

PROGRAMME DOCUMENT

ASIST

Advisory Support, Information Services and Training Programme

for employment-intensive
infrastructure development

ASIST Africa 2001-2003

Duration	36 months
Start date	January 2001
Cost sharing	of about US\$ 7,250,000
DANIDA	
DFID	
NORAD	
Sida	



International Labour Office, August 2000

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1 Background and Context

1.1 POVERTY AND PUBLIC WORKS INVESTMENTS

The number of people living below the poverty line is increasing in many developing countries. Debt servicing has become a major burden and the current globalisation of the economy seems to have more negative than positive effects for the least developed countries. This has led donors and lending agencies to seriously refocus their programmes of assistance on the fight against poverty. The donor agencies have targeted the eradication of poverty by year 2015, a very ambitious and bold objective.

Employment-intensive investment programmes in Africa and beyond form part of development efforts by governments, non-governmental organisations and lending and donor agencies. In most cases they are being implemented as part of a development effort to eradicate poverty. In developing and industrialised countries alike, public works investment programmes continue to be used by policy makers as an instrument in getting people employed as a short-term solution.

1.2 THE ILO AND LABOUR-BASED TECHNOLOGY

The Social Summit in Copenhagen in 1995 and the follow-up session in Geneva 2000 have entrusted ILO with an international mandate to work on the promotion of more productive employment, and encourage self-employment through small and medium sized enterprises and human resources development. The ILO Programme of action includes works with both community based and public works programmes implemented using labour-based methods. Important elements of the community-managed works are the accessibility questions related to productive and basic services in rural and urban areas and peoples involvement through participatory planning and contractual approaches to community development efforts. In the public works area, the focus is on employment-intensive investments and the opening up of markets for local entrepreneurs as well as removing obstacles to credit, training and the use of appropriate technology. Furthermore, extending labour standards and social protection within this sector, in collaboration with Ministries of Labour and Employment, forms an important part of the programme of action.

The ILO's view is that these programmes can and should make a much more substantial contribution to employment creation and poverty reduction. Infrastructure investment programmes implemented without the necessary local capacities, either available or developed to the needs of the programmes may in the best case have a neutral impact. In the worst case, they may even have a negative influence on poverty; ending up with expensive and high quality infrastructure without maintenance capacity, but with a heavy loan to service by the country. An optimal use of local resources, including labour, skills, materials and finance, etc., must be established to make sure that the economy and the target populations benefit the most. This, however, in most cases implies that

major investments are necessary to build capacities at local and national levels, both with the public and private sector.

In order to have any substantial impact on social and economic development, the infrastructure investments must not be a goal in themselves, but rather facilitate the provision of priority services for people most in need of them. The current emphasis by the development community on social (health, education, etc.) as much as on economic (roads, markets, etc.) infrastructure reflects this very well.

1.3 ILO'S COMMITMENT TO EMPLOYMENT-INTENSIVE INVESTMENT POLICY

The ILO has been advocating employment-intensive growth strategies for a long time, the objectives being both to better link economic development with employment generation, and to *structurally* reduce poverty *through* employment-based investments.

At its November 1998 Session, the ILO's Governing Body has endorsed a policy document on "Employment generation for poverty alleviation: The role of employment-intensive approaches in infrastructure investment programmes". This document has renewed the mandate and enlarged the policy advisory and technical support work of the Office in this area along the following main shifts in policy:

- the shift from relief, emergency or "special" public works schemes to longer-term structural employment generation programmes linked to cost-effective investments and economic growth;
- the shift from government-executed public works to increased private sector execution of works of public and community interest;
- better integration of economic and social objectives, and particularly of investment and employment policy;
- greater emphasis on the inclusion of the relevant labour standards in contract documents to protect workers in an increasingly competitive private sector environment; and
- promotion of the principles of organisation and negotiation among the social partners, including those working in the informal sector or at the border of the formal and informal economy.

Over the past years, at the request of its member States and of the international donor community, the ILO has been involved in relevant policy and programme development work covering both sectoral investments, e.g. access roads, urban infrastructure, and area-based, multi-sectoral investments such as productive infrastructure (irrigation schemes, land development, afforestation and soil and water conservation, markets) and social infrastructure (rehabilitation of schools, health centres, water supply schemes).

Public infrastructure investment plays a key role in such a strategy, not only because it is a catalyst, indeed often a pre-condition for economic and social development to materialise, but also because it presents important technological options which can be more or less employment-intensive, thus offering Governments a policy tool to gear investments into economically and socially better balanced directions. It also lends itself to

the development of private sector capacities to implement public investments, and provides an opportunity to public administration to set standards for the functioning of the private sector at large.

1.4 THE NEW ILO STRATEGIC OBJECTIVES AND PROGRAMME

The Programme, developed under the guidance of the new Director-General, who started his work in March 1999, introduces the following four Strategic Objectives around which ILO's work has been restructured:

1. Promote and realise fundamental principles and rights at work;
2. Create greater opportunities for women and men to secure decent employment and income;
3. Enhance the coverage and effectiveness of social protection for all;
4. Strengthen tripartism and social dialogue.

The ILO has been reorganised in four main "Sectors" along the line of these objectives. Executive Directors are responsible for the achievement of the implementation of the programme in these four sectors.

Eight key programmes, which will receive the principal share of ILO's regular resources, have been developed in support of the Strategic Objectives. These programmes are:

1. Promoting the Declaration on Fundamental Rights;
2. Progressive elimination of child labour, promoting development;
3. Reconstruction and employment-intensive investment;
4. Investing in knowledge, skills and employability;
5. Boosting employment through small enterprise development;
6. Safe work: security and productivity through safety and health at work;
7. Economic and social security in the twenty-first century;
8. Strengthening the social partners.

1.5 THE EMPLOYMENT-INTENSIVE INVESTMENT PROGRAMME AND THE ILO STRUCTURE

A new Department has been created within the Employment Sector dealing with reconstruction and employment-intensive investment, both through a rapid response to man-made and natural disasters, and through a long-term approach to introducing employment-intensive investment policies and practices. The name of this new department is the Recovery and Reconstruction Department of the Employment Sector.

The new Director General of the ILO confirmed the relevance of the policy advocated in this sector and decided to establish the Employment-Intensive Investment Programme as a Branch of this new department. In addition to the five specialist positions in this Branch, one specialist

post has been included in the InFocus Programme ¹ on Crisis Response and Reconstruction.

Discussions are currently underway to strengthen the field structure. Under discussion is the creation of technical cooperation clusters set up in the sub-regional MDTs (Multi-Disciplinary Teams) combining technical cooperation competence of the Employment Sector in the fields of small and medium enterprise development, vocational training and employment-intensive investment programmes.

While these clusters would promote the employment-intensive and poverty reducing investment policy, their efficiency would be greatly strengthened by regional or sub-regional support structures such as ASIST, which -funded by donor agencies and operating in partnership with multi-bilateral and bilateral programmes- would function as the operational arms for country-specific programme development work.

1.6 THE ASIST PROGRAMME AND IT'S HISTORY

ASIST (Advisory Support, Information Services and Training for employment-intensive infrastructure works) is an ILO-executed regional programme operating primarily in East and Southern Africa, but responding to information needs in all Sub-Saharan Africa (SSA) and beyond.

ASIST's advisory support, information services and training activities in Labour-Based Technology (LBT) and in planning for improved Access and Rural Employment (ARE) have created an impact on development in the 15 core countries which it serves, and also further afield. During the 1990s, ASIST has expanded the understanding and use of LBT in partnership with Governments, contractor associations, local authorities, expert networks, international agencies, and organisations that represent the interests of local communities. In the initial phases, ASIST concentrated on improving and promoting LBT. While this important work continues, in recent years the need for greater support for local resource based provision of infrastructure at policy level has been appreciated. It has been demonstrated that where support for the LBT approach has been at a policy level, pilot projects have grown into institutionalised approaches within line ministries and in some cases led to cross-sectoral policy developments.

The core funding of the programme has been provided by the Governments of Denmark, Norway, Sweden and Switzerland, as well as the Government of the Netherlands (through Associate Experts). In addition, *ad hoc* agreements at national level have supplemented the core funding from a variety of funding sources.

ASIST has provided comprehensive policy and planning advice, programme and project design and reviews, co-ordination of externally funded labour-based activities, and technical advice and monitoring of both urban and rural labour-based programmes. Its most recent component focused on participative planning of rural infrastructure and

¹ The ILO has adopted several "InFocus programmes". They are seen as central to the achievement of the ILO's strategy for creating employment and decent work, and are therefore a priority for funding and support.

facilitating the availability of appropriate means of transport and transport services. The advisory support offered by ASIST is complimented by training activities, study tours, regional seminars, and an active information service. The technical enquiry service provides up-to-date material on all LBT and accessibility issues, globally.

The new ILO department dealing with reconstruction and employment intensive investment referred to above (entitled the Recovery and Reconstruction Department), manages the ASIST programme in collaboration with ILO's field structure. Whilst contributing to all strategic objectives, ASIST's work particularly relates to Strategic Objectives 1 and 2 of the new ILO structure, and Key Programmes 3 (EIIP), 4 (Training), and 5 (Enterprise) of the ILO's general programme of works.

During the year 2000, the ASIST programme in Africa employs twelve professional staff, seven administrative and secretarial staff, and works regularly with a wide range of established and respected (international, regional and national) specialist labour-based technical and training consultants.

The current ASIST programme (1997-2000) has got two objectives; the objective related to Labour-Based Technology is:

"Increased Use of Cost-effective Labour-based Methods with Fair Working Conditions, in the Programme's Area of Influence"

with the following outputs:

1. Improved information and knowledge available about labour-based methods in rural and urban environments;
2. Labour-based methods promoted and supported in priority sectors in rural and urban areas;
3. Skills and know-how on labour-based methods acquired by key actors;
4. Standards and conditions of work for workers on labour-based projects applied in line with ILO conventions and recommendations.

The objective related to Access and Rural Employment is:

"Rural Communities Assisted by the Local Organisations in Addressing their Access Problems"

with the following outputs:

1. Rural accessibility planning tool adapted and incorporated into the local level planning structure in interested target areas/countries;
2. Improved technical capacity of the governments, training and academic institutions and NGOs;
3. Rural Travel and Transport (RTT) interventions demonstrated in target areas;
4. RTT policy and issues considered at the national level in government's and donor's programmes;
5. RTT research/studies initiated, coordinated, documented and disseminated.

1.7 THE ASIST REVIEW 1999

A team of independent consultants, commissioned by the donor consortium financing ASIST, reviewed the programme in October 1999. A comprehensive report ² was prepared, which was discussed by the donors in a meeting in Stockholm in November 1999.

