointly conducted pre-feasibility study the above details have been prepared					
Representatives of the user committee			Representatives of the VDC		
S.N.	Name	Signature	S.N.	Name	Signature
1.			1.		
2.			2.		
3.			3.		
4.			Date and venue of joint meeting		
5.					

Suggestion of DPSU

 Engineer
 DPSU
 Unit
 Signature and Date
 Date

Is the project feasible or not

 Representative
 GTZ District
 Signature and