

Program Operation Manual

On-the-Job Skill Upgrading Initiative (OJOSUI) – Technical Assistance to National Academy of Vocational Training for effective implementation of workplace-based (apprenticeship) training Supported by the World Bank Group

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Chapter 1: INTRODUCTION

1.1 Purpose of the Manual

This manual supports the implementation of NAVT's workplace-based apprenticeship training program. The initiative is designed to capitalize on employment opportunities within the domestic labour market by enhancing the skills and employability of the Nepali workforce. It aims to increase trainees' access to jobs and provide employers with suitably skilled personnel. The program contributes to improved business productivity, poverty reduction, and the development of a competent labour force for both national and international markets. This manual outlines the procedures for planning, implementing, monitoring, and evaluating the program in accordance with the workplace-based apprenticeship training operational procedural guidelines, 2081, and other applicable NAVT regulations.

1.2 Objectives

The manual aims to clearly define the structure and processes of the workplace-based apprenticeship training program. It ensures that training is delivered in a systematic, disciplined, and high-quality manner while complying with all relevant laws, policies, and standards.

1.3 Short Title and Commencement

1. The name of this manual is "Workplace-Based (Apprenticeship) Training Program Operation Manual, 2081".
2. This manual becomes effective upon approval by the Program Coordination Committee (PCC) of NAVT.

1.4 Definitions of Key Terms

Unless the context requires otherwise, the terms used in this manual are defined as follows:

1. "Manual" means this Program Operational Manual (POM) prepared by the Academy to manage workplace-based (apprenticeship) training.
2. "Program" means workplace-based (apprenticeship) training program implemented by the Academy.
3. "Workplace-based (apprenticeship) training" means a practice-oriented method of teaching and learning the knowledge, skills and attitudes required by the trainee to perform a specific task while working at the workplace, using the machinery, tools, equipment, documents, knowledge and trainers of the existing workplace.
4. "The Academy" means the National Academy of Vocational Training (NAVT) under the Ministry, located in Bhainsepati, Lalitpur, or its centers in Itahari, Koshi Province, and Butwal, Lumbini Province.
5. "Trainee" means an individual selected for workplace-based (apprenticeship) training.
6. "Project Coordination Committee (PCC)" means the committee formed as per workplace-based (apprenticeship) training operation procedural guidelines, 2081, responsible for overseeing the program.

7. "Ministry" means the Ministry of Labour, Employment and Social Security (MoLESS).
8. "Employer" means any company, private firm, partnership firm, cooperative organisation or association or other organisation established, incorporated, registered or formed or in operation for the purpose of carrying out an industry, business or service in accordance with the prevailing law, whether for profit or not.
9. "Committee" means the Program Coordination Committee (PCC) referred to in Section 3 of Chapter 2 of the Manual.
10. "Social Security Fund" means the fund established under the Contribution-Based Social Security Act.
11. "CTEVT" means The Council for Technical Education and Vocational Training.
12. "NATHM" means Nepal Academy of Tourism and Hotel Management.

1.5 Overview of the Workplace-Based (Apprenticeship) Training Program

1. *Program Description and Importance:*

The program provides practical, on-the-job training by placing participants in real workplaces. Guided by experienced trainers, trainees acquire industry-relevant skills that align with specific occupational needs.

2. *Target group:*

Unemployed Nepali citizens aged 18 to 50 with basic literacy are eligible. Employers may specify additional educational or technical requirements for specific occupations, which will be included in the published curriculum and call for applications.

3. *Training duration:*

Training will last a minimum of one month and a maximum of six months, as outlined in the approved curriculum. This will be followed by a guaranteed employment period.

4. *Training hours:*

Training schedules will align with the standard working hours of the respective employer.

5. *Curriculum Use:*

Curricula approved by NAVT or recognized by the Government of Nepal will be used for training.

6. *Curriculum Development (if unavailable):*

If a curriculum for a specific occupation does not exist, NAVT will collaborate with selected employers to develop or revise one. A dedicated team, which includes the employer's representative or trainer, an expert worker, and a NAVT official, will prepare recommendations specifying required competencies and trainee designations.

7. *Curriculum Approval:*

The Committee will approve curricula and training manuals developed as per the process in point 6.

8. *Training Delivery Approach:*

Training may be fully workplace-based or may combine practical training with minimal theoretical instruction. Life skills training will be provided as outlined in the curriculum.

9. *Employment guarantee:*

Employers must provide post-training employment according to the following minimum guarantee periods:

S.N.	Training Period	Minimum Employment Guarantee Period After Training
1	One Month	Two Months
2	Two Months	Three Months
3	Three Months	Four Months
4	Four to Six Months	Six Months

10. *Training Wage (NAVt responsibility):*

NAVt will cover the minimum wage for trainees during the training period, including contributions to the Social Security Fund.

11. *Trainer Cost (NAVt responsibility):*

NAVt will pay trainers an amount equivalent to the minimum salary of a non-gazetted first-class officer or equivalent for the training period.

12. *Training Resources Cost (Employer's Responsibility):*

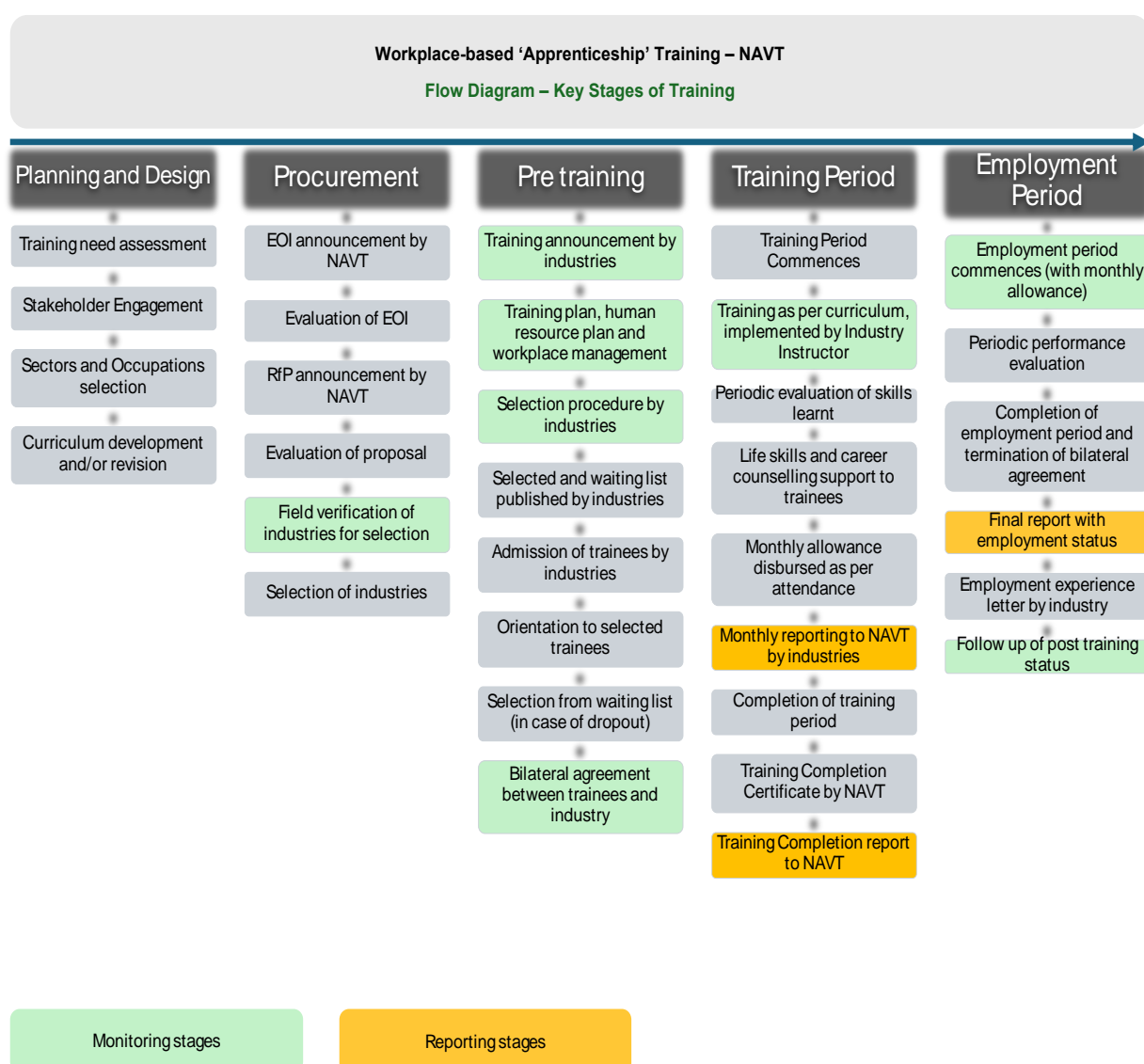
Employers will provide and maintain raw materials, tools, machines, and essential workplace facilities such as restrooms, chairs, changing rooms and safety equipment.

13. *Employment Period Wage (Employer's Responsibility):*

Employers will pay the trainee's minimum wage, including Social Security Fund contributions, during the post-training employment period.

1.6 Key stages of workplace-based (apprenticeship) training

The flow diagram below outlines the systematic process for implementing NAVT's workplace-based apprenticeship training program. The process is organised into five key stages: Planning and Design, Procurement, Pre-training, During Training, and Post-training. It also incorporates monitoring and reporting elements to ensure quality and accountability throughout the training cycle.