The review was carried out according to NORAD's Handbook for Evaluators and Managers. The information was gathered through literature studies and interviews with key actors. During the course of the review, the team visited about 50 institutions in 6 core countries, and about 100 persons were interviewed.

In respect of ASIST's relevance in relation to donor priorities, the review team concluded that:

*'ILO and a group of donors have in many years been promoting the labour-based concept in line with their policies of rural development, use of local resources and providing employment opportunities for disadvantaged groups. Labour-based projects have represented a channel for reaching these groups with foreign assistance. That being the objective, the concept has been successful. The projects have been well received and much appreciated at the local levels where the assistance has been delivered. Partner governments have praised this in policy statements like **"Labour-based methods shall be used wherever possible"**.*

The overall efficiency of the programme was rated to be good.

In terms of 'development lessons' the team stated, among other things, that *"the positive social impact of labour-based infrastructure that is implemented in a deprived neighbourhood, where people are striving for survival, can be formidable. The difference from being on the brink of starvation to having some cash in the pocket is enormous at the personal level. **It is firmly believed that the technology can be a very important strategy for employment creation, poverty alleviation, and construction of minor infrastructure**"* (the team's emphasis).

On the other hand, it was acknowledged that: *"Without firm and continuous support from the government, the relevant ministries, the local governments, communities, etc. labour-based technology will only prosper as long as the donor support lasts. The Review Team believe that sustainable use of labour-based technology can only be realised in those countries that have a credible commitment to use labour-based technology as a strategy for employment creation, poverty alleviation, and construction of local infrastructure."*

The Team concluded that there are *"many signals indicating that the use of labour-based technology in Southern Africa may experience a new spring. The merits of the use of labour-based technology within the road sector are well known, and the support to the road sector should be continued. However, the possibilities for labour-based technology to gain terrain outside the road sector are now very favourable. Such favourable signals include the development of national policies promoting labour-based technology as a strategy for poverty alleviation, the use of labour-*

² Review of ILO/ASIST. Sture Hjelm and Odd Hogset. October 1999

based technology in improvement of sanitation and local environment in urban unplanned settlements, use of small labour-based technology infrastructure projects as focal points in community development and capacity building within local governments.”

The Review Team recommended that *“the ASIST project should be continued at approximately the same level for three more years, while moving the focal point away from the road sector to those sectors where potentials for expansion are best. A reassessment of the position labour-based technology has in the development strategy of the core countries should be made. The Phase IV of ASIST should be based on this new needs assessment and ILO/ASIST should concentrate their effort in the countries where the political climate is favourable for expansion of labour-based technology and to activities where ILO and ILO/ASIST have comparative advantages over other possible actors.*

Many of the small-scale urban and rural interventions, suitable for implementations by labour-based technology, fall within priority areas of many national and international NGOs. Labour-based technology is also relevant in the implementation of emergency interventions administered by UNHCR, WFP, Red Cross, etc. ILO/ASIST should therefore pro-actively promote build-up of know-how and capacity in use of labour-based technology within relevant multilateral and bilateral aid organisations and NGOs. IBIS and CARE are examples of NGOs already executing various projects with labour-based technology within ASIST's core countries.”

1.8 ASIST REVIEW, EVALUATION AND PLANNING WORKSHOP

The consultants' review report, with other background documents, provided a basis for discussion during a 4-day participative international workshop ³, which took place in Harare from 23 to 26 November 1999. The workshop brought together 35 representatives from public and private sector organisations, donor agencies and the ILO. The workshop evaluated ASIST's performance and assessed its future existence and role. It identified the technical fields where there are potentials and demands for the application of labour-based methods as well as those fields that can make the most contribution to employment creation.

The participants identified the following key constraints and areas of intervention:

- Awareness, belief and commitment
- Policy and legislation
- Contracting procedures and design standards
- Technical skills and managerial/administrative capacity
 - Contractors
 - Consultants
 - Contract managers

³ Report of review and planning workshop. Mary Braithwaite. Harare, November 1999

- Planning procedures
- Timely, adequate flow of funds.

The value added by ASIST, being a Regional Programme executed by the ILO - a tripartite UN Agency -, was described as being a neutral and independent “broker”, enabling in an efficient manner the development and introduction of alternative technological approaches. Furthermore, ASIST has privileged links with the tripartite social structure of the partner countries and is in a unique position to initiate and sustain a dialogue between Government Agencies, workers and employers. Its policy advice can be directly linked to large-scale employment-intensive infrastructure programmes. Finally, its credibility is very strong with the Government technical line ministries in the countries where it is operating, which, in combination with the extensive information database and institutional memory, facilitates its entry into new environments and non-road sectors.

With the encouragement of ASIST’s partners the focus of this new phase should be to adopt a more holistic approach to promoting LBT in all infrastructure-rich sectors, but beginning with what they see as the most pressing needs, i.e. access, agricultural, water and sanitation infrastructure. However, it is important that the momentum gained in the roads sector is not lost, and that the balance between consolidation of ASIST’s on-going work and the taking up of new challenges is appropriate.

The workshop recommended that the ILO should prepare for submission to donors a comprehensive proposal for a new phase of ASIST for the period 2001 to end 2003, which should include:

- the commitment and contribution of ILO;
- clear explanation of how sustainability of the Programme’s interventions will be addressed;
- a proposal for the location of ASIST services, with a justification of the choice and its advantages and disadvantages.

The document should also indicate how ASIST would respond to the recommendations of the independent review and the new trends in employment-intensive programmes.

The attached logframe for ASIST 2001-2003 (see Annex I) shows how the new programme responds to these requirements for both rural and urban environments.

1.9 NEEDS TO BE ADDRESSED

“Decent” employment remains the optimum way for most people in developing countries to break the vicious cycle of poverty. The optimisation of the use of local resources and reduced reliance on imported equipment and materials should be a key strategy for countries seeking to make a positive contribution to opportunities for employment.

The adoption of employment-intensive technologies can also contribute to private sector development, a high development priority in many countries. An essential aspect to be addressed in this context is to ensure that a higher participation by the private sector in managing and

implementing civil infrastructure works does not lead to worker exploitation but, on the contrary, facilitates an increased dialogue between the social partners (workers, employers and Government agencies).

Labour-based technologies are increasingly used in Sub-Saharan Africa in the roads sector. In other sectors, such as urban infrastructure, irrigation, water and sanitation, labour-based approaches are often being used in an uncoordinated manner within the framework of localised projects that do not always apply efficient management techniques and satisfactory working conditions. In the different environments (rural, urban) and sectors (water, irrigation, transport, soil conservation, drainage) the scale of use of labour-based approaches varies substantially from one country to another, as does the pace of progress.

In order to be successful, initiatives must be undertaken both at policy level (as for example the White Paper in Namibia on the use of labour-based approaches for employment) and at project levels through the development of an enabling environment and capacity building.

ASIST 2001-2003 will address these concerns in the manner illustrated in Figure 1.

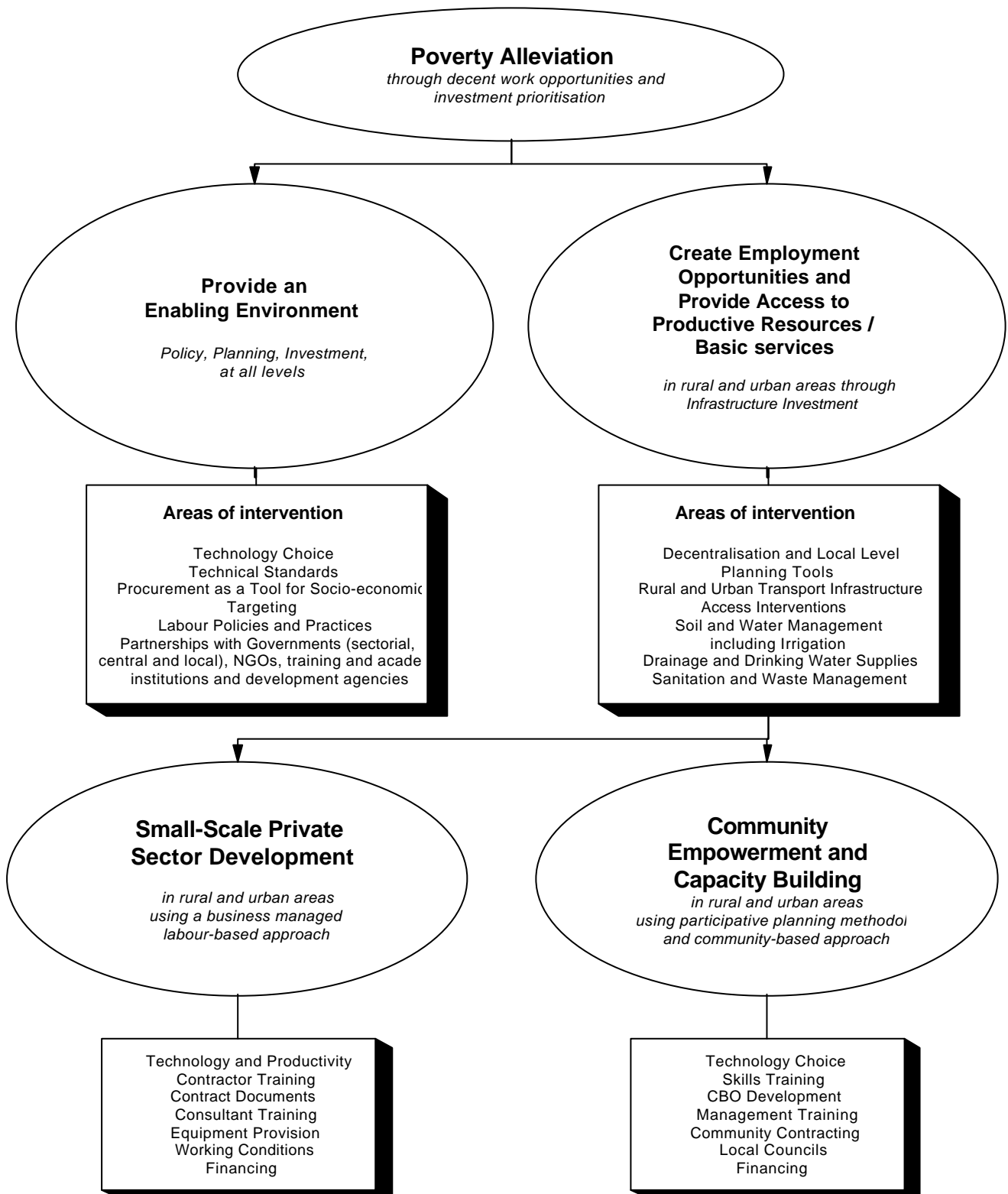


Figure 1: Overall Approach

2 Objectives

2.1 GOALS AND OVERALL OBJECTIVES

2.1.1 Development goals

Being a multi-sectoral international support programme, ASIST 2001-2003 addresses a range of general objectives as shown in the logframe (Annex I).

