

Overall Duration		1 hour 15 mins
Total Number of Slides		43
Plan for Practical Exercises	No.	0
	Duration	
	Timing within Presentation	
Reference Material		RMG Guidelines (March 2014)

Slide Headings	Bullet Points	Key Messages	Time (mins)
1. Title Slide	<i>(4H) RMG Refresher</i> <i>Presentation for LRN Training</i> Presenter's Name Date of Presentation	Presenter introduces themselves and the module – 'RMG Refresher'	1
2. Module Contents	<ul style="list-style-type: none"> • Introduction to RMG Approach • RAP3 Design/Piloting (Guidelines) • Typical Works Covered • Implementation (work plan/payments) • Experiences so far 	• Module contents are as per list on slide	1
3. Introduction	Start of new section (sub-title slide)	Introduce new section – 'Introduction'	1
4. RMGs - Background	<ul style="list-style-type: none"> • Local workers '<u>permanently</u>' contracted (on renewable basis) to carry out regular road maintenance as a Group • Widely applied in Latin America (norm for routine/recurrent maintenance) • Introduced in Asia in 2007 (e.g. Nepal - ILO pilot in 2008-2009, China, Vietnam, India) • Mainly for '<u>routine & recurrent</u>' maintenance interventions 	<ul style="list-style-type: none"> • Background to RMGs is as per points on slide • For '<u>permanently</u>' read this as '<u>continuously</u>' – they are not permanent in the sense of 'workers rights' but in terms of developing long-term experience and dedication • Key principle is that workers work in groups vs. length-worker approach • First used in Latin America and is now the norm there for routine/recurrent maintenance • First introduced in Nepal in 2008-2009 • RMG approach is primarily used for '<u>routine & recurrent</u>' maintenance interventions 	2


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5. RMG - Objectives	<ul style="list-style-type: none"> • Continuous road care • Emphasis on preventative interventions (N.B. water management) • Target roads in good/fair condition • Capitalise on the benefits of group/team efficiencies • Simplicity and <u>Sustainability</u> 	<ul style="list-style-type: none"> • Preventative measures are focus • RMGs are most useful when working on roads that are already in good/fair condition – maintain roads at that level, RMGs should start immediately following construction of a new road • Groups/teams can achieve more than individuals/length-workers, increases the capacity for maintenance works • Simple and sustainable approach, must be sustainable in order for DDCs to continue to use the approach at the end of RAP 	2
6. Groups vs. 'Length-workers'	<ul style="list-style-type: none"> • Grouping of Workers by Road (Section) • Fewer contracts, payments, inspections • Fair distribution of workload • Workers more motivated • Better able to respond to large works • More efficient use of tools and equipment • Contract with group instead of individuals - no 'employee' status 	<ul style="list-style-type: none"> • RMGs are formed for particular sections of road, normally with 1 person per ~1.5km (i.e. groups of 6-7 people for 10km road section), length-workers • Working with groups rather than length-workers results in fewer contracts, payments and inspections – one contract per group, rather than multiple contracts for multiple length-workers, same for payments, same for inspections • Workload is more fairly distributed – length-workers may have huge variety in work load, one length-worker may be responsible for a very easy section of road whilst another may be responsible for a more difficult section or road, whereas groups work together and so work is equitably distributed • Working in a group is more motivating and morale will be higher • Groups are better positioned to deal with large works – e.g. if a boulder blocks a road a length-worker would be unable to move it but a group of workers can 	3