Chapter 2: Institutional Arrangements

2.1 Program Coordination Committee (PCC)

2.1.1 Membership, Composition, and Governance Structure

To guide and coordinate the implementation of the workplace-based (apprenticeship) training program, a Program Coordination Committee (PCC) shall be established. Its composition is as follows:

Chairperson:

- Executive Director, National Academy of Vocational Training (NAVIT)

Members:

1. Head, Training Section, Ministry of Labour, Employment and Social Security
2. Undersecretary or Representative, Ministry of Industry, Commerce and Supplies
3. Undersecretary or Representative, TVET Division, Ministry of Education, Science and Technology
4. Director, Department of Labour and Occupational Safety
5. Officer-level Representative, Council for Technical Education and Vocational Training (CTEVT)
6. Representatives (designated by their Chairpersons) from:
 - Federation of Nepalese Chambers of Commerce and Industry (FNCCI)
 - Confederation of Nepalese Industries (CNI)
 - Federation of Nepalese Cottage and Small Industries (FNCSI)
7. Chairperson or Representative, Joint Trade Union Coordination Centre (JTUCC)

Member-Secretary:

- Director, NAVIT

Additional Provisions:

- Subject experts, industry representatives, or program managers may be invited as needed.
- The PCC shall determine its own meeting procedures.
- NAVIT shall host the PCC Secretariat and arrange logistics and allowances in accordance with prevailing laws.

2.1.2 Roles and Responsibilities of the PCC

The PCC shall carry out the following key functions:

1. **Interagency Coordination:** Foster collaboration among government agencies, industries, and business associations to enhance skilled workforce development.
2. **Policy Guidance:** Offer feedback and recommendations to NAVT, including:
 - Formats for partnership agreements
 - Employer incentives and support
 - Operational problem-solving
3. **Curriculum Oversight:** Endorse the development, validation, and standardization of workplace-based training curricula in accordance with expert recommendations.
4. **Sector Identification:** Suggest adding or removing sectors/occupations based on market demand and national priorities.
5. **Research and Feedback:** Conduct studies on the relevance, efficacy, and gaps of the program, and submit the findings to NAVT.
6. **Monitoring and Frameworks:** Approve M&E frameworks, implementation schedules, and revise indicators as needed.
7. **Grievance Resolution:** Address complaints, resolve disputes between NAVT and employers, and settle issues that arise during program implementation.

2.2 Roles and Responsibilities of NAVT (National Academy of Vocational Training)

NAVT, as the lead implementing agency, shall:

1. Manage and operate the workplace-based training program.
2. Enter into formal agreements with employers.
3. Develop and maintain public-private partnerships.
4. Establish and implement the monitoring and evaluation framework.
5. Prepare cost estimates for training based on market trends and legal regulations.
6. Issue completion certificates to eligible trainees.
7. Provide guidance and recommendations to the PCC for operational improvement.
8. Address grievances and mediate disputes among employers, trainers, and trainees.
9. Conduct orientation sessions for employers regarding procedures, expectations, and reporting.

10. Complete any further tasks as outlined in operational directives or PCC resolutions.

2.3 Roles and Responsibilities of Employers

Employers involved in the workplace-based training program must:

1. Implement the training program and ensure that the minimum employment period for trainees is upheld according to the agreement.
2. Advertise and select appropriate candidates for training.
3. Engage qualified trainers according to program guidelines.
4. Ensure appropriate infrastructure and facilities as specified by the curriculum.
5. Conduct the training systematically and in compliance with regulations.
6. Provide trainees with agreed-upon facilities and a supportive learning environment.
7. Issue experience certificates to trainees who meet the minimum employment criteria.
8. Ensure workplace training complies with safety and regulatory standards.
9. Contribute to program monitoring and submit regular progress reports in line with guidelines.

2.4 Roles and Responsibilities of Employer Associations and Federations

Associations and federations representing employers shall:

1. Collect and review applications from interested employers.
2. Support and facilitate program implementation at the industry level.
3. Assist in monitoring and evaluating workplace-based training activities.
4. Support the review, documentation, and reporting of program outcomes.
5. Advise NAVT on industry-specific skill needs and propose training to improve job readiness.

2.5 Code of Conduct for Trainees

Trainees enrolled in the workplace-based training program must adhere to the following:

1. Report to training on time as per the defined schedule.
2. Follow the instructions provided by trainers and supervisors.
3. Maintain regular attendance throughout the training period.
4. Show respect to supervisors, colleagues, and all staff members.
5. Participate in a collaborative and team-spirited manner.

6. Demonstrate sensitivity to human dignity and values.
7. Abide by the employer's internal code of conduct and workplace policies.
8. Use workplace tools and equipment responsibly and safely.
9. Comply with occupational health and safety standards.
10. Fulfill the minimum employment requirement upon completion of the training.

2.6 Roles and Responsibilities of Employment Service Centers (ESCs)

Following the public announcement of training opportunities, NAVT shall notify the relevant Employment Service Centers (ESCs), which will:

1. Publicize and disseminate the vacancy announcement to eligible candidates.
2. Verify and provide registration documentation for trainee applicants.
3. Support NAVT and employers in trainee selection processes.
4. Assist with monitoring responsibilities, as delegated by NAVT.

Chapter 3: Program Planning and Design

3.1 Sectors and Occupations Selection

3.1.1. Needs Assessment Processes

A structured needs assessment process will be carried out to ensure that the workplace-based (apprenticeship) training program responds effectively to market demand and learner aspirations. This process will identify the most relevant skills and occupations based on labour market realities, employer needs, and trainee interests.

This assessment will involve analyzing labour market data to identify in-demand occupations and skills by:

- A comprehensive analysis of both national and regional labour market data will be conducted to identify sectors with growth potential, occupations in demand, and emerging skill requirements.
- This analysis will consider both present and projected labour market trends, Data sources may include government labour statistics, industry research, employer surveys, and economic forecasts.

3.1.2 Employer Consultations

- Direct engagement with employers across diverse sectors will be undertaken to understand their workforce requirements, existing skill gaps, and training priorities.
- These engagements will utilize tools such as structured surveys, key informant interviews, focus group discussions, and industry consultations.
- The information collected will help determine the types and levels of skills required and specific competencies to be included in training programs.

3.1.3 Workers' feedback collection.

- Workers, potential trainees, will be consulted to assess their interests, existing skills, and educational backgrounds, as well as their aspirations for future employment.
- This process may include aptitude tests, structured skills assessment, and individual career counseling sessions.

The findings from the needs assessment will guide the selection of training sectors and occupations. The selection criteria will include growth potential, employment prospects, and alignment with national economic and development priorities. Training activities will be implemented only in those sectors and occupations identified through this process. The selected sectors and occupations are listed in Annex-1.

3.2 Stakeholder Engagement Strategies

Effective stakeholder engagement is crucial for the successful implementation and sustainability of the workplace-based apprenticeship training program. The following strategies will be employed to guarantee active participation from key stakeholders:

3.2.1 Strategies for Involving Employers:

To promote active participation of employers in the workplace-based training program, the Academy will be:

1. Organizing employer outreach events to communicate program benefits and encourage participation.
2. Building formal partnerships with employer federations and industry associations.
3. Providing incentives and support to employers who offer training opportunities.

3.2.2 Strategies for Involving Trainees:

To enhance awareness, motivation and access among potential trainees, the Academy will be:

1. Conducting public awareness campaigns to inform potential trainees about the program and its benefits.
2. Providing career counselling and guidance services to support informed decision-making and choose appropriate career paths.

3.2.3 Strategies for Involving Government Bodies:

To ensure policy alignment and coherence, the Academy will be:

1. Collaborating with relevant ministries and departments to align the program implementation with national policies and priorities.
2. Seeking technical assistance and policy support from appropriate government entities.

3.3 Timeline for Program Rollout

The program rollout will follow a phased approach, with key milestones and deadlines for implementation. The Academy will adhere to the following timeline for program rollout:

Activities	Timeline
Completion of needs assessment and identification of sectors and occupations	1 month
Development or revision of curricula	1 month
Recruitment and selection of participating employers	2 months
Recruitment and selection of trainees	1 month
Delivery of workplace-based training and certification	3-12 months
Implementation of program monitoring and evaluation mechanisms	Done simultaneously with delivery of training

3.4 Curriculum Development and Revision

The curriculum for each under the program will be developed, revised or adapted in consultation with employers and subject matter experts to ensure alignment with industry requirements. The following provisions will guide the curriculum development process:

1. Use of existing approved curricula

Wherever available, curricula developed and approved by recognized institutions will be adopted to ensure quality and standardization. These include:

- a. NAVT curricula, where already available.
- b. *CTEVT Curricula*, as developed and endorsed by the Council for Technical Education and Vocational Training (CTEVT).
- c. *NATHM curricula, or Other Government Entities*, and other relevant curricula can be availed from entities like the Nepal Academy of Tourism and Hotel Management (NATHM) or other government bodies involved in vocational training.

2. Development or revision of curricula

Where curricula do not exist or require revision, NAVT will form a working group under the curriculum development subcommittee comprising:

- A representative or trainer from the employer
- A subject matter expert relevant to the occupation
- An officer from NAVT responsible for curriculum oversight.

The working group will identify essential skills, competencies, and learning outcomes for the occupation.

The Academy will review and approve the final curriculum and define trainee designations accordingly.

3. Trainer orientation

The Academy will organize a minimum two-day orientation training for trainers appointed by the employer to ensure familiarity with the curriculum and its delivery requirements. The Academy may seek employers' cooperation in the process.