The three development goals include:

- Poverty Reduced;
- Communities and Livelihoods Sustained;
- Local Economies and Private Sector Developed.

2.1.2 Overall objectives

- Employment with fair working conditions created for men and women;
- Local capacity and skills built in government, private sector and local communities;
- Infrastructure improved and maintained at affordable cost.

2.1.3 Strategy in achieving goals and overall objectives

In pursuing these goals and objectives the programme should contribute to improving local economic development as more assets are established using local resource based methods. These facilities include basic urban and rural infrastructure such as roads, drains, footpaths, clinics, stores, schools, irrigation, water supply and sanitation.

Policy and programme interventions will be co-ordinated in line with ILO internal programmes such as Start and Improve Your Business (SIYB) and Jobs for Africa (JfA) as well as with relevant international programmes and initiatives. The latter includes programmes such as the Urban programmes of HABITAT and bilateral and multilateral Development Agencies, the Sub-Saharan Africa Transport Policy Programme (SSATP) of the Economic Commission for Africa and the World Bank, the World Road Congress (PIARC), the Southern African Development Coordination Committee (SADCC) and the International Forum for Transport and Rural Development (IFTRD). At national level collaboration and interaction will be promoted with national organisations, such as national engineering, workers', employers', contractors', consultants' associations and learning institutions.

2.2 IMMEDIATE OBJECTIVE

2.2.1 The immediate objective

Local resource-based methods optimised in infrastructure works in a widespread and sustained way

The programme's immediate objective or purpose is that local resource-based methods should be more widely known, understood and used in urban and rural infrastructure works in a widespread and sustained way. This goes for both community managed programmes and public investment programmes. In addition, all workers employed on labour-based projects, whether public or private sector employees must be employed under fair working conditions in accordance with International and National Labour Standards and conditions.

2.2.2 Strategy in achieving the immediate objective

The strategy for optimising local resource based methods (i.e. the use of locally available expertise, materials, labour and small enterprises) can be regarded as falling into two main categories, that is infrastructure works of purely local community interest and works of wider public interest.

In first considering the works of community interest, the strategy adopted by ASIST will be to promote planning methodologies that recognise the importance of "bottom-up" planning and meaningful participation of communities in setting priorities. The aim will be to have this planning approach adopted as national policy. The planning approach is coupled with the provision of the chosen infrastructure or services using local resource based methods, thus creating an asset, which can be operated, managed and maintained by the community. This means an effective response to users needs through the provision of access to productive assets, better services and employment opportunities.

In works of public interest, the strategy is to work together with line ministries to ensure that technology choice is appreciated and barriers to the use of LBT and local resources, including engagement of local contractors and consultants, are removed. It will also be necessary to work at policy level to ensure that progress "on-the-ground", is being matched by policy decisions and legislative support at national level. The programme will also need to continue highlighting the contribution of employment intensive methods through information dissemination, on the creation of temporary and longer term employment, and to undertake and publicise studies looking at how the use of public investments can better respond to the needs of local economies. This should include comparisons of equipment-based and labour-based methods.

It will be a priority of the programme to ensure that workers and employers are aware of their rights and obligations, that workers have the opportunity to be employed without gender or political discrimination, that forced and child labour are not used in the programmes, and that remuneration and working conditions are in line with nationally negotiated levels. The ILO core expertise in Geneva and in the Multi-Disciplinary Teams will be fully involved in this process. This component is becoming increasingly important as labour-based methods expand and

the private sector becomes involved, especially as the sector will be largely represented by recently established small-scale organisations unfamiliar or unconcerned with the working conditions of their employees.

2.2.3 Monitoring of achievements

Progress on the achievement of the programme's objective will primarily be monitored through a set of indicators developed in previous phases of ASIST; the "Country Profiles" (see Annexes 3, 4 and 5 for examples). These profiles will be refined and published annually. A well-defined "benchmarking system" will give credit to countries in the forefront and stimulate those lagging behind to catch up. The existing profiles will be refined through consultations with stakeholders to ensure that they measure the right factors. The Rural Infrastructure Profiles should for instance include 'sustainability factors' such as domestic funding of maintenance of the road network and 'employment creation factors' such as "labour/capital ratios" in relevant sectors and sub-sectors. The Rural Accessibility Profiles should include indicators on actual physical access in addition to the institutional issues, such as local planning systems in place and functioning.

To quantify as much as possible the level of commitment to labour-based technologies at country level and the cost effectiveness of such technologies, a country database will be maintained on policy instruments which have been put in place. Studies will be conducted (in collaboration with the EIIP in Geneva and the ILO Multi-Disciplinary Teams) together with local partners on relative costs by labour or equipment.

Finally, to determine whether working standards and conditions are fair, databases will be compiled on the relevant standards and conditions contained in the legislation and statutes of all countries in the region, and case studies will be conducted on the actual application of the legislation and statutes. This is one of the issues tracked by the Country Profiles (for example, see Annex 5, codes 27 to 30). This work will draw on the work of and will be carried out in close collaboration with the International Labour Standards and Social Protection Specialists in the ILO Multi-Disciplinary Teams, who are in on-going dialogue and consultations with the ILO social partners.

3 Target Groups

The long-term target group of the programme is the rural and urban poor in Anglophone and Lucophone Sub-Saharan Africa, who currently have limited possibilities for wage employment, and need better and locally sustainable infrastructure. The programme should contribute to a situation where they can begin to improve their own environment while being fairly remunerated under decent working conditions, and access to productive resources.

The direct beneficiaries of the programme will be the parties involved in the planning, implementation, and maintenance of the works. This can be viewed at four levels:

- the policy makers and planners at central Government level who will decide on investments and the extent, nature and degree of

sustainability for employment intensive works in their country. This also applies to local and urban councils at their level of influence;

- the designers, organisers and managers of the planning and implementing organisations, who need to know the technical specifications, resources and costs of labour-based operations;
- the trainers and supervisors at project level (including local consultants) who will ensure the quality of the product and the effectiveness of the work methods;
- and, most importantly, the local contractors, consultants, and labourers who will do the work and benefit from the employment and improved access to resources.

Indirect beneficiaries of the programme will include staff of agencies (universities, training institutions, donors, NGOs, Development Banks, consultants) who will draw upon ASIST information services and profit from training course development and implementation work in the different fields of intervention (community empowerment, rural and urban infrastructure development, accessibility planning, technology choice, and management of labour-based programmes). ASIST staff will also facilitate national co-ordination and interagency co-operation.

4 Scope of the Programme

ASIST will provide a continuous programme of services, influencing the infrastructure investments and choice of technology through a process-oriented approach as opposed to a project with a clear and finite end. It is expected that the functions ASIST provides in this process will be needed for some time to come and the independent Review Team has endorsed this strategy. In order to provide milestones and a workable programme document, the time scale of three years for this new phase of the programme was recommended by the independent Review Team, and endorsed by the review workshop.

The participants at the workshop agreed with the Review Team and the preparatory analysis ⁴ made by ASIST, and recommended that ASIST would expand its focus in order to respond to the new development trends of decentralisation and community empowerment. The development and introduction of appropriate contractual procedures and documentation both for small-scale enterprises and communities in both rural and urban environments and for different infrastructure sectors (water, transport, buildings, facilities, etc.) will be important in this context. The ASIST team will adapt the programme approaches to include non-roads sector infrastructure in urban and rural environments focusing on Anglophone and Lucophone Sub-Saharan Africa, but producing information services and transfer of experience to other regions of the world and language areas as required.

⁴ Background note 1: Trends in employment-intensive programmes and Background note 2: ASIST today and tomorrow. ASIST, November 1999

5 Outputs

The independent Review Team recommended as one of the 'Lessons Learned' that a multi-purpose regional programme like ASIST should be defined by 'outputs' only. Most of the programme activities have been and will continue to be country or region specific and must be adjusted to the conditions in each country. The appropriate targets or beneficiaries are difficult to determine in advance, and the most efficient way of implementation (activities) will vary from situation to situation. The Review Team recommended that the identification and implementation of the appropriate activities to reach the defined outputs should be the responsibility of the programme manager. Detailed workplans, in the common ILO computerised format (see Annex 6 for an example) will be prepared on an annual basis and monitored regularly by the programme management. These workplans will be forwarded to the donors for their information.

A narrative description is given of each output and related major initiatives by way of introduction. The logframe in Annex 1 specifies the outputs, and the assumptions, indicators and means of verification are in sections 8 and 9, and Annex 2 of this document.

5.1 OUTPUT 1: DECISION-MAKERS INFLUENCED TO DEVELOP AND IMPLEMENT SUPPORTIVE POLICY AND LEGISLATIVE ENVIRONMENT RELATED TO TECHNOLOGY CHOICE, EMPLOYMENT-INTENSIVE INVESTMENTS, LABOUR POLICIES, AND USE OF SMALL-SCALE LOCAL ENTERPRISES

5.1.1 Background

Policy work forms an important part of all components of employment-intensive programmes. Much of the development work (at national levels but also at provincial and district levels) still fails largely due to the lack of appropriate national policies. Moreover, programmes are not growing due to the lack of these policies. Other development programmes may counteract the strategies pursued if national policies are not developed and adhered to. Adequate policy development is therefore a prerequisite for the mainstreaming of sound employment-intensive development programmes in a decentralised environment.

The policy and operational environment needed for private sector development programmes in this field is discussed in detail in the new ILO Guide for capacity building in the construction sector⁵. This Guide deals with different policy issues, like investment policies and stable financing, procurement policies and the role of the national construction industry, employment creation policies, labour policies, training policies, decentralisation (of agencies) policies, etc., as well as with the many operational and procedural constraints faced by small local enterprises in

⁵ Employment-Intensive Infrastructure Programmes: Capacity Building for Contracting in the Construction Sector, ILO Geneva, 1999.

developing countries. Much experience has been gained in this area, particularly related to roads and rural infrastructure programmes.

Employment-intensive urban infrastructure works will encounter many of the same issues, but will also need to deal with different policy aspects and subjects specifically related to the urban environment.