Slide Headings	Bullet Points	Key Messages	Time (mins)
		<ul style="list-style-type: none"> • Tools and equipment – need to provide one of everything to each length-worker, groups do not require for each person • Contracting a group rather than an individual means that there are no issues around length-workers having employee status, particularly important over long term 	
7. Contracting System	<p>Three Typical Approaches Commonly Practiced:</p> <ul style="list-style-type: none"> • <u>Input-based</u> (days worked) – e.g. 'length-persons' • <u>Volume-based</u> (Bill of Quantities) – e.g. 'RBG works' • <u>Performance-based</u> (performance standards) 	<ul style="list-style-type: none"> • There are three approaches to contracting that are commonly used • Input-based, contracts (and payments) are based on number of days worked, e.g. length-worker paid a daily rate • Volume-based (BoQs), contracts (and payments) are based on the volume of work completed, e.g. RBGs are paid based on the volume of work completed each month • Performance-based, contracts (and payments) are based on certain 'performance standards' being met / maintained, e.g. vegetation along roadsides is always 30cm tall or less, number of potholes in a 1km section of road is always less than X, etc. 	2
8. Contracting System Contd.	<ul style="list-style-type: none"> • RAP3 Pilot Approach: <ul style="list-style-type: none"> ○ Initially '<u>hybrid system</u>' combining all three approaches ○ Instruct through monthly '<u>workplan</u>' balancing volume of work with 50% time input (say 11 days / mth). ○ Gradual transition toward full 'performance based system' ○ Speed of transition depends on uptake of skills by RMGs, and; bringing road to a fully good maintainable condition through supplementary inputs (e.g. by UCs / Contractors) 	<ul style="list-style-type: none"> • RAP3 RMG approach currently being piloted in 14 districts • Contracting system was initially a hybrid system using all three contracting approaches outlined on slide no. 7 • RMGs must work to a monthly work plan, balances volume of work with time input, part-time (~11 days/month) • Eventually contracting will be fully performance based 	2




Slide Headings	Bullet Points	Key Messages	Time (mins)
		<ul style="list-style-type: none"> • Time required to move to fully performance based contracting depends on RMGs ability to develop and build their capacity, and the time required to bring the roads they are maintaining to a fully maintainable condition – RMGs are most effective when working on roads that are in fair / good condition 	
9. RAP3 Design (Piloting)	Start of new section (sub-title slide)	Introduce new section – ‘RAP3 Design (Piloting)’	1
10. RAP3 Approach	<ul style="list-style-type: none"> • RMG Guideline (March 2014) – endorsed by DoLIDAR • Training Materials (5 modules + ‘Trainer’s Guide’) • Initially ‘<u>hybrid system</u>’ combining all three approaches (input/volume/performance) • Instruct through monthly ‘<u>work plan</u>’ balancing volume of work with 50% time input (say 11 days/mth) 	<ul style="list-style-type: none"> • RAP3 approach is being piloted in 14 districts (as mentioned on slide no.8) • The guidelines were produced in March 2014, and endorsed by DoLIDAR, 2nd revision of the guidelines will be circulated in November 2014 • Training materials were developed based on the guidelines, 5 modules (theory) + practical work (2 days total), trainer’s guide also prepared • As per slide no.8, using hybrid contracting system • Monthly work plan used to balance volume with part time input, defines work to be carried along each section road 	2
11. RAP3 Approach Contd.	<ul style="list-style-type: none"> • Gradual transition toward full ‘performance based system’ • Speed of transition: uptake of skills by RMGs, and; road attaining good maintainable condition (supplementary inputs (e.g. by UCs / Contractors) • DDC provide tools/safety gear/first-aid kit • RMGs complete two day training (theory and practical) following formation 	<ul style="list-style-type: none"> • As per slide no.8, moving towards fully performance based system, time required based on duration to get roads to maintainable condition and RMGs to pick up required skills. Performance based systems have the benefit of simplicity once established. • DDC are responsible for providing required tools/equipment to each RMG • RMGs must complete the two day training before beginning work – training does not end there though, on the job training and guidance must be 	2