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Chapter 4: Procurement

4.1 Program Operation and Implementation Modality

1. The workplace-based training program will be managed by employers selected by the Academy through a formal procurement process and agreement.
2. The program will be implemented in specified occupations and geographic areas as listed in Annex-1.
3. Employers shall:
 - Implement the training in accordance with the approved curriculum, the number of trainees and trainers, their occupations, and at their own workplace.
 - Adhere to a cost-sharing agreement with the Academy. Subcontracting training to third parties is prohibited.
 - Ensure there is no duplication of training already provided by other entities.
 - Manage financial implementation according to Academy procedural guidelines and current national laws.
4. The Academy and the employer will both be responsible for adhering to the terms of the bilateral agreement.

4.2 Cost Estimate for Implementation of Program

The Academy prepares cost estimation for the training program based on prevailing law:

- a) The approved or suggested curriculum, training duration, trainer and trainee remuneration, trainer-to-trainee ratio, social security fund contribution, management costs, other facilities, trainer and trainee insurance, etc., will all be used as the basis for creating the cost estimate
- b) While preparing, the Academy shall coordinate with the employers as necessary.

4.3 Provisions for Employers

4.3.1 Eligibility Criteria

Industries eligible to implement workplace-based (apprenticeship) training must:

1. Be a cottage, small, medium, or large industry capable of training and absorbing workers.
2. Fulfill the following conditions:
 - Registered with the district-level cottage industry office or the Department of Industry
 - Have a minimum of 5 employees in the relevant occupation.
 - Operational for at least 2 years.
 - Possess valid PAN/VAT registration.
 - Hold an updated tax clearance certificate.

- Have the necessary infrastructure and curriculum for the proposed occupation.

4.3.2 Employer Selection Process

1. Listing of employers (EOI Process)

The listing process should be in accordance with the Public Procurement Act, 2063 BS, and the Public Procurement Regulations, 2064 BS. The listing procedure includes:

- A national open call for Expressions of Interest (EOI) will be published through:
 - National daily newspapers
 - The Academy's official website
 - Social media platforms
 - Notifications to industry federations/associations
- Employers will have 21 days to submit applications via email or hard copy. A contact official/department within the Academy will be responsible for receiving and acknowledging all submissions.
- Federation or association representatives may assist in the application process.

2. Evaluation of EOI

EOIs will be evaluated on:

- Relevance to national employment priorities.
- Industry capacity and infrastructure.
- Past experience in vocational training/OJT.
- Commitment to training quality

3. Field verification

A team from the Academy will verify shortlisted industries using a standard checklist covering:

- Infrastructure (e.g. space, safety)
- Equipment availability
- Trainer qualifications
- Compliance with occupational safety standards

A field verification report will be generated as a basis for further evaluation.

The field verification process will include:

- a) Field visit plan and notice: The Academy will schedule field visits with the industries, providing them with reasonable notice.
- b) Formation of verification team: A team comprising technical experts and relevant Academy staff will conduct the visits.
- c) Using verification checklist: The team will use a pre-defined checklist to assess various aspects, including:
 - Infrastructure: Adequacy of workshop space, classrooms, and other training facilities.

- Equipment: Availability of necessary tools, machinery, and safety equipment.
 - Resources: Availability of raw materials, training materials, and other resources needed for the training program.
 - Trainer Qualifications: Verification of the qualifications and experience of proposed trainers.
 - Safety Standards: Assessment of adherence to safety standards and occupational health guidelines.
- d) Reporting of verification outcome: The field visit team will prepare a detailed report to document their findings and recommendations regarding the industry's capacity to conduct effective workplace-based training. This report will serve as a crucial input for the final selection of industries.
- e) Report Content: Following contents will be incorporated in the verification report:
- Industry Profile: Basic information about the industry, including its name, address, contact details, and a brief description of its operations.
 - Infrastructure Assessment: A detailed description of the industry's infrastructure, including: Workshop/Training Area: Size, layout, and suitability for training purposes; equipment and tool availability and their condition; safety equipment's availability and adequacy and availability of other facilities such as toilets and gender related facilities
 - Resource Assessment: An evaluation of the availability of raw materials, training materials, and other resources required for the training program.
 - Trainer Assessment: Information about the proposed trainers, including their qualifications, experience, and suitability for the training program.
 - Compliance with Standards: An assessment of the industry's compliance with relevant safety, environmental, and labor standards.
 - Photographic Evidence: Photographs of the infrastructure, equipment, and other relevant aspects of the industry.
 - Recommendation of the verification team: The team's recommendations regarding the industry's suitability for

participation in the program, including any necessary improvements or conditions.

Report as the basis for evaluation: The field verification report will be used as a basis for evaluating the industry's suitability for participation in the program.

4.3.3 Request for Proposal (RfP) and Proposal Evaluation

1. Announcement of RfP

- Issued to shortlisted employers.
- Published on the Academy's website and sent directly to eligible applicants.

2. Proposal Submission Guidelines

- This includes technical (trainer info, infrastructure, capacity, quality assurance) and financial (cost breakdown, remuneration, insurance, etc.) components.

3. Assessment of Proposals

- Evaluation based on technical quality and financial viability.

(a) Criteria for Technical Proposal Evaluation:

- (i) The employer must have been in operation for at least 2 years.
- (ii) The employer must have requested to train at least five trainees.
- (iii) When proposing trainers, the employer must propose one trainer for every 10 trainees and maintain the same ratio for more than 10 trainees.
- (iv) The experience, training, qualifications, and level of trainers must be submitted as follows:
 - (a) If the trainer is an employee/trainer of the employer, they must have at least 2 years of work experience in the relevant profession.
 - (b) If the employer does not have an employee/trainer to train, they may appoint an external expert capable of transferring the required skills. The minimum qualification for such trainers shall be as specified in the curriculum.
- (v) The employer must commit to providing sufficient raw materials, essential facilities (such as toilets, chairs, changing and resting areas, dining spaces), safety equipment, machinery and tools (including damage to machinery and equipment), and workplace expenses, sufficient to train the proposed number of trainees.
- (vi) The employer must disclose and present the period for which the trainees' minimum employment guarantee is ensured after training.
- (vii) The employer must present the industry structure, physical infrastructure, training infrastructure, annual turnover, business plan, and human resource development plan.

(a) The Academy may conduct an on-site inspection while evaluating the technical proposal submitted by the employer.

- A fixed-budget selection method will be used if multiple employers qualify for the same sector.

4.3.4 Final Selection of Employers

Employers must:

- Propose training for at least five trainees.
- Maintain a trainer-to-trainee ratio of 1:10.
- Ensure trainers:
 - Are internal skilled employees with a minimum of 2 years of experience, or
 - Are external experts meeting curriculum-defined qualifications?

Employers must also commit to:

- Providing adequate raw materials, safety gear, and facilities (toilets, rest areas, etc.)
- Guaranteeing a minimum post-training employment period.
- Submitting a business and HR development plan, including turnover and infrastructure information.

4.4 Other related provisions

1. Agreement and Orientation

Selected employers sign a bilateral agreement (Annex-2). Employers receive orientation guidelines, procedures, and reporting requirements.

2. Authority

The Academy holds final authority on training topics, employer selection, and trainee numbers.

Chapter 5: Pre-training stage

5.1 Training Announcement by Employers

Following the signing of a bilateral agreement with the Academy, the selected employer must publish a public training announcement within seven (7) days. The announcement should remain open for a minimum of 15 days and must be disseminated through appropriate means (e.g. national newspapers, official websites, and social media platforms). The employer is required to notify the Academy upon publication.

The announcement will include the following details:

- Name of the employer and training location
- Occupation and subject of training
- Duration of training and guaranteed employment period
- Required number of trainees
- Minimum eligibility criteria (as defined in 5.3.1)
- List of required documents for the application
- Submission process (electronic or physical)
- Minimum wage to be provided during training and applicable terms

The Academy will coordinate with local Employment Service Centres and other relevant authorities to ensure the notice is widely published.

5.2 Training plan, Human resource plan preparation, and workplace management

Each employer shall develop and submit a comprehensive Training Implementation Plan, which includes:

- A detailed schedule and methodology for delivering workplace-based training in alignment with the approved curriculum.
- A Human Resource Plan specifying trainer profile, training responsibilities, and availability
- Workplace management arrangement, including availability of training materials, tools, raw materials, personal protective equipment, and essential facilities (e.g., sanitation, rest space)
- Clear designation of training areas to prevent conflict with routine business operations and ensure safety compliance.

This plan shall be subject to review and approval by the Academy prior to training commencement.

5.3 Selection and Deployment of Trainers

To ensure effective delivery of training that aligns with workplace-based training standards and the approved curriculum, the employer shall be

responsible for identifying, selecting, and deploying qualified trainers according to the following guidelines:

5.3.1 Trainer selection responsibility

The employer shall choose suitable trainers based on the occupation and the number of trainees identified for the training program. The employer must make the necessary arrangements to ensure that the training is delivered effectively and without interruption.

5.3.2 Sources of trainers

Trainers may be selected from one of the following sources:

- Internal Trainers: The employer may nominate current employees or trained personnel from within the organization to serve as trainers.
- External Trainers: If qualified internal trainers are unavailable, the employer may appoint trainers from:
 - The roster of recognized training providers maintained by the Government of Nepal or the Academy, or
 - Individuals with subject-specific expertise and relevant experience.

5.3.3 Minimum qualifications and experience requirements

Source of trainer	Minimum experience requirement	Alignment requirement
Internal Trainer (current employee)	At least 2 years of work or training experience in the relevant field	Must possess occupational competency related to the approved curriculum
Internal Trainer (with >2 years experience)	Preferred for roles involving complex or advanced modules	Strongly encouraged, particularly in technical occupations
External Trainer (from outside the organization)	At least 2 years of relevant subject matter experience	Must meet the requirements of the approved curriculum and be technically qualified in the subject area

5.3.4 Orientation of trainers

For all trainers appointed by the employer (whether internal or external), the Academy will arrange a mandatory two-day orientation program. This orientation will familiarize trainers with the training structure, content coverage, performance expectations, and quality assurance procedures. The Academy may request active cooperation from the employer to facilitate this process.