5.1.2 ASIST initiatives

This output demands much promotional and awareness raising work of a nature that cannot readily be provided on a commercial basis. The neutral and non-commercial status of the ILO as a UN agency, of which ASIST is seen to be a part, is essential for the successful delivery of this type of service. Important initiatives related to this output will include:

- awareness creation through the organisation of international seminars or national workshops and through information development (brochures, information papers, audio-visual materials), promoting local resource-based approaches to construction and maintenance in different sectors and in rural and urban environments;
- influencing planning and civil engineering higher level learning institutions in developing countries;
- the establishment of national level policy planning units assessing the impact of technology choice and providing advice and support to the management of labour-based programmes;
- the institutionalisation of policy directives affirming employment intensive investments through instruments such as Green or White papers;
- develop together with country partners, codes of good practice for labour standards in public works programmes and labour-based works.

5.2 OUTPUT 2: PARTNERSHIPS AND REPRESENTATIVE STRUCTURES DEVELOPED AND STRENGTHENED

5.2.1 Background

The present shift in policies by Governments has placed greater responsibility for rural development on local authorities, local organisations and local people as beneficiaries, and increasing emphasis is again being given to “community participation” in development strategies. This recognises the fact that development programmes are unlikely to succeed if the stakeholders and intended beneficiaries are not involved in the entire process. People must be involved not only in the implementation of projects (for instance as project workers), but throughout the process from identification and planning to operation, maintenance and evaluation.

Much of the development efforts at local level are intended to go through newly established or strengthened local authorities or agencies, including communities. The decentralisation of responsibility and authority is

gaining speed in many countries, thereby enabling much greater community participation and stakeholder involvement.

The obvious result of these shifts in development strategies and investments will be that more capacities are needed at local level to plan, implement and, most importantly, to operate and maintain new infrastructure. Employment-intensive strategies do recognise this and must continue to respond through adequate initiatives, and further develop and complement existing partnership arrangements. It is up to all practitioners to show that the new strategies are sound and viable.

In this context there is also greater potential for labour-based contracting and consulting. The mobilisation abilities and costs of small-scale, locally-based enterprises are more competitive than those of bigger companies, provided that appropriate measures are taken in relation to capacity building (see Output 5) and the development of an enabling environment in which such enterprises can flourish.

Many of the principles applied to rural road programmes and other rural infrastructure works are equally valid for activities in urban infrastructure in low-income areas (mainly unplanned or informal settlements). City or town councils have typically neglected these settlements in the past as they were expected to disappear over time when cities grew to accommodate more migrants. As this did not happen, many agencies are now interested in supporting development in such areas in order to reduce the access problems and health and environmental risks.

The main feature of urban works programmes is that they do not focus on the labour-based approach only, but entail extensive community management efforts and complimentary activities for improving livelihoods, which necessitate the development of partnership arrangements between authorities, communities (and their representatives) and the private sector. This development may in some cases include the strengthening of already established relationships, but often involves the establishment of new processes or entire partnerships.

The formalisation of such partnerships is crucial for the success of any development involving the community and their resources in the development of the settlement. In this context, the ILO and its partners now develop community contracting as a process to involve the stakeholders from the planning phase of a project up to the maintenance of the infrastructure. In urban environments, urban unplanned settlements can provide substantial work in both construction and maintenance for small-scale local enterprises (contractors and consultants).

In both rural and urban programmes, care has been taken to work within existing structures to avoid developing parallel and donor driven initiatives and structures. Linkages with other agencies, government ministries and organisations, such as the Association of Urban Local Authorities (AULA), are vital to the sustainability of the approach.

5.2.2 ASIST initiatives

Initiatives under this output will include:

- the identification, mobilisation and co-ordination of the different stakeholders, including Government and funding agencies, private

- sector associations, employers' and workers' organisations, learning institutions and communities;
- the development and introduction of typical contractual agreements between the different partners;
 - the creation of awareness on participatory techniques (such as community contracting) within the new target groups, and develop and disseminate working papers on the appropriate level of community participation for (labour-based) infrastructure works and partnership arrangements;
 - the adoption of the developed systems by national and local governments as policy for low-income settlements.

5.3 OUTPUT 3: APPROPRIATE PLANNING SYSTEMS AND PROCEDURES DEVELOPED AND INTRODUCED

5.3.1 Background

Many countries have set up Social Development Funds or Poverty Eradication Funds, which generally aim to alleviate poverty through participatory processes. Community infrastructure provision tends to be one of the services provided.

As a result of the ongoing decentralisation process in many countries responsibilities are decentralised from central to local level, where decision making is closer to the people. Often, participatory processes are being developed for community involvement in the planning of infrastructure. However, the trend requires capacity building at the local level to manage the process and adopt labour-based technologies and appropriate approaches to community participation.

The ILO has developed and tested an infrastructure planning and prioritisation methodology entitled "*Integrated Rural Accessibility Planning (IRAP)*" for its employment-intensive programmes. The methodology uses the term "accessibility" in terms of providing the people in rural communities access to productive resources and basic social services and facilities. Local accessibility problems can only be identified at local level with a full involvement of the communities, and the identification should include basic, social and economic sectors like health, education, grinding mills, energy (wood lots), water, markets, etc. Accessibility improvements may therefore comprise infrastructure investments, facilitating the use of motorised and non-motorised means of transport and improving the location of the "basic needs" services mentioned above.

The IRAP planning procedure involves local communities and authorities in a partnership to carry out local level planning. The objective is to involve communities in the identification of access problems on a cross-sectoral basis, to set priorities for local level investments both within and between sectors and to develop partnerships in the implementation. The new decentralisation policies are crucial for this, because they should facilitate the availability and management of financial resources. Of course, a truly participatory process and planning exercise requires that any external resources made available should take account of the priority

setting at local level. This implies in turn that financial regulations should be modified to allow for much greater flexibility in the utilisation of loans and grants.

Furthermore, the planning has to take into account the contributions of the different stakeholders and beneficiaries. In this respect, a great deal of useful experience has been gained with urban works in a number of African countries. This involves both unpaid labour, like in the self-help operations and food for work activities in Lusaka, and paid labour (Nairobi, Dar es Salaam and Kampala). As for rural works, it is important to distinguish between public works and community works when it comes to the use of self-help activities. In an urban setting, this distinction is even more difficult than in the rural setting. The selected approach will have a serious impact on people's possible contribution during the construction period, but particularly on the subsequent operation and maintenance of the infrastructure.

5.3.2 ASIST initiatives

ASIST initiatives under this output will include:

- the introduction of these bottom-up planning systems and procedures, and their adoption at local, District, Provincial and National levels in coordination with the stakeholders concerned;
- the integration of the results of the planning system into decision making processes on public investment planning;
- the expansion of the established networks with regional and international learning institutions (see also the African University Network under Output 5) and organisations and take initiatives to ensure the incorporation of appropriate planning systems into their strategies and course curricula and seminars;
- awareness raising on actual travel and transport patterns including the gender dimension of these patterns;
- the promotion of intermediate means of transport both in the production and use at local level;
- develop accessibility planning applicable to urban areas.

ASIST is closely collaborating and coordinating its activities with RTTP and IFRTD on issues related to rural travel and transport in Sub-Saharan Africa. Activities of ASIST are considered complementary to RTTP programme activities in the region. The RTTP focuses on rural transport policy issues and ASIST emphasizes building the local capacity for planning and implementation of activities that lead to better allocation of the scarce local resources and increases job opportunities for the rural population. Equally important has been the collaboration with IFRTD which includes activities related to information services and coordination of efforts regarding seminars and workshops.

5.4 OUTPUT 4: APPROPRIATE TECHNICAL STANDARDS AND PROCEDURES FOR DESIGNING, MANAGING AND MAINTAINING INFRASTRUCTURE WORKS, AS WELL AS GOOD LABOUR PRACTICES, DEVELOPED AND INTRODUCED

5.4.1 Background

The renewed interest in community participation and the increase in decentralisation, means that new and larger target groups are being brought into the field of labour-based technology. Most of them are not yet familiar with professional labour-based technology and community participation techniques for infrastructure works. As a result, ASIST services should be expanded to include those new partners, while continuing to provide services to traditional sectors and partners.

Experiences with many socially motivated programmes have shown that often the technical aspects have not been taken seriously enough, and insurmountable operational and maintenance problems have emerged following the low-key investments. Whereas the investment must be affordable for the partners, the construction must follow the principles of good quality and cost effectiveness. This implies that supporting agencies have an interest in educating the partners about these technical and economic principles throughout the development process, while at the same time helping communities to take the planning and implementation aspects into their hands.

ASIST will also aim that a larger part of the rural infrastructure investment is spent on employment-intensive works. This will be done by expanding the present knowledge base to professional organisations covering:

- irrigation development programmes with a focus on small holder farmers;
- soil and water conservation matters;
- drainage and solid waste management in urban and rural areas;
- sanitation in urban and rural areas;
- water supply schemes;
- rural access infrastructure;
- construction and rehabilitation of public buildings such as schools and health centres.

ASIST should increasingly seek partners that are already active in the areas mentioned above, and concentrate on promoting the use of local resource based methods to the new sectors through these partnerships

Finally, with specific reference to labour standards, it remains a priority of the ILO's Employment-Intensive Investment Programme to ensure that workers and employers are aware of their rights and obligations that workers have the opportunity to be employed without gender or political discrimination, that forced and child labour are not used in the programmes and that wages and conditions are in line with nationally negotiated levels and relevant international labour standards.

This work is becoming increasingly important as the scale of labour-based programmes expands and private sector involvement increases. This is the more so as the private sector will be largely represented by recently established small-scale organisations unfamiliar or unconcerned with working conditions.

The programme will therefore develop a range of activities to ensure that standards and conditions for workers on labour-based projects are applied in line with relevant national labour legislation and the policies and practices described in the ILO guide on this subject ⁶.

The programme will also try to include those unions in the construction sector such as the International Federation of Building and Woodworkers.

5.4.2 ASIST initiatives

Specifically under this output ASIST will:

- continue the advisory and support work being undertaken in the roads sector on the development of appropriate standards, technology balanced documentation, and an enabling environment, for the use of labour-based methods through local enterprises.
- carry out research on life-cycle costs for various standards of construction and maintenance regimes principally in the roads sector.
- create awareness on labour-based technology within the new target groups. Not only should labour-based technology be promoted, but also the associated quality standards and productivity should be addressed as key issues for community-based projects;
- disseminate information that is accessible to technical and non-technical staff, NGOs and community organisations. The required information is not always available and should be developed in an accessible format;
- provide technical advice and training to the new target groups;
- develop and disseminate working papers and guidelines on payment systems, standards of infrastructure, methodologies of construction and maintenance work and quality control;
- promote the community contracting tool, in this context, to clarify with all partners concerned the need for a technically and economically sound development of urban and rural areas.

⁶ *Employment Intensive Infrastructure Programmes: Labour Policies and Practices*. ILO. Geneva. 1998.