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		<p>provided on an on-going basis to the RMGs, will support transition to fully performance based contracting system</p>	
12. Number of Workers	<ul style="list-style-type: none"> • Part-time employment of workers <ul style="list-style-type: none"> ○ Allows combination with other responsibilities – e.g. agriculture, livestock, household, children ○ Allows more people to be employed and earn income • Approximately half-time (50% time) <ul style="list-style-type: none"> ○ Earn an interesting income (avoid drop-outs) ○ Ensure adequate experience gained ○ Controllable numbers of workers/costs ○ Ensure timely maintenance 	<ul style="list-style-type: none"> • RMGs work part time, this allows for a balance with other responsibilities (particularly important for women members, should be at least 33%) and allows more people to be employed and benefit from earning an income as part of an RMG • Decision to have RMGs work approximately 50% of the time is based on other experiences with different %s, 50% was found to be the optimum amount because of the points in the list on the slide • Inputs based on approx. 100 person days / km / year 	2
13. Number of Workers Contd.	<ul style="list-style-type: none"> • Productivity (person-days per kilometre per year) <ul style="list-style-type: none"> ○ Each person working 100-150 days per year (11 days per month) – 1 person for every 1.0 - 1.5 km 	<ul style="list-style-type: none"> • 1 person for every 1-1.5km = ~6-7 people per 10km, depends on the road and the works required / expected • Working ~11 days per month / 100-150 days per year 	1
14. Costs	<ul style="list-style-type: none"> • Largely dependent on wage rates <ul style="list-style-type: none"> ○ NPR 300 per day (or 'District rate') ○ 100 person-days/km/year → NPR 30,000/km/year for wages • Tools, safety equipment, accident insurance, allowances – provided by DDC <ul style="list-style-type: none"> ○ 10% of wage costs (if multiple years) → NPR 3,000/km/year 	<ul style="list-style-type: none"> • Costs associated with RMGs are quite low – important for the sustainability of the approach • Wages are biggest component of total costs, annual wages depends on rates, District rate must be adopted • Example of 300 NPRs/day on slide (might be quite low) = 30,000 NPRs/km/year for wages • Tools/equipment/accident insurance, etc. provided by the DDC, roughly calculated to be 10% of annual wage costs • Example on slide 10% of annual wage costs = 3,000NPRs/km/year 	2


Slide Headings	Bullet Points	Key Messages	Time (mins)
15. Costs Contd.	<ul style="list-style-type: none"> • Materials <ul style="list-style-type: none"> ○ Mainly earthen roads + small portion of gravel roads ○ Transport main cost ○ Average 7% of wage costs → NPR 2,000/km/year • Total cost in order of NPR 35,000 – 40,000/km/year 	<ul style="list-style-type: none"> • Limited materials requirement as the RMGs work mostly on earthen roads, very small portion of roads covered are gravel roads • Main cost associated with materials is transport, particularly for far-west Districts, e.g. Jumla • Materials generally taken as 7% of wage costs per year • Example on slide 7% of wage costs = 2,000NPRs/km/year • Sum of all the costs – wages + tools/equipment + materials = 35,000-40,000 NPRs/km/year • Low cost approach 	2
16. RMG Formation	<ul style="list-style-type: none"> • RMGs must be formed of people: <ul style="list-style-type: none"> ○ 16 to 60 years of age ○ Able to work / interested to work ○ From areas along the road (wards) ○ Priorities to the poorest ○ At least 33% must be women ○ Priorities to the Dalit & Janjati (disadvantaged groups) ○ Various selection methods are available 	<ul style="list-style-type: none"> • RMG members must be selected as per the criteria listed on the slide 	1
17. RMG Contracts	<ul style="list-style-type: none"> • Understandable (simple and in Nepali) • It must include the following information: <ul style="list-style-type: none"> ○ Define who the RMG is ○ Identify the members ○ Defines the roles and responsibilities of the RMG ○ Lists activities to be carried out ○ Describes the formation of RMG ○ List of tools and equipment to be issued ○ Outlines training requirements ○ Work plan – how to prepare, frequency prepared etc. ○ Performance Standard of road elements (key for payment) 	<ul style="list-style-type: none"> • RMG contracts must be simply laid out and prepared in Nepali (using straightforward language) • RMG contracts must contain the information as listed on the slide 	2