5.3.5 Deployment conditions

- The employer shall assign selected trainers solely to the training program to prevent any conflicts with other workplace responsibilities. Trainers must not be given any tasks that hinder the training delivery.
- The employer must formally notify the Academy upon completing the selection of trainers.

This structured approach ensures that only qualified and competent trainers are selected to deliver workplace-based training, enhancing the overall quality and credibility of the program.

5.4 Selection of trainees

5.4.1 Eligibility of trainees

To be eligible for participation in training, individuals must meet the following minimum criteria:

1. Be a Nepali citizen
2. Be unemployed or a returnee migrant who has lost foreign employment
3. Be between 18 and 50 years of age;
4. Possess at least basic literacy or qualifications as specified in the training curriculum;
5. Be registered with the Employment Service Center at the local level
6. Provide a written commitment to complete the training and remain employed for the duration defined in Section 5.1

If an employer requires additional qualifications, they must communicate such requirements to the Academy prior to publication, and the same shall be reflected in the training announcement.

5.4.2 Application and documentation

Interested and eligible individuals shall apply directly to the employer using the prescribed application format, accompanied by:

- Proof of registration at the Employment Service Centre
- A self-declaration of unemployment
- A written commitment to complete the training and the required employment period

5.4.3 Trainee shortlisting and approval

The employer, in coordination with representatives from the Academy and/or the local Employment Service Centre, will prepare a preliminary list of selected trainees. This list will be based on eligibility criteria and the published notice requirement.

Additionally, a 25% reserve list of alternative candidates should be prepared where possible. The list shall be submitted to the Academy for formal approval.

Candidates officially registered as unemployed shall be given priority.

5.5 Selected and waiting lists published by employers

Once the Academy approves the list of trainees:

- The employer shall publish a final list of selected trainees, including names, addresses, citizenship numbers, and ancestral lineages (three generations).
- The waiting list of alternative candidates shall also be included in the final publication.
- Selected trainees will receive an electronic notification (SMS, email, or mobile call) to report to the workplace within seven (7) days.

5.6 Admission of trainees into training

Selected trainees must report to the employer's designated training site within the specified timeframe. If a selected trainee fails to report or commence training:

- The employer shall admit a replacement from the alternative list
- The Academy must be notified once the training has commenced.

5.7 Orientation to selected trainees

The employer, in coordination with the Academy, shall organize an orientation session for all selected trainees prior to the start of training.

The orientation shall include:

- An overview of the training curriculum and objectives
- Workplace conduct and safety protocols
- Employment commitments and post-training expectations
- Roles and responsibilities of trainees and trainers

5.8 Selection from the waiting list (in case of dropout)

If any selected trainee fails to join the training program within the stipulated timeline:

- The employer shall replace the absentee with a candidate from the approved waiting list.
- Such substitutions must be communicated to and validated by the Academy.

5.9 Bilateral agreement between trainees and employers

Following the finalization of trainee selection:

1. The employer and each selected trainee shall enter into a formal agreement, in accordance with Annex s- 4 of the Program Operation Manual.
2. This agreement binds parties to comply with all terms of the training and employment commitment.
The Academy shall designate representatives to monitor adherence to these agreements.

Failure to comply with these provisions shall result in the following consequences:

- If the employer does not fulfill the minimum post-training employment obligation, the Academy shall recover all expenses incurred for the concerned trainees, and the employer shall become ineligible for future workplace-based training programs.
- If a trainee fails to complete the training or post-training employment duration, they shall be barred from future participation in Academy-provided training programs. Additionally, such trainees shall not receive a training completion certificate or work experience verification letter for partial participation.

Chapter 6: Training Period stage

6.1 Training Period Commences

Once the bilateral agreement between the employer and selected trainees is signed, the training period formally begins. Employers must accept the selected trainees into the workplace-based training program and notify the Academy accordingly.

6.2 Training as per the curriculum

The training must adhere strictly to the approved curriculum. Employers are responsible for ensuring that the course content is delivered by qualified trainers, either from within the organization or appointed externally, and aligned with the guidelines issued by the Academy.

6.3 Periodic evaluation of trainees' skills

Trainee competency will be evaluated periodically through assessment methods aligned with the theoretical and practical curriculum. The employer may designate a supervisor to assess the trainees and must submit a final evaluation report to the Academy. Additionally, the Academy may conduct internal or external evaluations at any stage and publish annual evaluation findings.

6.4 Life skills and career counselling support to trainees

In addition to the technical and occupational training prescribed under the curriculum, life skills training will be provided to all trainees to support their holistic development and workplace readiness. The Academy and the employer will share the responsibility for delivering life skills sessions.

These sessions may cover topics such as workplace ethics, communication skills, teamwork, financial literacy, health and safety, and more. The content of life skills training will be based on either:

- the modules prescribed in the curriculum, or
- additional topics deemed necessary by the employer for the specific occupation and workplace context.

Additionally, career counselling support could be integrated into the training program to aid trainees with career pathways, employer expectations, and long-term employment retention strategies.

6.5 Monthly allowance disbursement to trainees

Upon commencement of training, the Academy will disburse monthly payments equivalent to the minimum wage (including Social Security Fund contributions) to trainees, based on employer verification of attendance and other eligibility criteria. Payments are transferred to the trainees' bank accounts within seven days after the end of each month. The employer must submit verified attendance, PAN, Social Security affiliation, and payroll details. Under cost-sharing arrangements, employers are responsible for payment during the guaranteed employment period.

6.6 Completion of the training period

Upon successful completion of the workplace-based training period, the Academy and the employer shall jointly issue a Training Completion Certificate to each trainee who has met all training requirements and demonstrated competency based on the monitoring and evaluation reports submitted by the employer. The certificate format shall comply with the provisions outlined in Annex - 7.

Additionally, the Academy or a relevant certifying authority may carry out the trainees' skill testing, grading, and certification process as specified in applicable laws.

Additionally, based on the bilateral agreement, the Academy is required to issue a training completion certificate to each trainee worker upon successful completion of the training program.

6.7 Monthly reporting to the Academy

Throughout the training period, employers are required to submit monthly attendance records for both trainees and trainers. These records serve as the basis for allowance disbursement and compliance verification by the Academy. Monitoring personnel may also offer insights and suggestions for improvement.

6.8 Training completion report

After the training, employers must submit a comprehensive training report that includes all required details outlined in Annex -10. Additionally, upon the conclusion of the guaranteed employment period, a final report must be submitted per the relevant guidelines. The Academy is responsible for preparing and presenting an annual progress report on workplace-based training to the Coordination Committee and may conduct stakeholder reviews as needed.

Chapter 7: Employment Period stage

7.1 Employment period commences

Upon successful completion of the training period specified in Section 4 of the Program Operation Manual, the employment period for each trainee shall commence with the minimum guaranteed employment period. The guaranteed employment period shall be based on the following matrix:

Training Duration	Minimum Employment Guarantee Period
One month	Two months
Two months	Three months
Three months	Four months
Four to six months	Six months

The employment guarantee period will commence immediately after the completion of training, and the employer will be required to provide employment for the specified duration.

7.2 Monthly allowance

During the guaranteed employment period, the employer shall pay the trainee at least the prevailing minimum wage, including contributions to the Social Security Fund, directly into the trainee's bank account. The employer shall also ensure the provision of benefits equivalent to those received by other employees in the organization.

Payment disbursements must comply with applicable government laws. Although the employer may offer additional benefits, doing so is not required under the program provisions.

7.3 Periodic performance evaluation

The employer will assess each trainee's performance during the employment guarantee period, emphasizing job competence, attendance, behaviour, and productivity. These evaluations will be documented and submitted to the Academy as part of the final employment status report.

The Academy will collaborate with the Department of Labor and Occupational Safety, Vocational Training Centers, and other local employment-related entities to oversee employment activities and ensure compliance with employment guarantee obligations.

7.4 Completion of the employment period and termination of the bilateral agreement

Upon successfully completing the minimum employment guarantee period, the formal employment obligations under the bilateral agreement (trainee and employer) shall be considered fulfilled. At this point, the employer may:

- Retain the trainee in regular employment, or
- Conclude the employment relationship in accordance with applicable labour laws and without further obligation under the training program.

If the employer does not provide employment for the guaranteed period, the Academy will recover training expenses incurred and declare the employer ineligible for future training programs.

7.5 Employment experience letter from the employer

The employer shall issue an experience certificate to the trainee upon successful completion of the minimum employment guarantee period, formally acknowledging their participation and performance during the employment phase.

If the trainee does not complete the guaranteed period, the employer is not required to issue such certification.

7.6 Final report with employment status

After concluding the guaranteed employment period, the employer must submit a final report to the Academy in accordance with Annex-8, documenting:

- The duration of employment provided
- Attendance and performance records
- Status of Social Security Fund contributions
- Any continued employment beyond the required period

This report serves as the basis for evaluating the fulfillment of obligations under the program and for concluding the employer's responsibilities.

7.7 Follow-up of post-training status

The Academy may conduct follow-up activities to track the long-term employment status of the trainees, assess the program's impact, and identify areas for improvement. These follow-ups may include:

- Surveys with employers and trainees
- Labour market outcome evaluations
- Tracer studies or employer feedback sessions

The findings will enhance the Academy's annual review and learning process for program improvement.