5.5 OUTPUT 5: INFORMATION BASE, CAPACITY AND SKILLS ARE DEVELOPED AND MAINTAINED FOR PLANNING, MANAGING, IMPLEMENTATION AND MAINTENANCE

5.5.1 Background

This output addresses the acquisition and synthesis, as well as the sharing of relevant information in different fields pertaining to rural and urban infrastructure works, constructed and maintained with local resources. As awareness and scope for local-resource utilisation in rural and urban infrastructure works expands, so has the demand and diversity of requests for information. Practitioners and organisations are recognising the value of information as a resource and are becoming more demanding in their needs for information. That is, users want information that is concise and relevant to their local situations, to rapidly satisfy their needs, and also in a format that can be quickly assimilated, reproduced and disseminated if necessary. The ASIST Information Services have the most well established labour-based technology knowledge base worldwide, through which these demands can be met. The Information Services also provides a range of value-added services to meet the different needs of a wide variety of user target groups. The programme will continue to develop and improve its information services exploiting the developments in information technology, which provide numerous opportunities to effectively and efficiently satisfy a wide diversity of needs.

Although international courses for managers of labour-based road programmes are now well institutionalised in the Kisii Training Centre (KTC) in Kenya, country specific training of foremen and contractors, re-orientation for consultants, and training for rural and urban communities, at one end of the spectrum and senior policy and decision makers at the other, will continue to be required.

ILO has been initiating and supporting a University Network under a Sida-financed interregional project over recent years. The initial work of this network has been to introduce, test and further develop modules on labour-based technology provided by ILO into their regular engineering courses at undergraduate and postgraduate levels with an aim to modify curricula to better suit the tasks at hand for engineers in the respective countries. In addition, introductory courses on rural accessibility planning have been integrated into ongoing courses on rural and urban planning in several universities in the sub-region.

The African University Network includes presently some ten universities in nine Anglophone countries. There is a need for a continuation of the support to and further development of this network. Following the closure of the interregional project, this support will now have to be provided through ASIST budgets and technical support.

5.5.2 ASIST initiatives

Important initiatives related to this output will include:

- to identify user needs in fields not yet covered by the existing information service of ASIST (e.g. water and soil conservation);

- the synthesis and publishing of key information in an easily accessible form;
- the improvement of the management of data and user access;
- the support for further research;
- increasing the emphasis on gathering, disseminating and providing access to key information in digital format via the Internet, email, and on diskette and CD-ROM, in order to meet the ASIST's clientele need for quick access to information synthesized into readily digestible formats, in terms of both content and format;
- stimulation of networking and information sharing by promotion and support of the regional seminars for practitioners within and outside the region;
- the continuation of the ASIST Bulletin as a vehicle to share project experience and disseminate information on the "state of the art" of labour-based technology and rural access and employment interventions;
- during this phase, the establishment of a network of focal points who act as "brokers and clearing houses", i.e., involved in both the gathering, storing and dissemination of information locally. These focal points would maintain online Internet/email links as well as offline links to ASIST information and advisory support services for information retrieval and dissemination. These would also be valuable assets in the institutionalisation (particularly as the ASIST offices become more centralised);
- to institutionalise the central ASIST information services through active co-operation with the ILO structures, and other identified institutions and partners;
- the development, testing, and institutionalisation of new international courses for rural and urban planners, engineers, contract managers, contractors, consultants and site supervisors;
- the institutionalisation within the ILO of accreditation of international courses;
- the further support and development of the African University Network which has been identified and documented by the universities themselves and through regional meetings among the University Network members;
- the support to national technical learning and training institutions in different fields, who will receive development, information, and advisory support from ASIST. Study tours will be organised; reviews of training needs will be carried out for selected countries and technical fields; course materials will be developed in collaboration with international and national partners and consultants.

There is a particularly urgent requirement to develop a programme aimed at the development and reorientation of local consultants able to service local resource-based works in the civil engineering sector. Only when sufficient numbers of competent local consultants familiar with pro-employment methods are available will there be an adequate contract management capacity to manage labour-based infrastructure work at the local level. ASIST will address this need through a development support

package including (i) awareness creation (ii) technology and management guidelines (iii) contract documentation development (iv) orientation and training package development (v) networking with consultant professional bodies and (vi) the promotion of mentorship arrangements for newly established local consultants with established firms.

5.6 OUTPUT 6: SYSTEMS FOR ENSURING ADEQUATE FLOW OF FINANCIAL RESOURCES ARE DEVELOPED AND INTRODUCED

5.6.1 Background

If more employment-intensive investments are to be promoted, there are two main target groups that need to be sensitised to the potential for optimising the use of local resources: government staff and donor staff/consultants. The government staff, in particular, needs to be drawn from the highest level of the decision-making structure, since these are the people who decide how investment funds will be spent.

Since staff turnover in Government agencies is high, this sensitisation work needs to be repeated from time to time. For the sake of continuity, there also is a need for a national reference centre or unit that can promote, advise on, and maintain a watching brief regarding the application of employment-intensive investments.

A reference unit of this nature has been established with ILO support in Uganda, and a "Labour-based Forum" is presently being set up in Namibia as directed in the "White Paper on Labour-Based Works Policy" adopted by Parliament in 1999.

The location of such units is crucial. It must command respect for its professional approach and advice, and at the same time be seen as an influential agent of government policy development and implementation.

5.6.2 ASIST initiatives

Important initiatives related to this output will include:

- addressing the financial and investment aspects of employment-intensive policies during its awareness creation work (see output 1). It will also encourage and advise on the establishment of employment-intensive investment and reference Units in selected countries where a favourable policy environment exists and where there is a genuine interest and commitment in promoting employment;
- assistance to these units to fulfil their role with respect to advising on the economic and employment potential of local investments;
- advice on studies and analysis of employment created (the employment intensity of government spending) and the relative costs and benefits (financial and economic) of differing technology choices, including aspects such as multiplier effects;
- in collaboration with donor and lending agencies, to work with Ministries of Finance or Planning on the earmarking of international and national resources for this purpose;

- promoting the establishment of an advisory mechanism with tripartite 'plus' representation, as well as of focal points in technical line ministries, ministries of local government, and ministries in charge of decentralisation.

6 Inputs

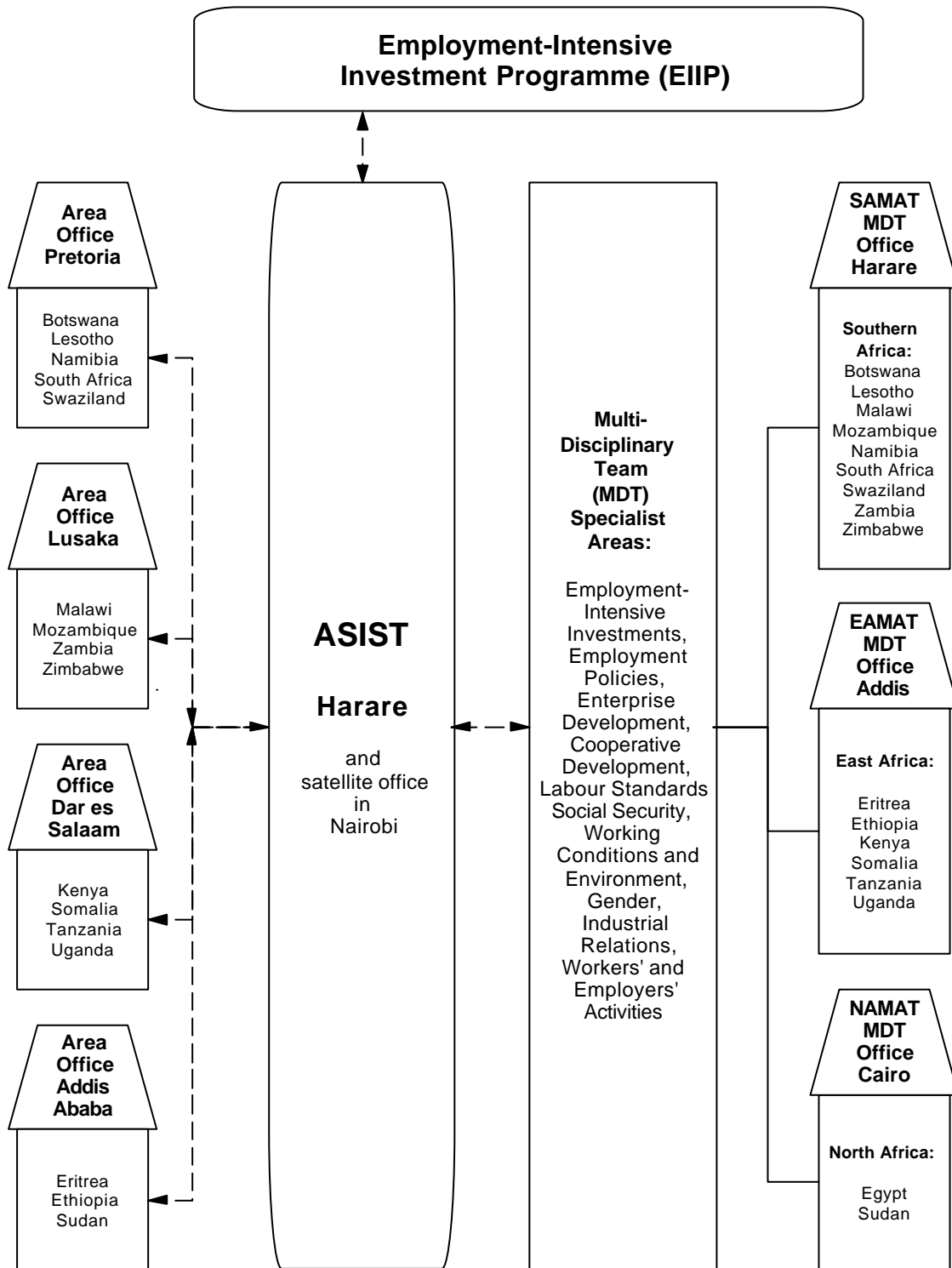
The programme will consist of a core of Senior Advisers in Labour-Based Technology in rural and urban areas and Access and Rural Employment, complemented by Associate Experts and National Professionals specialised in different technical fields and information processing. The core team will be based in Harare supported by a small team of administrative and support staff. A small presence will be maintained in Nairobi, principally to maintain the support to the International Training courses in Kisii, and, complementing the Harare service, by continuing to provide information services. This office would also serve as a test case to see how satellite offices could function cost effectively and contribute to the institutionalisation of the ASIST services

The staffing will reflect the workshop recommendations for a shift of focus to sectors other than rural roads as well as planning and community participation for sustainable livelihoods in rural and urban environments. For reasons of improved synergy and better coordination as well as cost savings, all Senior advisory staff will be located in Harare. The linkages between ASIST and other technical staff of the ILO, particularly with the different ILO Multi-Disciplinary Teams (MDTs) in the Africa region are shown in Figure 2 on next page.