Slide Headings	Bullet Points	Key Messages	Time (mins)
	<ul style="list-style-type: none"> ○ Payment and allowances covered 		
<p>18. RMG Safety Equipment and Tools</p>	<p>Table</p> 	<ul style="list-style-type: none"> ● Table is taken from RMG Guidelines, Annex 2, page 28 ● Provides guidance on the safety equipment and tools required by the RMGs, and details the purpose of the tools/equipment 	<p>1</p>
<p>19. Training of RMGs</p>	<ul style="list-style-type: none"> ● 2 days of training (1 classroom; 1 field work) ● Training is <u>not</u> just a one-off event provided when RMGs first formed ● Essential to follow-up with further training as needed (refresher training) ● Additional training when new techniques arise ● On-the-job training with the provision of support and advice during <u>every</u> site visit 	<ul style="list-style-type: none"> ● Two day 'induction' training before beginning work as an RMG, includes 1 day of theory and 1 day of practical work ● Training is not just a one-off event ● Must provide refresher training and training on new techniques / work tasks when required ● On the job training is very important, should be provided during every site visit ● Will all contribute to the transition to performance based contracting and improved maintenance of the roads 	<p>2</p>
<p>20. Types of Work Covered</p>	<p>Start of new section (sub-title slide)</p>	<p>Introduce new section – 'Types of Work Covered'</p>	<p>1</p>
<p>21. Maintenance Activities</p>	<ul style="list-style-type: none"> ● Maintenance activities of RMGs need to include: <ul style="list-style-type: none"> ○ Preventing damage / care (routine maintenance) ○ Repairing minor damage (recurrent maintenance) ○ Creating basic protection measures (minor specific maintenance) ○ Keeping road passable (minor emergency maintenance) 	<p>RMG activities:</p> <ul style="list-style-type: none"> ● Routine maintenance – e.g. cutting vegetation in road shoulders ● Recurrent maintenance – e.g. filling potholes in a gravel road, or clearing blocked pipe culverts ● Minor specific maintenance – e.g. constructing a small dry-stone retaining wall, RMGs should not 	<p>2</p>

Slide Headings	Bullet Points	Key Messages	Time (mins)
		be working on larger specific maintenance works, e.g. construction of drains or retaining walls • Minor emergency maintenance – e.g. clearing a very small landslide or reopening a very wet / marshy road stretch by locally filling ruts with stones, there are restrictions, can only work on landslides <5cu.m	
22. Maintenance Activities Contd.	• Limited to minor repairs (small groups): <ul style="list-style-type: none"> ○ Needs to be supplemented by additional interventions, e.g. UCs or Contractors in case of larger works (emergency, specific and periodic maintenance) 	• Repairs – i.e. within the size capability of the small group; they are not really intended to get involved with heavier works like gabion construction etc. for the larger maintenance interventions they need to be supported by UCs, contractors in case of larger works	1
23. Maintenance Activities Contd.	1. Preventing damage by clearing of: <ul style="list-style-type: none"> ○ Obstacles and landslides ○ Side drains and causeways ○ Culverts and bridges ○ Cutting vegetation along the road ○ Bank formations in the road shoulder (trimming off) ○ Loose material from slopes above the road 	Photo  • Examples of prevention activities are as per list on slide • Photo shows an RMG clearing a side drain	2
24. Maintenance Activities Contd.	Photos	• Photos show RMGs carrying out prevention activities • Photo on the left shows trimming off / bank formations in the road shoulder and photo on the right shows the cutting of vegetation along the road	1

Slide Headings	Bullet Points	Key Messages	Time (mins)
			
<p>25. Maintenance Activities Contd.</p>	<p>2. Repairing minor damage</p> <ul style="list-style-type: none"> ○ Drainage ditches and cross drainage structures ○ Ruts, rills and potholes ○ Cuts in the road shoulder ○ Retaining walls ○ Backfill over culverts (especially in the Terai) ○ (Surfaced roads only after gaining experience or with skilled workers) <p>Photo</p> 	<ul style="list-style-type: none"> ● Examples of repairs to minor damage which can be made by RMGs are as per list on slide ● Photo shows an RMG patching damaged road section 	<p>2</p>
<p>26. Maintenance Activities Contd.</p>	<p>Photos</p> 	<ul style="list-style-type: none"> ● Photos illustrate minor repairs that RMGs can make to roads ● Photo on left shows an RMG working to fill in ruts and potholes and the photo on the right shows an RMG working to draw water away from a water-logged section of road (latter is an example of 'emergency maintenance' in this serious state) 	<p>1</p>