Chapter 8: Grievances Handling Mechanism

To ensure a structured and equitable process for resolving disputes and complaints arising from the implementation of the Workplace-Based Training (WBT) program, a formal grievance redressal mechanism will be established in accordance with Section 7(5)(g) of the Workplace-Based Training Guidelines, 2080.

8.1 Establishment of Grievance Handling Committee

The Program Coordination Committee (PCC) may establish a Grievance Handling Committee, which shall include representatives from the Academy, employer associations, and trainee groups. The committee shall be responsible for reviewing, investigating, and resolving grievances lodged by any party involved in the WBT program. Members should possess relevant expertise in labor relations, mediation, or conflict resolution.

8.2 Designation of Focal Person

The PCC may designate a focal person within the Academy to serve as the primary point of contact for receiving and managing grievances. The focal person will also be responsible for tracking the status of each grievance and facilitating communication between complainants and the Committee.

8.3 Complaint Submission Procedure

A transparent, user-friendly process will be established for submitting complaints. This includes the following modalities:

- **Written submissions** (physical or digital)
- **Verbal complaints** submitted to authorized staff
- **Anonymous complaints**, through a secure channel

The system must ensure safety and non-retaliation for all complainants, fostering a fearless reporting environment.

8.4 Grievance Review Process

Upon receipt of a grievance, the following process shall be followed:

- a) **Initial Assessment**
The designated person or committee will evaluate the complaint to determine its admissibility and urgency level.
- b) **Investigation**
If necessary, a comprehensive investigation will be conducted, which may involve interviewing relevant parties, reviewing records, and collecting supporting evidence.
- c) **Proposed Resolution**
Based on investigative findings, the designated person or committee shall propose a resolution that is just, practical, and in accordance with applicable laws and program guidelines.

- d) Appeals
For complainants dissatisfied with the initial resolution, a formal appeal mechanism will be available. Appeals must be reviewed by a higher-level authority within the Academy or the PCC, as appropriate.

The Grievance Handling Committee and/or the Focal Person shall follow the steps mentioned below for grievance handling:

Step 1: Grievance Receipt and Registration

a. Channels for Complaint Submission:

- Written submission (email, letter, or official form)
- Verbal complaint (in-person or over the phone, recorded by staff)
- Anonymous submission (through drop-boxes or online forms)

b. Initial Documentation:

- Date and time of receipt
- Complainant's details (if not anonymous)
- Description of the grievance
- Mode of submission
- Assigned case ID/reference number

c. Acknowledgement:

A written or verbal acknowledgment shall be sent to the complainant within 2 working days, confirming receipt and explaining the next steps.

Step 2: Initial Assessment (Within five working days)

a. Responsibility:

- Conducted by the focal person or designated member of the Grievance Handling Committee.

b. Assessment Criteria:

- Whether the complaint is within the scope of the WBT program
- Whether it contains sufficient information for further action
- Whether it is urgent or non-urgent

c. Possible Outcomes:

- Valid → Proceed to full investigation
- Insufficient Information → Request clarification from complainant
- Invalid → Close case with documented reason and notify complainant

Step 3: Comprehensive Investigation (Within 10 to 15 Working Days)

a. Assignment:

- An investigation team or committee sub-group is formed.

b. Investigation Activities:

- Interview the complainant (if not anonymous)
- Interview relevant parties (e.g., employer, trainer, trainee, Academy personnel)
- Review related documents, contracts, attendance, reports, or communication logs
- Conduct field visits, if required

c. Maintain Confidentiality and Neutrality:

- Avoid conflicts of interest
- Protect identities where needed
- Document every step

Step 4: Resolution Proposal (Within 5 Working Days After Investigation)

a. Committee Meeting:

- Review findings and deliberate on an appropriate resolution.

b. Resolution Types:

- Verbal or written apology
- Compensation or remedial training
- Mediation between parties
- Contract amendment or termination
- Disciplinary action (if necessary)

c. Notification to Complainant:

- Communicate the proposed resolution with a rationale
- Document consent or feedback from the complainant

Step 5: Appeal Process (Within 7 Working Days of Resolution)

a. If Complainant Is Dissatisfied:

- Appeal to higher authority (e.g., Academy Executive Committee or Independent Review Panel)
- Review conducted within 7–10 working days

b. Final Decision:

- Final resolution communicated in writing
- The decision shall be binding

Step 6: Case Closure and Record-Keeping

a. Closure Confirmation:

- Once a resolution is accepted or an appeal has been completed, the case is formally closed.

b. Documentation:

- Store the complete case file with:
 - Complaint form
 - Investigation records
 - Meeting minutes
 - Resolutions
 - Communication logs

c. Data Use:

- Aggregate data (excluding personal identifiers) for periodic reviews and program improvements.

8.5 Confidentiality, Impartiality, and Timeliness

All grievance handling procedures must be conducted with strict confidentiality, impartiality, and within reasonable timeframes. No party shall face discrimination or retaliation for filing a complaint.

8.6 Documentation and Records

All complaints, investigation findings, proposed resolutions, and final resolutions shall be documented and archived securely. These records will support monitoring, learning, and continuous improvement in program implementation.

Chapter 9: Reporting and Financial Management

9.1 Reports to Submit:

In order to promote transparency, accountability, and efficient oversight of the workplace training initiative, the following reports will be submitted at different phases of the program's rollout:

9.1.1 Monthly attendance report

During the training period, employers must certify and submit monthly attendance records for both trainers and trainees to the Academy. This report is essential for verifying eligibility for monthly allowances and assessing regularity and discipline in training participation.

9.1.2 Training completion report

Upon completing the training, the employer shall prepare and submit a comprehensive training completion report to the Academy according to Annex - 10. This report shall include:

- Attendance summary
- Training activities and methodology used
- Assessment and evaluation outcomes
- Challenges encountered and mitigation measures
- Feedback from trainees and trainers

9.1.3 Final employment report

After the guaranteed employment period concludes, the employer shall submit a final employment status report to the Academy in accordance with Annex -10. This report shall contain:

- Employment duration per trainee
- Wages paid and Social Security Fund contributions
- Performance evaluations
- Information on whether the trainee was retained post-guaranteed period
- Reasons for discontinuation, if applicable

9.1.4 Annual progress report by the Academy

The Academy will compile and prepare an annual progress report on the overall workplace-based training program. This report will be submitted to the Coordination Committee for review and strategic decision-making. It may also serve as a basis for program reviews with stakeholders to ensure continuous improvement and alignment with labour market needs.

Summary table: Reports to be submitted

SN	Report Type	Submitted by	Timeline
1	Monthly attendance report	Employer	Monthly during training period
2	Training completion report	Employer	After training period completion
3	Final employment status	Employer	After guaranteed employment period
4	Annual progress report	Academy	Annually

9.2 Financial Reporting:

1. *Financial Records:* The Academy will maintain accurate and up-to-date financial records for the program, in accordance with government accounting standards.
2. *Financial Reporting:* Regular financial reports will be prepared and submitted to relevant stakeholders, including the Ministry of Finance, development partners, and the PCC.
3. The financial reports will include information on at least:
 - a. Budget vs. actual expenditures
 - b. Sources and uses of funds
 - c. Financial performance indicators
4. *Financial Audit:* Annual audits will be conducted to ensure financial accountability and transparency.

9.3 Payment Arrangements for Trainees and Trainers:

1. *Transfer of funds:* Following the implementation of the training program, the Academy upon the employer's recommendation, will transfer the trainees' minimum wage (including their Social Security Fund contributions), the trainer's remuneration and other expenses incurred as per clause..... to the relevant trainee's and trainer's bank accounts on a monthly basis.
2. *Duration of fund transfer:* Within seven days at the end of each month, the Academy will transfer the minimum wage and the trainer's remuneration to the relevant trainees' and trainers' bank accounts in accordance with the agreement made under the clause..... By providing a bank account and forwarding the attendance sheet upon verification, the employer provides assistance for the fund transfer process.
3. *The verification of payment shall be as follows:*
 - a. Trainees enrolled in workplace-based training must attend 80 percent of the monthly training sessions;
 - b. Membership in the Social Security Fund;
 - c. Permanent Account Number; and
 - d. Payroll
4. *Wage and benefit to trainee/employee:* During the duration of the trainee's employment assurance, the employer is required to deposit the trainee's minimum wage, including contribution to the Social Security Fund, into the trainee's bank account. As a result, the employer has the obligation to provide the workers the same amenities as are offered to other employees collectively. Maintaining records of the costs incurred under cost sharing on behalf of the employer is the sole responsibility of the relevant employer.
5. *Additional employment and benefits:* According to the current legislation of the Government of Nepal, the employer is required to pay the trainee the minimum

wage and social security payment. If the employer wants to offer the trainee further benefits, this will not be considered a barrier. Even after the employment guarantee term ends, the employer may, if needed, retain the trainee on work.

Chapter 10: Monitoring of the program

Monitoring and Evaluation (M&E) are integral components of the Workplace-Based Training (WBT) program, ensuring effective implementation, quality assurance, and continuous improvement across all programmatic activities. The M&E framework has been designed to systematically collect, analyze, and utilize data to assess program performance, inform decision-making, and demonstrate stakeholder accountability.

10.1 Objectives of Monitoring and Evaluation

The primary objectives of the M&E system are to:

- Track the progress of WBT implementation against planned targets and timelines.
- Assess the quality and relevance of training delivery and institutional processes.
- Identify challenges and areas that require corrective actions.
- Generate evidence-based insights for policy formulation and program adaptation.
- Enhance transparency and accountability through regular reporting and stakeholder feedback.