Staff profiles for ASIST 2001 – 2003 are included in Annex 7.

In addition to regular staff, consultant funding is required for contracting out the preparation of information and audio-visual materials on selected topics, seminar proceedings, technical briefs and training materials. Consultants will also be utilised to deliver ASIST services for country-specific technical support and workshops. It is expected that most of these inputs will be funded by additional country-specific sources.

The Nairobi representation will move from its current rented accommodation to smaller premises in line with the reduced staff and space requirements following the transfer of the senior advisory staff to Harare.



Note: Only countries in which ASIST is directly involved are mentioned

Figure 2: ASIST Technical Linkages with ILO Structure

7 Institutional Framework

ASIST will be under the direct technical control of the Employment-Intensive Investment Branch (EMP/INVEST) within the Recovery and Reconstruction Department in Geneva. It will collaborate closely with the MDTs responsible for the delivery of ILO's employment related work in the different sub-regions. The MDT employment-intensive works specialists in the region will be the focal point for all ASIST activities. One of the objectives for this phase is to explore the extent to which ASIST technical activities can be transferred to ILO regular staff specialised in employment-intensive infrastructure investment policies working in the MDTs. As referred to in section 1.3, it is expected that this category of staff will increase in response to the new emphasis being placed by the ILO on employment and development. Bench-marks for the transfer will be created by the EIIP and the ASIST team at the beginning of 2001.

Work on labour standards and social protection will be transferred to the relevant MDT specialists provided there has been an awareness campaign by the EIIP and ASIST with the specialists and their departments on the nature of labour-based works and public works programmes.

All country-specific inputs will be carried out in consultation with the ILO Area Directors for their respective countries, and in line with the ILO Country Objectives (which all include the promotion and support of employment intensive works as a priority objective).

During the programme period ASIST information services will be transferred to the libraries of ILO's regular institutions (Headquarters, the Area Offices and the MDTs). In addition specialised information providers (e.g. TRL, SKAT, GATE, World Bank, IFRTD) will be approached to act as dissemination channels for selected sections of ASIST information work.

The international training work will be diversified as indicated under Output 5 and fully institutionalised in the Kisii Training Centre under the Kenya Institute for Housing and Building Technology (KIHABT). In addition, relevant training initiatives by learning institutions and the private sector will be encouraged and supported. In this respect, ILO and ASIST are only providing financial assistance and technical guidance to the African Universities Network, while the management and operation of the network is in hands of the universities themselves.

8 Assumptions

Assumptions are those situations, events, conditions or decisions which are necessary for programme success, but which are largely or completely beyond the control of the programme management.

The assumptions for the programme results to achieve the programme objective, and the outputs to reach the programme goal, are set out in the logframe.

Debt servicing, economic malaise, and lack of good governance may result in a declining demand in the construction sector, thus affecting local enterprises and volumes of work.

Obviously, an essential assumption is that additional resources are made available to allow ASIST to fulfil the demand for Lucophone and Francophone materials, and to properly address the other priority sectors outside rural roads and urban infrastructure. For institutionalisation of ASIST services there is the additional assumption that other organisations are willing and able to take on that responsibility.

For the programme objective of cost-effective labour-based methods to reach the goal of wide scale adoption of employment intensive approaches, assumes continued support of the various Governments in the region to employment generating policies.

The institutionalisation of the information services of ASIST and part of the advisory services of ASIST will be promoted within the permanent structures of the ILO.

Other activities of ASIST will be institutionalised within private or public institutions and agencies.

9 Indicators and means of verification

The tables in Annex 2 provide the indicators and means of verification for the ASIST Programme for 2001 to 2003

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Annexes

Annex 1: Programme Logframe

Annex 2: Indicators and means of verification

Annex 3: Country Profile, Rural Roads

Annex 4: Country Profile, Access and Rural Employment

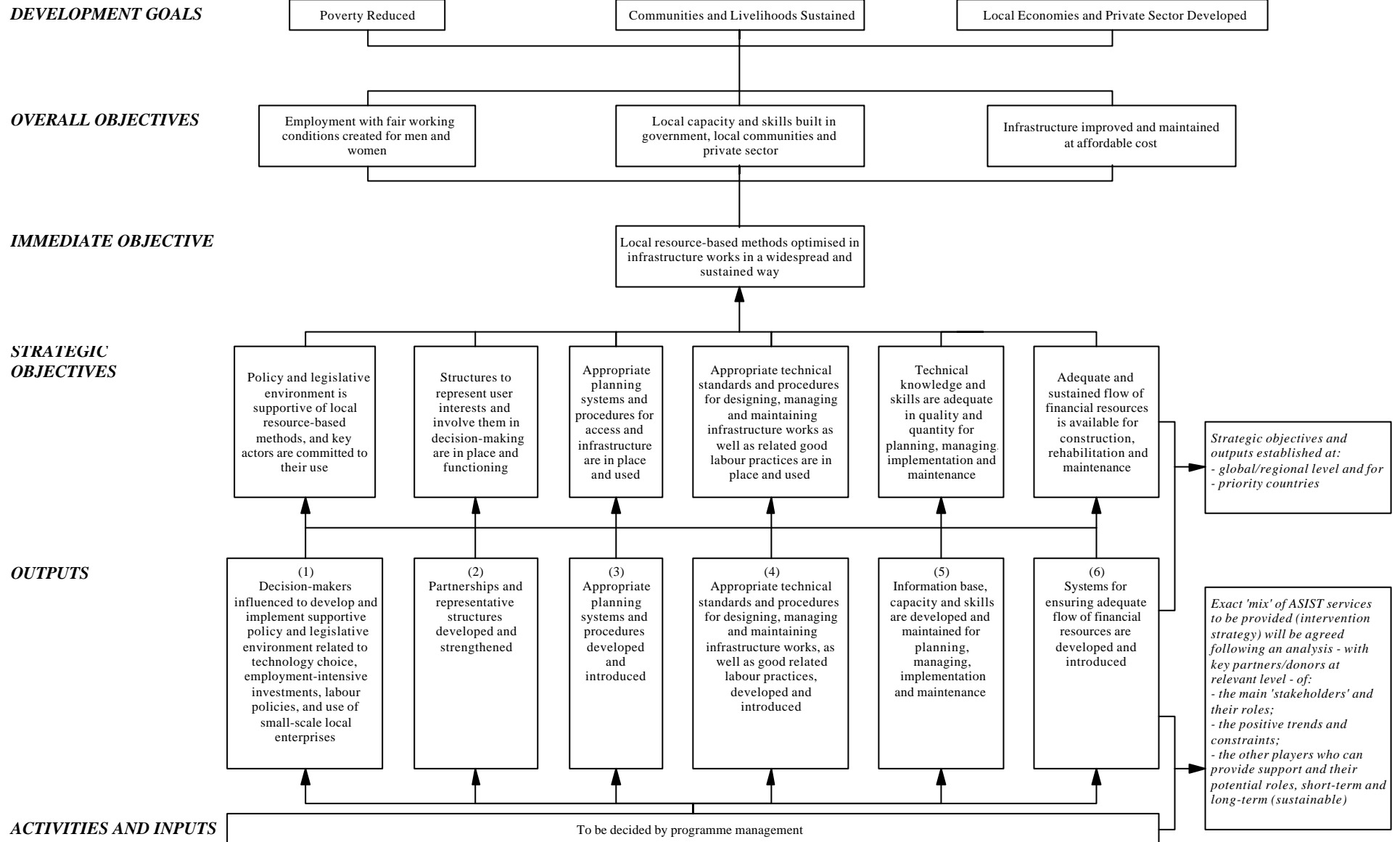
Annex 5: Country Profile, Urban

Annex 6: Selected pages from ASIST Workplan 2000

Annex 7: Staff profile

Annex 1

Programme Logframe



ASIST 2001-2003 Logframe

Annex 2

Indicators and means of verification

Indicators and means of verification

<i>Outputs</i>	<i>Indicators</i>	<i>Means of verification</i>
Development Goals		
Poverty reduced	Human Development Index for poorest section of population in ASIST core countries increasing. Income for poorest section of population in ASIST core countries increasing.	<ul style="list-style-type: none"> • UN Human development reports • EIU country reports • Refined studies on linkages of project outputs to poverty alleviation
Communities and livelihoods sustained	Access to employment improved and numbers employed on employment intensive works increased in ASIST's core countries. Access to basic social and economic services improved in ASIST core countries.	<ul style="list-style-type: none"> • ASIST country profiles • UN Human development reports • EIU country reports
Local economies and private sector developed	20% increase in the number of trained LB contractors in ASIST's core countries. Consultants in at least five countries re-oriented towards the use of local resources. Increase in the proportion of capital and recurrent budgets remaining in the local economy Links established between casual labourers and workers' associations in the construction sector	<ul style="list-style-type: none"> • Membership of contractor's associations • Number of registered contractors • Reports of re-orientation seminars and the output from the re-oriented consultants • National budgets • Construction industry reports • Membership of workers' associations

Overall

Outputs	Indicators	Means of verification
Objectives		
Employment with fair working conditions created for men and women	Extension of labour standards and social protection to casual workers employed in labour-based works.	<ul style="list-style-type: none"> • Contract documentation • Reports on monitoring of implementation at site level
Local capacity built in government, private sector, and local communities	Increase in the proportion of technical services delivered for employment intensive investments through communities, local and national authorities, and regional and national professionals.	<ul style="list-style-type: none"> • ASIST country profiles • Programme and project reports • Government departmental reports
Infrastructure improved and maintained at affordable cost	An increase in the cost efficiency of service delivery and maintenance through technology choice.	<ul style="list-style-type: none"> • Line ministry reports • Programme documents • Unit cost analysis
Immediate Objective		
Local resource-based methods optimised in infrastructure works in a widespread and sustained way	Increased acceptance and use of local resource-based methods in ASIST's core countries and beyond.	<ul style="list-style-type: none"> • ASIST country profiles • National documentation • New programmes requested by partners and other independent agencies
Strategic Objectives		