Slide Headings	Bullet Points	Key Messages	Time (mins)
27. Maintenance Activities Contd.	<p>3. Creating basic road protection measures</p> <ul style="list-style-type: none"> ○ Earthen side drains ○ Small stone-paved water crossings ○ (Temporary) diagonal diversion drains across the road ○ Dry stone retaining walls ○ Protection of slopes by planting vegetation <p>Photo</p> 	<ul style="list-style-type: none"> ● Examples of RMG activities related to creating basic road protection measures are as per the list on the slide ● Photo shows an RMG backfilling some minor scour in front of the drain N.B it would <u>not be suitable</u> for RMGs to construct drains of this nature (suitable only for Contractor / UC) 	2
28. Maintenance Activities Contd.	<p>Photos</p> 	<ul style="list-style-type: none"> ● Photos illustrate RMGs creating basic road protection measures ● Photo on the left shows an RMG creating a temporary diagonal diversion drains across the road and the photo on the right shows and RMG filling a waterlogged impassable area with stones 	1
29. Maintenance Activities Contd.	<p>4. Keeping road passable</p> <ul style="list-style-type: none"> ○ Emergency surface repairs <p>Photo</p>	<ul style="list-style-type: none"> ● RMG role in keeping roads passable is as per list on slide ● Photo shows an RMG managing surface water on a road 	2

Slide Headings	Bullet Points	Key Messages	Time (mins)																						
	<ul style="list-style-type: none"> Opening road in case of large landslide or washout 																								
30. Monthly Work Plan; Inspection and Payment	Start of new section (sub-title slide)	Introduce new section – ‘Monthly Work Plan; Inspection and Payment’	1																						
31. Performance Standards	<ul style="list-style-type: none"> Performance Standards: <u>‘determine the condition of road elements by defining allowable defects’</u> see Guidelines p.18, e.g. <ul style="list-style-type: none"> ‘vegetation within 1m of road edge is < 30 cm high’ There are no potholes larger than 30 centimetres, no ruts, rills or gullies deeper than 5 centimetres Less than one-quarter of the cross section at any point in the side drain is blocked, etc. 	<ul style="list-style-type: none"> Performance standards – targets that govern RMG work, creates targets Performance Standards: <u>‘determine the condition of road elements by defining allowable defects’</u> see Guidelines p.18 Examples of performance standards are as given on slide 	2																						
32. Task Rates	<ul style="list-style-type: none"> Provided on Pages 20-21 of Guideline – provide suitable ranges of work output norms for each activity + Table <table border="1" data-bbox="495 963 1225 1161"> <thead> <tr> <th>Road element</th> <th>RMG maintenance activity</th> <th>Approximate person day</th> </tr> </thead> <tbody> <tr> <td>Road</td> <td>Clearing obstacles and obstacles</td> <td>3 - 4 m²</td> </tr> <tr> <td rowspan="4">Surface or gravel surface</td> <td>Repairing ruts, rills, gullies, potholes, corrugation</td> <td>10 - 15 m²</td> </tr> <tr> <td>Creating waterbars</td> <td>20 - 40 m</td> </tr> <tr> <td>Creating dry stone pitching, stone-paved ditches</td> <td>2 - 3 m²</td> </tr> <tr> <td>Drainage (preparing sidegrade and gravel laying)</td> <td>8-8 m²</td> </tr> <tr> <td rowspan="3">Road shoulder</td> <td>Repairing ruts, rills, gullies, potholes</td> <td>10 - 15 m²</td> </tr> <tr> <td>Repairing cuts and widening shoulder</td> <td>2 - 3 m²</td> </tr> <tr> <td>Removing banks</td> <td>3 - 4 m²</td> </tr> </tbody> </table>	Road element	RMG maintenance activity	Approximate person day	Road	Clearing obstacles and obstacles	3 - 4 m ²	Surface or gravel surface	Repairing ruts, rills, gullies, potholes, corrugation	10 - 15 m ²	Creating waterbars	20 - 40 m	Creating dry stone pitching, stone-paved ditches	2 - 3 m ²	Drainage (preparing sidegrade and gravel laying)	8-8 m ²	Road shoulder	Repairing ruts, rills, gullies, potholes	10 - 15 m ²	Repairing cuts and widening shoulder	2 - 3 m ²	Removing banks	3 - 4 m ²	<ul style="list-style-type: none"> The amount of work an RMG is able to carry out in a month will depend on the number of available person-days and the amount of work that can be carried out per person-day (the task rate) Guidance for task rates / work output norms for wide variety of RMG tasks are provided on pages 20-21 of the RMG guidelines Table provides the approximate amount / person day (cu.m) for RMG maintenance activities, as per road elements 	1
Road element	RMG maintenance activity	Approximate person day																							
Road	Clearing obstacles and obstacles	3 - 4 m ²																							
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	Removing banks	3 - 4 m ²																							
33. Monthly Work Plan	<ul style="list-style-type: none"> Work Plan: <u>defines the road elements and road sections where performance standards will be applied</u> 	<ul style="list-style-type: none"> Work plan is as per points on slide 	1																						