10.2 Key Indicators

The M&E framework includes both quantitative and qualitative indicators aligned with the program's results framework. These indicators measure:

- Enrollment and completion rates of trainees disaggregated by sex, age, and target groups (e.g., women, disadvantaged groups);
- Availability and readiness of host companies and training providers.
- Quality and frequency of workplace supervision and mentorship.
- Trainee satisfaction and perceived skill acquisition.
- Employment outcomes post-training, including wage/self-employment.
- Institutional capacities were developed at NAVT and partner organizations.

10.3 Monitoring Mechanisms

Monitoring will be conducted through a combination of tools and approaches, including:

- Regular field visits by NAVT, training providers, and project teams.
- Periodic reporting templates submitted by training providers and host companies.
- Feedback surveys administered to trainees and employers.
- Use of a digital Monitoring, Evaluation, and Learning (MEL) platform for data management and analysis.
- Monthly and quarterly review meetings at the federal and provincial levels.

10.4 Monitoring Tools and Instruments

Monitoring will utilize a robust set of tools, tailored for different phases of implementation:

- Logical Framework: Defines program-level objectives, indicators, and assumptions.
- Monitoring Framework: Specifies how and when data will be collected and by whom.

- Standardized Checklists (six types): Used for data collection at different stages (pre-training to post-employment).
- On-site observations and interviews: Conducted using structured guides.
- Monthly Info-sheets: Summarize progress data to feed into quarterly and final reports.

10.5 Evaluation Strategy

NAVT, in collaboration with external evaluators, shall periodically evaluate the WBT program through:

- Mid-Term and End-of-Project Evaluations: External reviews assessing program relevance, effectiveness, and sustainability.
- Tracer Studies: To measure employment status, earnings, and job satisfaction of graduates.
- Thematic Assessments: Focusing on gender inclusion, private sector engagement, and quality of workplace learning.

10.6 Roles and Responsibilities

- NAVT M&E Team: Overall coordination, tool development, data analysis, and reporting.
- Employers: Primary data collection using provided formats and participation in field verification.
- Employment Service Centres (ESCS): Local-level support in mobilization, monitoring, and verification.
- Industry Associations/Federations: Assist with validation, employer access, and grievance follow-up.
- External Consultants (as needed): Conduct evaluations, tracer studies, or specialized research.

10.7 Data Use and Learning

Monitoring and evaluation findings will be used to:

- Inform program steering decisions (e.g., sector selection, curricula updates).
- Adjust implementation strategies in real time.
- Share knowledge and insights through quarterly reviews, publications, and stakeholder workshops.
- Build institutional memory and support NAVT's long-term capacity in workplace-based training implementation.

Chapter 11: Knowledge management and communication

11.1 Knowledge Management Process

11.1.1 Planning and Design Stage

- Conduct industry demand analysis and contextual assessments with employers and stakeholders.
- Prepare program design documents, including implementation plans and policy guidelines (when necessary).
- Upload finalized design documents to the webpage.
- Send summary briefs of design documents to key decision-makers via email and coordination meetings.

11.1.2 Curriculum Development

- Record step-by-step development of curricula, including partner consultations and validations.
- Finalize and store curriculum packages and training modules in the webpage
- Share finalized materials with training providers and employers through email and an official handover.

11.1.3 Trainee Selection and Orientation

- Collect trainee application data, demographic details, and orientation feedback using standard forms.
- Save trainee profiles and attendance sheets to the online database.
- Disseminate digital and printed brochures about eligibility, the training process, and benefits during orientation and outreach sessions.
- Post short reels or infographics on Facebook and Instagram to attract and inform potential trainees.

11.1.4 Training Implementation

- Maintain daily attendance and progress tracking sheets for each trainee.
- Collect success stories from training providers and employers using the template provided.
- Organize monthly online or in-person learning review meetings to share implementation experiences.
- Distribute updates through a quarterly e-newsletter highlighting training progress and good practices.

11.1.5 Monitoring

- Conduct field monitoring visits using the approved M&E checklist.
- Enter field visit findings and feedback in the online database.
- Prepare learning briefs summarizing recurring implementation issues and share them with the Academy staff and partners.

11.1.6 Assessment and Certification

- Collect assessment results, assessor comments, and certification records from NSTB and training providers.
- Store all certification data in the online database.

- Generate and circulate visual dashboards showing completion rates and certification trends to the Academy's board and government partners.

11.1.7 Post-training Employment and Evaluation

- Conduct follow-up calls and tracer studies to collect post-training employment status.
- Enter evaluation findings and employment records in the online database
- Share outcome reports and success cases with funding partners and ministries through presentations and reports.

11.2. Communication Actions

11.2.1 Internal Communication

- Hold weekly meetings between the Academy and implementing employers to review progress.
- Use online platforms or emails for day-to-day communication and sharing of drafts, feedback and updates.

11.2.2 External Communication

Audience	Actions
Government and donors	Send quarterly progress reports and policy updates; include visual dashboards
Employers	Conduct information sessions; orientation; learning generation and sharing; provide brochures and executive summaries
Trainees	Post weekly informative materials on social media; provide learning materials; answer FAQs during orientation
General Public	Publish success stories, animations, and training opportunities through social media

11.3 Communication Material Production and Use

Material	Format	Use
Webpage	Online	Infrastructure for storage
Infographic	PDF	During outreach
Motion graphic	Video	During outreach
Podcast	Video	For elaborative information
Trainee Handbook	Print+PDF	Shared at enrollment
Training Brochure	Print+PDF	During outreach
Success story	Video or PDF	For events and web
Dashboard	Web/Excel	For reports and updates
Policy brief	Word/PDF	For decision-makers

All final products are linked on the Academy's webpage under the dedicated WBT section.

11.4 Feedback collection and use

- Collect feedback using Google Forms after orientation, during monitoring, and post-training.
- Analyze results quarterly and present key findings in the next internal review meeting.
- Update communication materials or FAQs based on recurring questions and feedback.

Annex 1: Sectors and Occupations for Workplace-Based (Apprenticeship) Training

Sectors and occupations in which workplace-based training will be conducted in accordance with clause.....of the POM:

(a) Sectors:

1. Manufacturing sector
2. Service sector
3. Hospitality sector
4. Construction sector
5. Energy sector
6. Agriculture and animal husbandry sector
7. Information technology sector
8. Other sectors

(b) Occupations

1. Vehicle repair and maintenance
2. Electric vehicle repair and maintenance
3. Furniture
4. Mason
5. Carpentry
6. Plumbing
7. Welding
8. Electrician
9. Footwear and sandal manufacturing
10. Jute mill
11. Food and beverages
12. Tea, coffee farming
13. Leather or textile manufacturing (including footwear or bags)
14. Fiber production (such as materials made of hemp, allo/Himalayan giant nettle, etc.)
15. Materials made of Dhaka
16. Garments
17. Industrial garments
18. Hosiery
19. Hotel management
20. Cook
21. Barista
22. Hotel technician
23. Gold and silver Smithing,
24. Jewelry training
25. Brick kiln
26. Welding
27. Dairy products
28. Sanitation worker
29. Handicrafts and cottage industries
30. Information technology
31. Agriculture
32. Animal husbandry
33. Biogas and solar
34. Other areas and occupations determined by the committee pursuant to Section 3(3)

Annex 2: Form of Agreement between NAVT and Employer

(As per the Clause.....of POM)

Bilateral Agreement between National Academy of Vocational Training (NAVT) (hereinafter referred to as the “First Party”) and the Employer (hereinafter referred to as the “Second Party”) to engage individual in employment with the objective of conducting workplace-based (apprenticeship) training programs and expanding employment opportunities after training enhancing industrial production and productivity.

We have each signed this Agreement on(day/month/year) and have received one copy each with mutual understanding of illustrated terms and conditions.

1. Details of the duration, time, group and participants of the workplace-based training to be held in the employer's location

S.N.	Area of Training	Main Tasks to be Performed by Trainees	Number	Training duration (in months and as per curriculum)	Course Type of Skill Development Training (Basic Skill Development, Skill Enhancement and others)	Number of Trainers	Remarks

2. Training delivery format (workplace based, or workplace classroom-based)

- a) b)

- ### 3. Infrastructure for program delivery

- a) b)

4. Details of cost participation to be made by the first and second parties during this agreement period will be as follows:

S.N.	To be addressed by the first party.	To be addressed by the second party
1		
2		

5. The workplace-based training curriculum will be decided and put into effect by mutual consent between the parties after it has been approved or determined by NAVT, and in cases where there is disagreement over other matters.

6. The second party will be responsible for hiring trainers for workplace-based (apprenticeship) training per the qualifications listed in the curriculum and procedural guidelines. The first party may monitor on this as per necessity.
7. The selection of trainees will be done as provisioned in Program Operational Manual and Procedural Guideline.
8. After the completion of the workplace-based training program, employment will be ensured under the following conditions and period as per the guideline.