Outputs	Indicators	Means of verification
1. Policy and legislative environment is supportive of local resource-based methods, and key actors are committed to their use	<p>Decision-makers influenced to develop and implement supportive policy and legislative environment related to technology choice, employment-intensive investments, labour policies, and use of small-scale local enterprises.</p> <p>Four ASIST core countries have adopted or are in the process of adopting policies promoting the implementation of LBT in different sectors.</p> <p>Four ASIST core countries actively promoting an enabling environment for LB contractors and local employment generation.</p> <p>Four ASIST core countries have adopted or are in the process of adopting labour policies and practices promoting decent work.</p>	<ul style="list-style-type: none"> • ASIST country profiles • Green/white papers • Bills passed by parliament • Forums/policy units established and documented • Documentation demonstrating that procedures are in place to assess the employment creating potential of infra-structural works • ASIST country profiles • Tendering procedures including documentation favourable towards LB contractors • Amount of work allocated to LB contractors • Amount of person-days of employment created by LB works • Copies of laws and codes of good conduct promoting decent working conditions for men and women • Conventions ratified

Outputs	Indicators	Means of verification
2. Structures to represent user interests and involve them in decision making are in place and functioning	<p>Partnerships and representative structures developed and strengthened.</p> <p>LB methods using the private sector institutionalised in at least two additional ASIST core countries.</p> <p>An additional two countries introduce community-managed and labour-based works in the urban sector and work expansion of programmes in the existing countries.</p> <p>Local government strengthened in five of ASIST's core countries to work with communities and the private sector in the planning and provision of services.</p> <p>Standard type of contract documents (for use by small scale contractors) made available to ASIST core countries.</p>	<ul style="list-style-type: none"> • ASIST country profiles and reports • National project documents and reports • District and municipal plans and reports • Construction industry reports • Project documents and reports • Copies of documentation in use • Reports from the implementing countries
3. Appropriate planning systems and procedures for access and infrastructure are in place and used	<p>Appropriate planning systems and procedures developed and introduced.</p> <p>In at least five countries local, district, provincial and national levels have knowledge of ASIST promoted local level planning tools and have incorporated them.</p> <p>In five countries the capacity at local, district, provincial and national levels to plan using local level planning tools has been developed.</p> <p>The production and use of IMTs visibly increased in four countries.</p> <p>Appropriate planning systems included in curricula of an additional five Universities and Colleges</p>	<ul style="list-style-type: none"> • Local level planning structures in place at different levels • Number of pilot programs dealing with access interventions • Number of plans incorporating access and local level investment priorities • Number of IMTs used • Number of IMT producers or IMTs produced • Number of pilot projects promoting IMTs • Curricula of universities and colleges

Outputs	Indicators	Means of verification	
4. Appropriate technical standards and procedures for designing, managing and maintaining infrastructure work as well as related good labour practices are in place and used	<p>Appropriate technical standards and procedures for designing, managing and maintaining infrastructure works, as well as good labour practices, developed and introduced.</p> <p>At least four Governments in the ASIST core countries continuously increasing efficiency of delivery of infrastructure and services .</p> <p>Guidelines developed and disseminated on the appropriate use of local resources and suitable quality assurance plan for two additional sectors.</p> <p>The principles of decent work incorporated into international and national training materials and contract documentation.</p>	<ul style="list-style-type: none"> • ASIST reports • Guide publications • Governments reports • Guidelines, distribution list and use • Training materials • Contract documentation 	
5. Technical knowledge and skills are adequate in quality and quantity for planning, managing, implementation and maintenance	<p>Information base, capacity and skills are developed and maintained for planning, managing, implementation and maintenance.</p> <p>Key documents available in English, French and Portuguese in digital and print media.</p> <p>Target groups have access to and are kept abreast of key information through print and electronic media.</p>	<p>Key documents available in English, French and Portuguese in digital and print media.</p> <p>Target groups have access and are kept abreast of key information through print and electronic media.</p> <p>Increased and improved interaction and networking between target groups.</p> <p>African University Network operational and expanded to include 15 universities.</p> <p>New international and national courses and training material on new sectors and for new target groups available at national technical training institutions, and rural and urban planners, engineers, contract managers, contractors and consultants and site supervisor trained through ten vocational training institutions or private training providers in the sub-region.</p>	<ul style="list-style-type: none"> • ASIST Database • Records of acquisitions • Records of technical enquiries and document distribution • No. of hits on improved ASIST Website • National focal points established and provided with information, within key countries and within regional ILO offices and ILO Headquarters • Reports of international, regional and sub-regional seminars, forums, and newsletters and use of web discussion forum • Curricula of universities and colleges • Curriculum, training manuals and guides (including orientation material, technical manuals, contract documents) • Survey of the number of trained personnel operational in planning and implementation as a result of training

Outputs	Indicators	Means of verification
6. Systems for ensuring adequate flow of financial resources is available for construction, rehabilitation and maintenance	<p>Systems for ensuring adequate flow of financial resources are developed and introduced.</p> <p>Policy units in place and performing satisfactorily in terms of investment policy in more than three of ASIST's core countries.</p> <p>Studies and findings published and disseminated on cost-benefit analysis with reference to technology choice.</p> <p>Lending agencies influenced to increase the use of local resources.</p> <p>At least four Governments in ASIST core countries continuously increasing the proportion of their budget allocation and expenditure for EI programmes.</p>	<ul style="list-style-type: none"> • Evaluation and progress reports of the Policy Units • Published findings • Records of distribution and workshops / seminars • Lending agency reports • Governments' financial reports

Annex 3

Country Profile

Rural Roads

**Examples from Mozambique for
31 December 1997 and 31 December 1998**

Rural infrastructure, Roads

Country Name: Mozambique 31 December 1997

Scale	90	80	70	60	50%	40	30	20	10	0																						
1											Macro-economic/ employment policy framework																					
2											Policy																					
3											Institutional framework																					
4											Development needs/priorities known																					
5a											Implementation plans approved - Rehabilitation																					
5b											Implementation plans approved - Maintenance																					
6a											Labour supply																					
6b											Managerial expertise																					
6c											Supervisory expertise																					
7a											Local materials availability																					
7b											Alternative materials																					
8a											Funding for rehabilitation																					
8b											Funding for maintenance																					
9											Tool/equipment suppliers																					
10											Tool/equipment manufacturers																					
11											Technology proven																					
12											Technology balance																					
13a											Impact studies on employment																					
13b											Increase in worker days																					
14											Monitoring and evaluation system																					
15											Research and development																					
16											Engineering practices																					
17											Environmental impact analyses																					
18											Environmental planning																					
19											Environmental implementation																					
20a											Planning systems																					
20b											Stakeholder participation in planning																					
20c											Reporting systems																					
21											Contracting environment																					
22											Contract potential																					
23											Contract documentation																					
24											Consultant ability to design & supervise contracts																					
25											Government ability to design & supervise contract																					
26											Contractor training capacity																					
27											Legislation and statutes in place																					
28a											Labour laws and statutes adherence																					
28b											Functional monitoring system																					
29											Gender considerations in planning																					
30											Implementation of gender considerations																					
31											Training needs assessment																					
32a											Capacity for training engineers/managers																					
32b											Capacity for training technicians																					
32c											Capacity for training supervisors/foremen																					
32d											Introduction of technology choice into tertiary education																					
33											Information resources available																					
	A. Policy and strategy			B. Analysis of sector resources						C. Technology equilibrium				D. Engineering practices		E. Environmental standards		F. Management practices			G. Contracting				H. Labour standards & working conditions			I. Institutional development/TNA			J. Information resources	

Rural infrastructure, Roads

Country Name: Mozambique 31 December 1998

Scale	90	80	70	60	50%	40	30	20	10	0																																								
Macro-economic/ employment policy framework																																																		
Policy																																																		
Institutional framework																																																		
Development needs/priorities known																																																		
Implementation plans approved - Rehabilitation																																																		
Implementation plans approved - Maintenance																																																		
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Funding for rehabilitation																																																		
Funding for maintenance																																																		
Tool/equipment suppliers																																																		
Tool/equipment manufacturers																																																		
Technology proven																																																		
Technology balance																																																		
Impact studies on employment																																																		
Increase in worker days																																																		
Monitoring and evaluation system																																																		
Research and development																																																		
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Environmental impact analyses																																																		
Environmental planning																																																		
Environmental implementation																																																		
Planning systems																																																		
Stakeholder participation in planning																																																		
Reporting systems																																																		
Contracting environment																																																		
Contract potential									No Info																																									
Contract documentation																																																		
Consultant ability to design & supervise contracts																																																		
Government ability to design & supervise contract																																																		
Contractor training capacity																																																		
Legislation and statutes in place									No Info																																									
Labour laws and statutes adherence																																																		
Functional monitoring system																																																		
Gender considerations in planning																																																		
Implementation of gender considerations																																																		
Training needs assessment																																																		
Capacity for training engineers/managers																																																		
Capacity for training technicians																																																		
Capacity for training supervisors/foremen																																																		
Introduction of technology choice into tertiary education																																																		
Information resources available																																																		
	1	2	3	4	5a	5b	6a	6b	6c	7a	7b	8a	8b	9	10	11	12	13a	13b	14	15	16	17	18	19	20a	20b	20c	21	22	23	24	25	26	27	28a	28b	29	30	31	32a	32b	32c	32d	33					
	A. Policy and strategy					B. Analysis of sector resources					C. Technology equilibrium					D. Engineering practices					E. Environmental standards					F. Management practices					G. Contracting					H. Labour standards & working conditions					I. Institutional development/TNA					J. Information resources				

Annex 4

Country Profile

Access and Rural Employment

**Examples from Zimbabwe for
31 December 1997 and 31 December 1998**

Rural Travel and Transport

Country Name: Zimbabwe 31 December 1997

	81% - 100%	61% - 80%	41% - 60%	21% - 40%	1% - 20%	0%	No info
Scale							
1a	Red	Yellow	Magenta	Blue	Orange	Green	Red
1b	Red	Yellow	Magenta	Blue	Orange	Green	Red
1c	Red	Yellow	Magenta	Blue	Orange	Green	Red
1d	Red	Yellow	Magenta	Blue	Orange	Green	Red
2a i	Red	Yellow	Magenta	Blue	Orange	Green	Red
2a ii	Red	Yellow	Magenta	Blue	Orange	Green	Red
2a iii	Red	Yellow	Magenta	Blue	Orange	Green	Red
2b	Red	Yellow	Magenta	Blue	Orange	Green	Red
3a	Red	Yellow	Magenta	Blue	Orange	Green	Red
3b	Red	Yellow	Magenta	Blue	Orange	Green	Red
3c i	Red	Yellow	Magenta	Blue	Orange	Green	Red
3c ii	Red	Yellow	Magenta	Blue	Orange	Green	Red
4a	Red	Yellow	Magenta	Blue	Orange	Green	Red
4b	Red	Yellow	Magenta	Blue	Orange	Green	Red
4c	Red	Yellow	Magenta	Blue	Orange	Green	Red
5a i	Red	Yellow	Magenta	Blue	Orange	Green	Red
5a ii	Red	Yellow	Magenta	Blue	Orange	Green	Red
5b	Red	Yellow	Magenta	Blue	Orange	Green	Red
6	Red	Yellow	Magenta	Blue	Orange	Green	Red
7	Red	Yellow	Magenta	Blue	Orange	Green	Red
8	Red	Yellow	Magenta	Blue	Orange	Green	Red