Slide Headings	Bullet Points	Key Messages	Time (mins)
	<ul style="list-style-type: none"> Balances the volume of work with 50% time input (say 11 days/month) using indicative task-output-rates to bring elements of road within stated 'performance standards' 		
34. Monthly Work Plan Contd.	<ul style="list-style-type: none"> Supervisor assesses the appropriate Work Plan content by: <ul style="list-style-type: none"> Identifying road elements not meeting performance standards Prioritising these based on activity and season Assessing the workload in terms of person-days based on 'task-rates' Matching the Work Plan to the available work-days (approx. 11 days/person/month) 	<ul style="list-style-type: none"> Work plan content is prepared based on factors as listed on slide Work should cover the whole road on a priority basis rather than working on all activities starting from one end of the road toward the other 	2
35. Example Work Plan	<p>Table</p> 	<ul style="list-style-type: none"> Table shows an example work plan Columns on left define road element and related maintenance activity Columns on right refer to specific kms of road section covered by RMGs Green boxes indicate that a certain maintenance activity must be carried out on that particular km(s) of road 	1
36. Inspections	<ul style="list-style-type: none"> Informal inspections carried out as required Formal Monthly Inspection: <ul style="list-style-type: none"> Check for the sections/activities indicated on the Work Plan that the Performance Standards are now met In case of deficiencies states details of the outstanding problem In case of repeated deficiencies after a 'warning' assesses a deduction based on amount of incomplete work (by applying task-rates) 	<ul style="list-style-type: none"> Informal inspections during regular site visits, part of on the job training for RMGs. Normally aim to visit around once per week on average. Formal monthly inspection is carried out as per list on slide 	2

Slide Headings	Bullet Points	Key Messages	Time (mins)
	<ul style="list-style-type: none"> ○ Records number of person-days spent (from RMG log) – for monitoring purpose not payment ○ Preparation of Work Plan for the following month 		
37. Payments	<ul style="list-style-type: none"> ● Standard Monthly Payment: <ul style="list-style-type: none"> ○ Based on District Rate ○ Monthly Wage Payment – amount stated in Contract (typically based on 11 days/person/month) ● Allowances: <ul style="list-style-type: none"> ○ Transport allowance – for attendance at DDC ○ Tools/Equipment allowance (repairs/sharpening) – normally a fixed monthly amount 	<ul style="list-style-type: none"> ● A standard monthly payment is made to RMGs ● Calculated based on District rates and monthly wage payment must be as stated in contract (refer back to slides 14 and 15 regarding costs) ● Transport allowance provided for required trips to DDC ● Tools/equipment allowance, fixed monthly amount, covered by DDC (as per slides 14 and 15) 	1
38. Payments Contd.	<ul style="list-style-type: none"> ● Advance: <ul style="list-style-type: none"> ○ Advance Payment may be made in appropriate cases (typically ½ month's standard payment) ● Deductions: <ul style="list-style-type: none"> ○ Apply in case of deficiencies ○ Assessed based on task-rate input for incomplete items from Work Plan ● Made to the RMG as a Whole: <ul style="list-style-type: none"> ○ Paid into RMG bank account ○ Distribution amongst members is RMG responsibility (monitored by SC) 	<ul style="list-style-type: none"> ● Advance payments can be made in for example when the RMG is just starting i.e. to get through their first month ● Deductions apply in cases where an RMG has failed to complete the required work as specified in the work plan ● Payments must be made to the RMG as a whole, not to individuals within the group ● Payments must be made to the RMG bank account ● The RMG members are then responsible for distributing the payment, this must be monitored by the SC 	1
39. Issues Faced During Implementation	Start of new section (sub-title slide)	Introduce new section – 'Issues Faced During Implementation'	1
40. Common Issues Faced	<ul style="list-style-type: none"> ● 11 days (part-time) – necessary to maintain sufficient group team numbers + keep costs manageable ● Flexibility in working (can be ½ days, full days, clustered days – to suit group's wish) ● Some are re-measuring work – N.B. should be fixed monthly payment 	<ul style="list-style-type: none"> ● Common Issues: ● Often issues related to 11 days work per month / part-time, approximately 11 days per month is optimum and is required to keep group numbers at the right level and keep costs manageable, also allows more people to work within in RMGs 	2