S.N.	Duration of workplace-based training	Minimum duration of employment assurance	Remarks

9. The second party shall comply with the provisions of the Program Operation Manual, except for this agreement, during the contract period.
10. The second party shall cooperate with the monitoring official or monitoring entities for the purpose of monitoring.
11. Following a decision on the request, the work must be completed in compliance with the guidelines provided by NAVT whenever an employer or trainee submits a request on any topic, including the basis and rationale that circumstances beyond their control have occurred.
12. The first party must provide the other party fifteen days advance notice if the second party has to make any general adjustments to the work that is specified in this agreement.
13. NAVT will allow seven days for adjustment if the monitoring staff reports that the task was not completed in compliance with the contract. The first party may terminate the agreement by providing written notice if the necessary modification is not made, even within the allotted period.
14. The employer conducting the program has seven days from the completion of the program to submit the progress report. The guidelines will be followed for the payment and the acceptance of the report.
15. Terms and methods of payment: Evidence of work progress, proof of attendance, payment of salaries and contributions to the social security fund, completed information, and program specifics must all be included when submitting documents to NAVT for payment. Proof that the other party has paid the tax as required by the current law must be included with the monitoring report that the monitoring staff has developed and the payment that is based on the accomplishments and outcomes of the program.
16. Duration of the agreement: This agreement shall remain in effect from the date of signingto

17. However, with both parties' acceptance, the agreement may be extended as needed, subject to the applicable laws. For this, the deadline may be extended for a maximum of..... days at a time, pursuant to the applicable law, if the other party provides a written application with a valid reason for doing so.
18. Having agreed to the above-mentioned terms and conditions, the authorized representatives who have signed the agreement:

On behalf of the Second Party..

.....

Signature.....

Name:.....

Position:.....

Office Seal:

Witness

Witness

On behalf of the First Party.....

Signature

Name:

Position:.....

Office Seal:

Witness

Witness

This day of..... year..... month..... date..... day.....

Annex 3: Trainee Application Form for Workplace-Based (Apprenticeship) Training Program

(As per the Clause.....of POM)

To be submitted to[Employer's Name]

1. Trainee's Personal Information:

- Full Name:
- Date of Birth:
- Gender:
- Citizenship No.:
- Permanent Address:
- Temporary Address:
- Contact Number:
- Email Address:

2. Educational Qualification:

- Highest Educational Level:
- Name of Institution:
- Year of Completion:
- Major Subject(s):

3. Training Program Details:

- Training Trade/Occupation Applying For:

4. Work Experience (if any):

- Organization Name:
- Position Held:
- Duration:.....(from.....to.....)
- Major Duties:

5. Documents Enclosed:

- Copy of Citizenship Certificate
- Copy of Educational Certificates
- Passport Size Photograph
- Other (Please specify):

6. Self-Declaration of Unemployment:

I,[Trainee's Full Name], hereby declare that I am currently unemployed and actively seeking employment opportunities. I further confirm that I have not been employed in any capacity for the past [.....] months/years.

7. Commitment to Continued Employment:

I, hereby commit to continue employment with.....for the minimum period specified in the agreement, following the successful completion of the training program. I understand that failure to fulfill this commitment may have consequences as outlined in the agreement.

8. Declaration:

I hereby declare that all the information provided in this application form is true and correct to the best of my knowledge and belief. I understand that any false or misleading information may result in the rejection of my application or termination of my training.

Date:

Signature:

Full Name:

Instructions for Applicants:

- Please fill out all sections of this form completely and accurately.
- Enclose copies of all required documents as specified above.
- Submit the completed application form to [Employer's Name] at the address provided in the training announcement.

Annex 4: Form of Agreement between Trainee and Employer

(As per the Clause.....of POM)

..... Employer (henceforth referred to as the "First Party") and.... Trainee (henceforth referred to as the "Second Party") between..... From the fiscal year..... (day/month) to..... (day/month), the employer will engage and motivate to engage the second party in a workplace-based employment training program. After that, the employer will offer the second party employment, subject to the terms outlined in the annex.

1. Details of the personal information of the trainee and the workplace-based training to be held in the employer's location

S.N.	Name of the trainee	Gender Status	Address and details of the trainee	Training subject, duration (working hours and days)	Type of training/skill development (basic skill development/skill enhancement or other)	Remarks

2. Remuneration and facilities provided by NAVT during the training period

S.N.	Duration of training	Remuneration and facilities provided by NAVT during the training period	Remarks

3. The terms and conditions of employment and the remuneration and benefits to be received from the employer after completion of the workplace-based training program shall be as per this procedural guideline.

S.N.	Duration of training	Minimum duration of employment guaranteed	Remuneration (wage) and benefits received from the employer	Remarks

4. Throughout the duration of the agreement, the first party shall carry out the employer's role, contribution, cost sharing, and guaranteed employment obligations as outlined in this agreement.
5. The code of conduct outlined in the guidelines must be adhered to by the trainee.
6. Payment Arrangements: The minimum wage and social security contribution outlined in the prevailing regulations of the Government of Nepal must be deposited by the employer directly into the trainee's bank account. This will not be considered a barrier if the employer provides the trainee with extra amenities.

7. Duration of the agreement: From the date of signing..... until....., this agreement will be in effect. Subject to prevailing laws, the parties may mutually agree to extend the agreement's term as necessary.
8. Both parties must abide by this agreement unless there are circumstances beyond their control.

Authorized representatives who have agreed to the above terms and conditions and signed this agreement

On behalf of the first party..... Signature:..... Name:..... Position:..... Contact Number:..... Office Seal:	On behalf of the second party..... Signature:..... Name:..... Position:..... Contact Number:..... Office Seal:
--	---

Witness (for Employer):..... Signature:..... Name:..... Contact No.:..... Position:..... Office Seal:	Witness (for Trainee):..... Signature:..... Name:..... Contact No.:.....
--	---

Annex 5: Contract with Trainer

(As per the Clause.....of POM)

This Contract is made and entered into on this.....day of.....[Month],
[.....Year]

BETWEEN:

.....[Employer's Full Legal Name], with its registered office
at..... (hereinafter referred to as "Employer"), [the first party],

AND

.....[Trainer's Full Name], son/daughter of[Father's Name],
residing at[Trainer's Full Address], Citizenship
No..... [Citizenship Number] (hereinafter referred to as "Trainer"), of the
[the second party],

WHEREAS the Employer is conducting a Workplace-Based (Apprenticeship) Training
Program in[Trade/Occupation];

AND WHEREAS the Employer desires to engage the Trainer to provide training services to
the trainees participating in the program;

AND WHEREAS the Trainer is qualified and willing to provide such training services to the
Employer;

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained
herein, the parties agree as follows:

1. Scope of Work:

- The Employer hereby engages the Trainer to provide training services
in..... [Trade/Occupation] to the trainees participating in the
Workplace-Based (Apprenticeship) Training Program.
- The Trainer shall be responsible for delivering the training program in accordance
with the curriculum prescribed/approved by NAVT.
- The Trainer shall also be responsible for assessing the trainees' progress and providing
feedback to the Employer.

2. Term and Commencement:

- This Contract shall commence on[Start Date] and shall
continue for a period of[Duration] months.

3. Trainer's Responsibilities:

- To deliver high-quality training in accordance with the prescribed curriculum.
- To prepare and submit training session plans and training materials as required by the
Employer.
- To maintain accurate records of trainee attendance and progress.
- To provide a safe and conducive learning environment for the trainees.
- To adhere to the Employer's policies and procedures.
- To treat supervisors, managers, employees and colleagues with respect.

4. Employer's Responsibilities:

- To provide the Trainer with the necessary resources and facilities to deliver the
training program.

- To pay the Trainer the agreed-upon remuneration as per clause.....
- To provide the Trainer with a safe and healthy working environment.

5. Remuneration:

- The Employer shall pay the Trainer a total remuneration of NPR[Amount] for the entire training period, payable in monthly installments of NPR..... [Amount].
- The remuneration shall be subject to applicable taxes as per the laws of Nepal.

6. Working Hours:

- The Trainer's working hours shall be from[Start Time] to[End Time].

7. Termination:

- The Employer may terminate this Contract forthwith if the Trainer is found to be guilty of misconduct, negligence, or failure to perform their duties satisfactorily.

8. Confidentiality:

- The Trainer agrees to maintain the confidentiality of all information relating to the Employer's business, trade secrets, and other confidential matters.

9. Governing Law and Jurisdiction:

- This Contract shall be governed by and construed in accordance with the laws of Nepal.
- Any dispute arising out of or in connection with this Contract shall be subject to the exclusive jurisdiction of the courts of Nepal.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the day and year first above written.

Employer's authority signature:

Signatory's designation/title and
enterprise's seal:

Employer's Enterprise Name :

Trainer's signature:

Trainer's name:

Witnesses:

1. Name and address.....
2. Name and address.....

Annex 6: Trainee Logbook Entry Template

(As per the Clause.....of POM)

- **Trainee Name:**[Trainee's Full Name]
- **Training Program:**[Name of the program]
- **Employer:**[Name of the Employer]
- **Date:**[Date of Logbook Entry]

I. Session Details:

- **Session Number:**[Number of the Session]
- **Topic Covered:**[Topic/Skills covered in the session]
- **Trainer's Name:**[Full Name of the Trainer]

II. Activities Performed:

- **Description of Activity:** [Provide a detailed description of the activities you performed during the session. Be specific and clear.]
.....
.....
.....
- **Tools/Equipment Used:**[List all the tools and equipment you used during the activity.]
- **Procedures Followed:**[Outline the steps you followed while performing the activity. If there was a standard procedure, mention it.]

III. Skills Acquired:

- **New Skills Learned:**[List any new skills you acquired during the session. Be as specific as possible.]
- **Skills Practiced:**
..... [List any skills you practiced during the session. Indicate how you improved your proficiency.]

IV. Challenges Faced:

- **Description of Challenges:**[Describe any challenges or difficulties you encountered during the session.]
- **How Challenges Were Overcome:**[Explain how you overcame the challenges. Did you seek help, refer to a manual, or find a creative solution?]

V. Reflections and Learning:

- **Key Learning Points:**[Summarize the key points you learned during the session.]
- **Relevance to Future Work:**[Explain how the knowledge and skills gained in this session will be useful in your future work.]
- **Questions and Areas for Further Exploration:**
[List any questions you still have or areas you would like to explore further.]