Slide Headings	Bullet Points	Key Messages	Time (mins)
	<ul style="list-style-type: none"> • Slow payment to workers • Poor selection of workers – some disinterested from the start • Insufficient female members • Late supply of Safety Gear (N.B. hold stock) 	<ul style="list-style-type: none"> • RMG members decide when they work, not the SC, not the Social Mobiliser, the RMG members select when they work and how they manage their days – can work ½ days, full days, any configuration of days that suits them is accepted. However the Supervisor should be informed when the group will be working so that inspections can be arranged to coincide. • Work is <u>not</u> re-measured for payment, a fixed monthly payment is agreed with the RMGs, measurement is only required if deductions are necessary (as discussed on slide no. 38) • Payment to workers has been very slow in some cases, it is essential that payments are made promptly, RMG members will become demotivated if payments are not made promptly • In some cases workers have been selected who are not interested in working as part of an RMG and so do not contribute greatly to the group or do not stay • Female members should make up a minimum of 33% RMG members but in many cases this is not happening, need to increase numbers of female members • Some RMGs received their safety gear very late, it's good to hold some stock of safety gear in District offices to ensure that all teams have appropriate PPE at all times 	
41. Common Issues Faced Contd.	<ul style="list-style-type: none"> • Avoid working from one end of road on all activities – should instead prioritise • Keep photo records (before/after works) 	<ul style="list-style-type: none"> • RMGs should <u>not</u> start implementing work plan at one end of the road section and work to the other end, works should be prioritised • Record works carried out, before and after photos, a lot of RMG works are very difficult to see without having before and after records 	2

Slide Headings	Bullet Points	Key Messages	Time (mins)
	<ul style="list-style-type: none"> • Should limit work largely to Routine and some Recurrent (not intended for Specific Maintenance / heavy interventions) • Need to keep copy of Work Plan at Site • Guide the workers in terms of setting out and understanding / reminding on the work plan 	<ul style="list-style-type: none"> • RMGs should be focused on routine and recurrent maintenance • RMGs must have a copy of the work plan on site with them at all times, the work plan defines what maintenance activities they must implement and where, important to have it available at all times • SC must provide guidance and support to RMGs on setting out and understanding the work plan 	
42. Sustainability	<ul style="list-style-type: none"> • Commitment by DDCs • Keep simplicity of approach (N.B. payment system) • Transition to 'Performance- based' approaches • Keep costs reasonable – affordable • System review – planned after Dasain 	<ul style="list-style-type: none"> • Sustainability of the RMG approach is dependent on DDC commitment, RMGs will only be sustainable if the DDCs feel that it is a useful way to manage routine/recurrent maintenance and so continue to use the approach post RAP • In order to be sustainable the simplicity of the approach must be maintained, particularly important for the payment system • Moving to fully performance-based contracting system will further ensure sustainability • RMGs are an affordable / cost effective way to carry out routine/recurrent maintenance, with the added benefit of employment creation • Review of RMG approach carried out in November 2014 	1
43. End	End of Presentation	10 minutes allowed at the end of the presentation for questions	10