VI. Trainer's Remarks:

.....
.....

Trainee's Signature:

Trainer's Signature:

Annex 7 (a): Form of Certificate (In Nepali)

(As per Clause.....of POM)

नेपाल सरकार श्रम, रोजगार तथा सामाजिक सुरक्षा मन्त्रालय राष्ट्रिय व्यावसायिक प्रशिक्षण प्रतिष्ठान विकास समिति राष्ट्रिय व्यावसायिक प्रशिक्षण प्रतिष्ठान ललितपुर, नेपाल		<div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; margin: 0 auto;">प्रशिक्षार्थीको फोटो</div>
<u>प्रमाणपत्र</u>		
प्रमाणपत्र नम्बर:		
.....प्रदेश जिल्ला..... गा.पा./न.पा.		
वडा नं. बस्ने श्री/श्रीमती/सुश्री ले मिति २० / / गते देखि २० /		
/ सम्म (रोजगारदाताको नाम)..... (ठेगाना) मा सञ्चालित कार्यस्थलमा आधारित		
तालीम कार्यक्रममा विषयको तालीममा सहभागी हुनु भई सफलतापूर्वक		
तालीम सम्पन्न गर्नु भएकोले यो प्रमाणपत्र प्रदान गरिएको छ।		
मिति:	रोजगारदाताका तर्फबाट नाम र हस्ताक्षर	प्रतिष्ठानका तर्फबाट नाम, पद र हस्ताक्षर

नोट: प्रतिष्ठानले तालीमका प्रकार र परिस्थिति अनुसार प्रमाणपत्रको ढाँचा आवश्यकता अनुसार संशोधन तथा परिमार्जन गरी लागू गर्न सक्नेछ ।

Annex 7 (b): Form of Certificate as per Clause.....(English)

(As per Clause.....of POM)

Government of Nepal
Ministry of Labor, Employment, and Social Security
National Academy of Vocational Training Development Committee
National Academy of Vocational Training
Lalitpur, Nepal

Trainees
Photo

Certificate

Certificate Number:

This is to certify that Mr/Mrs/Ms, a resident of, ward number ..., rural municipality/municipality, district andprovince, has successfully completed the OJT programme on (topic) held at (employer's name) (employer's address) from 20.../... / ... to 20.../ ... /

Date:

Signature and name on
behalf of employer

Name, position, and signature
on behalf of the Academy

Annex 8: Format of Final Report of the Programme after Completion of Employment Assurance Period

(As per Clause.....of POM)

1. Name and Address of Employer:

2. Employment Assured:

Job title/name provided	Daily working hours	Total duration	Number of trainee starting employment			Number of trainee completing employment		
			Female	Male	Others	Female	Male	Others

3. Venue of employment assured:

4. Major problems and challenges encountered:

.....

5. Payment details:

Total monthly salary and benefits	Total Amount

7. Suggestions:

.....

Employer's Name:

Employer's Address:

Name and Position of Person Signing on Behalf of Employer:

Employer's Signature:

Date:

Employer's Stamp:

Annex 9: Format for Experience Certificate Provided by Employer to Employee/ Training Graduate

(As per Clause.....of POM)

This is to certify that Mr./Ms.....[Trainee Full Name], son/daughter of[Father's Name], inhabitant of.....[Permanent Address] was engaged with our organization, [Company Name], as a Trainee under the Workplace-Based (Apprenticeship) Training Program, from[Start Date] to..... [End Date].

And,

as an Employee from[Start Date] to..... [End Date].

During this period, he/she was trained in[Specific Trade/Occupation] and gained practical experience in the following areas:

-[List of key skills and responsibilities the trainee handled].
-[Specific projects the trainee worked on and their contributions.]
-[Any other relevant achievements or skills acquired during the training.]

He/She has demonstrated a[strong/fair] work ethic, a willingness to learn, and a commitment to excellence. He/She is a reliable and dedicated individual with a positive attitude. We found him/her to be sincere and hardworking during his/her tenure with us.

We wish him/her every success in his/her future endeavors.

Sincerely,

Full Name:

Position/ Title

Enterprise Name:

Enterprise Contact Information: Email.....Phone:.....

Annex 10: Format of Training Report of the Programme after Completion of Training

(As per Clause.....of the POM)

1. Name and Address of Employer:

2. Details of Workplace-Based Training:

Name/Topic of the Training	Total Working Hours	Total Duration	Total Number of Applicants			Total Number of Trainees Selected			Number of Trainees accomplishing the training		
			Female	Male	Others	Female	Male	Others	Female	Male	Others

3. Venue of workplace-based training conduction:

4. Details of the trainee who have completed the training:

S. No.	Name	Address	Gender	Contact Number	Citizenship Number

5. Achievements till date:

6. Major problems and challenges encountered:

7. Payment details:

Date	Amount received (in rupees)

8. Suggestions:

To be incorporated: Daily attendance and evaluation of trainees

Employer's name:

Employer's address:

Name and position of person signing on behalf of the employer:

Employer's signature:

Date:

Employer's stamp:

Annex 11: Monitoring Checklist as per Clauseof POM

(As per the Clause.....of POM)

1. Name and address of employer:

2. Field of Workplace-Based Training:

3. Duration of Workplace-Based Training:

- Date 20 / / to 20 / /
- (Total Hours)

4. Monitoring Details

(a) Employer (Workplace)

- Situation of the Program Venue:
- Facilities prevailed at the Program Venue:
- Availability of Trainer at the Program:
- Trainee's response to the training provided by the trainer (Name and contact number should be mentioned) :
- Training program conduction method:
- Punctuality Status:
- Adequacy of raw materials and technology used in the training:
- Curriculum used:

(b) Regarding the Trainees

- Selected and participated number:
- Punctuality and code of conduct compliance status:
- Interest in acquiring skills:
- Provision of equal opportunities in learning:
- Access to technology in training:
- Facility status:

(c) Regarding the Trainer

- Whether or not activities were conducted as per the curriculum:
- Punctuality status:

(d) Progress status of the workplace-based training program

Main Activities	Supporting Activities	Indicators/Verification	Progress Status
Main Activities of the Program	•	•	
Technology Information	•	•	

(e) Status of the quality of the program operation:

(f) Status on the day of monitoring:

- Attendance of the trainer:
- Attendance of the trainee:

- Brief description of the activities being carried out:

5. Response of the trainee regarding the service facilities provided by the employer (mention name and contact number):

6. Response of the trainer regarding the service facilities provided by the employer (mention name and contact number):

7. Regarding other activities mentioned in the agreement

(a).....

(b).....

(c).....

8. Suggestions of the monitoring personnel:

(a) To the trainee:

(b) To the trainer

(c) To the employer:

9. Conclusion of the overall monitoring and evaluation:

.....

.....

Name and position of the monitoring personnel:

Date of monitoring:

Date of submission of the report:

(Note: Additional indicators may be developed and implemented by NAVT in accordance with the requirements of the program.)

Annex 12: Monitoring and Evaluation Framework

Stage of training	Major areas for monitoring	Monitoring indicators	Means of verification	Checklists to use	Monitoring frequency
Pre training	Advertisement, application, social marketing, institutional coordination related to training announcement	<ul style="list-style-type: none"> - Advertisement in the prescribed format - Advertisement published as planned - Formal communication with local government - Formal communication regarding training opportunities with concerned industries and associations 	<ul style="list-style-type: none"> - Copy of newspapers with advertisement - Radio clips of announcement - Formal letters send to local government and to industries/associations 	Checklist for training announcement related activities	1
	Readiness for training (training plan, human resource, workplace)	<ul style="list-style-type: none"> - Training implementation plan - Training coordinator and trainer instructors appointed for training - Management of tools, equipment, raw materials as per technical proposal - Safety equipments and other facilities as per technical proposal 	<ul style="list-style-type: none"> - On site observation 	Checklist for Industry's readiness for WBT (apprenticeship) training	1

	Interview and trainee selection	<ul style="list-style-type: none"> - Collection of sufficient number of application - Documentation of applications with required supporting documents - Applicants provided with orientation on WBT (apprenticeship) - Selection committee members as per POM and oriented on selection process - Preparation of interview checklist by selection committee - All selection committee members present in all interviews - preparation of final list of candidates along with 25% alternate candidates 	<ul style="list-style-type: none"> - Related records maintained by industries - Direct observation 	Checklist for Interview of applicants and trainee selection	1
During training	WBT (apprenticeship) implementation	<ul style="list-style-type: none"> - Availability of updated training implementation plan, lesson plan, learning diary, visitor's log book, curriculum, POM - Availability of trainer; training coordinator as approved by NAVT - Attendance of trainees and trainers and time table - Evaluation of learning as guided by curriculum - Facilities as per technical proposal 	<ul style="list-style-type: none"> - On site observation - Records and respective documents - Interview with trainees and trainer 	Checklist for Quality assurance of WBT (apprenticeship) training implementation	1/month
Post training	Employment verification (contract period)	<ul style="list-style-type: none"> - graduates working in the same occupation as trained in and drawing at least minimum salary (GoN) and SSF contribution 	<ul style="list-style-type: none"> - interview with graduates and employer (WBT apprenticeship) 	Checklist for Employment verification	1 st month and last month of employment

			- record of salary paid and SSF contribution, payroll,		
	Employment verification (post contract period)	- graduates working in the same occupation as trained in and drawing at least minimum salary (GoN) and SSF contibution in same or different industry from which trained in	- interview with graduates and employer (WBT apprenticeship) - record of salary paid and SSF contribution, payroll,	Checklist for Employment verification (post contract period)	3 months and 6 months post WBT (apprenticeship contract period)