KEY

No = 0%

Very poor = 1 - 20 %

Poor = 21 - 40 %

To some extent / Adequate = 41 - 60 %

Good = 61 - 80 %

Yes = 81% and above

Rural Travel and Transport
Country Name: Zimbabwe 31 December 1998

	81% - 100%	61% - 80%	41% - 60%	21% - 40%	1% - 20%	0%	No info
Scale							
1a Community organisations involvement in local level planning							
1b Local organisations' involvement in implementation of access interventions							
1c Local organisations' involvement in management of access interventions							
1d Local organisations' involvement in maintenance of access interventions							
2a i Acknowledgment of the need for IRAP & implementation of access interventions at National level							
2a ii Acknowledgment of the need for IRAP & implementation of access interventions at Provincial level							
2a iii Acknowledgment of the need for IRAP & implementation of access interventions at District level							
2b Is rural accessibility planning part of the district level planning structure?							
3a Level of available human resources at district level for planning							
3b Level of available material needed for implementation of access interventions at district level							
3c i Level of available financial needed for implementation of access interventions at district level							
3c ii Level of available financial needed for implementation of access interventions at community level							
4a Are there local manufacturers with the capacity and will to produce IMTs							
4b Are financial institutions supportive to facilitate purchase of IMTs							
4c Is government's policy in favour of promotion of IMTs							
5a i Is a transport policy framework in place							
5a ii If yes, does the transport policy include RTT?							
5b Are issues of rural access considered in the national economic plan							
6 Capacity of training institutions to carry out courses in RTT							
7 Private sector							
8 Development organisations							

KEY

No = 0%

Very poor = 1 - 20 %

Poor = 21 - 40 %

To some extent / Adequate = 41 - 60 %

Good = 61 - 80 %

Yes = 81% and above

Annex 5

Country Profile

Urban

**Examples from Tanzania for
31 December 1997 and 31 December 1998**

Urban Infrastructure, Roads

Country Name: Tanzania 31 December 1998

Scale	100%	90	80	70	60	50%	40	30	20	10	0
Macro-economic/ employment policy framework											
Policy	0%										
Institutional framework	0%										
Development needs/priorities known											
Implementation plans approved - Rehabilitation											
Implementation plans approved - Maintenance											
Labour supply											
Managerial expertise	0%										
Supervisory expertise											
Local materials availability											
Alternative materials											
Funding for rehabilitation											
Funding for maintenance	0%										
Tool/equipment suppliers											
Tool/equipment manufacturers											
Technology proven											
Technology balance	0%										
Impact studies on employment											
Increase in worker days											
Monitoring and evaluation system											
Research and development	0%										
Engineering practices											
Environmental impact analyses	0%										
Environmental planning											
Environmental implementation											
Planning systems											
Stakeholder participation in planning											
Reporting systems											
Contracting environment											
Contract potential											
Contract documentation											
Consultant ability to design & supervise contracts											
Government ability to design & supervise contract											
Contractor training capacity											
Legislation and statutes in place											
Labour laws and statutes adherence											
Functional monitoring system											
Gender considerations in planning											
Implementation of gender considerations											
Training needs assessment											
Capacity for training engineers/managers											
Capacity for training technicians											
Capacity for training supervisors/foremen											
Introduction of technology choice into tertiary education											
Information resources available											

Annex 6

Selected pages from the ASIST Workplan 2000

Workplan for ILO/ASIST for Year 2000

Updated on 31 Mar 00

No	Description	Country coverage	Responsible Persons	Resources available in		Planned Start	Planned End	Remarks	USD Planned
				Workmonths Planned					
1.2.30	DEVELOP POLICY ENVIRONMENT, PROGRAMMES AND PROJECTS FOR THE INTRODUCTION AND PROMOTION OF COUNTRY LABOUR-BASED PROGRAMMES (AWARENESS RAISING, FEASIBILITY STUDIES AND DESIGNS)	ASIST All	JT CO	14.00		1-Jan-98	31-Dec-00	GROUP OF ACTIVITIES	52000
1.2.31	Further to 1.2.30: Develop technical implementation guidelines for Food for Work	Global	WVE JT	0.68		1-Mar-98	31-Aug-00	Agreement to be reached with WFP on finalising publishing arrangements.	10000
1.2.32	Further to 1.2.30: Provide support to Habitat (UNCHS) Urban Poverty Programme and Urban Coordination	Global	WVE MW	0.27		1-Jan-00	31-Dec-00		
1.2.33	Further to 1.2.30: Prepare and present papers on urban upgrading	Global	WVE MW	0.86		1-Jan-00	31-Dec-00	ILO UEP, WEDC, Habitat	
1.2.34	Further to 1.2.30: Support urban programmes in Kenya, including Dandora	KEN	MW	1.05		1-Jan-00	31-Dec-00	Study conducted. Funding for interventions awaited.	
1.2.35	Further to 1.2.30: Produce an assessment of labour-based technology for rural and urban infrastructure investments	LSO	FAN DS TS JT	2.14		1-Jul-00	31-Aug-00		18000
1.2.36	Further to 1.2.30: Provide technical support to the development of a proposal for urban upgrading in Maseru	LSO	TS WVE DS	0.68		1-Oct-98	30-Sep-99		
1.2.37	Further to 1.2.30: Monitor and support the development of the new road sector programme	MOZ	TS JT	0.82		1-Feb-98	31-Dec-00	Preparation of NORAD, Sida, UNCDF and WB programmes	
1.2.38	Further to 1.2.30: Prepare a national training programme to be implemented with the National Construction Industry Council	MWI	SC	0.23		1-Apr-98	30-Nov-98	Awaiting outcome partner institutional reorganisation. With inputs from SAMAT	
1.2.39	Further to 1.2.30: Provide support to the establishment of the Labour-based Forum and the implementation of the White Paper on the use of labour-based technology in construction	NAM	GS JT	1.86		1-Jan-98	31-Dec-00		
1.2.40	Further to 1.2.30: Field mission to investigate possible cooperation with UN programmes	NAM	GS JS SC JT	0.50		1-May-99	31-Dec-00	with inputs from SAMAT	
1.2.41	Further to 1.2.30: Include the employment-intensive works programme in the Employment Study	SWZ	JT JS	0.00		1-Jan-98	31-Dec-98	Inputs most likely in 2001.	
1.2.42	Further to 1.2.30: Prepare a programme proposal for urban upgrading	TZA	WVE	0.00				Proposal prepared. Funding requested.	4000
1.2.43	Further to 1.2.30: Support programme developments for labour-based planning and implementation capacity at provincial level	ZAF	DS JT JS	3.68		1-Jul-98	30-Jun-00		
1.2.44	Further to 1.2.30: Raise awareness and develop policies and strategies for the capacity building with local authorities and other actors to implement labour-based infrastructure projects (POLICY inputs to Employment Creation Act)	ZWE	JT GS	0.64		1-Oct-98	31-Aug-00	Cooperation with SAMAT	10000
1.2.44	Further to 1.2.30: Raise awareness and develop policies and strategies for the capacity building with local authorities and other actors to implement labour-based infrastructure projects (RDCs)	ZWE	GS JT	0.59		1-Oct-98	31-Dec-00		10000

ASIST - Advisory Support, Information Services and Training

1.2.45	DEVELOP AN ENABLING ENVIRONMENT FOR SMALL SCALE CONTRACTOR DEVELOPMENT THROUGH CLIENTS CAPACITY, CREDIT AND LEASING SYSTEMS FOR EQUIPMENT AND TOOLS PROCUREMENT, CONTRACTING PROCEDURES AND DOCUMENTATION	ASIST All	JT CO	3.36	1-Jan-98	31-Dec-00	GROUP OF ACTIVITIES	28000
1.2.46	Further to 1.2.45: Conduct international/national workshops on policy, necessary interventions and support to ensure a sustained growth of small scale contractors	ASIST All	JT CO All	0.27	1-Jan-98	31-Dec-00	External resources as well (Ref. Reg. Sem., CAPSA)	5000
1.2.47	Further to 1.2.45: Develop a strategy and appropriate tools for the use of local consultants in contract preparation and supervision	Global	TT OB JT	0.23	1-Nov-98	30-Jun-00	Also EAMAT resources? Collaboration with private sector experts and EMP/INVEST possible?	18000
1.2.48	Further to 1.2.45: Assess the environment and provide support to the establishment of a labour- based contracting development programme in the Ministry of Works	BWA	GS DS	0.95	1-Feb-98	31-Dec-00	Together with NPRA	
1.2.49	Further to 1.2.45: Carry out an assessment of the contracting development strategy and training programme	TZA	OB JNR	0.14	1-Oct-98	31-Oct-00	Combined MoW and NCC. Also support by EAMAT and AO DSM	
1.2.50	Further to 1.2.45: Improve community and private contracting documents and procedures for Hanna Nassif	TZA	WVE MW	0.45	1-Jun-00	31-Dec-00	Reports available. Private contract docs to be finalised after experiences with inputs from AO Lusaka	5000
1.2.51	Further to 1.2.45: Support the training needs assessment for the labour-based road sector (public and private) and advise on the CMU establishment	ZMB	TS AD	1.09	1-Apr-98	31-Dec-00		
1.2.52	Further to 1.2.45: Support small scale contractor and consultants associations	ASIST All	JT HN CO	0.23	1-Jan-98	31-Dec-00	Also project resources	
1.2.53	PROACTIVELY DISSEMINATE KEY MATERIAL	Global	DJM All	28.14	1-Jan-98	31-Dec-00	GROUP OF ACTIVITIES	14000
1.2.54	Produce and disseminate general publicity material on ASIST services	Global	AWK IC AC CO All	1.14	1-Jan-98	31-Dec-00	Brochures, posters, info kits etc.	3000
1.2.55	Further to 1.2.54: Publish a periodical Bulletin	Global	AWK AC DJM IC CO	2.73	1-Apr-98	31-Dec-00	Two bulletins in 2000	
1.2.55	No. 8			0.00				1500
1.2.55	No. 9			0.00				1500
1.2.55	No. 10		AC	0.32				4000
1.2.55	No. 11		AC	0.59				4000
1.2.56	Further to 1.2.54: Publish and disseminate a Source Book of key publications	Global	AWK IC AC	0.14	1-Jan-98	31-Dec-00	Interim update only.	
1.2.57	Further to 1.2.54: Maintain and further develop the Contacts database	Global	VAK IC DJM	2.50	1-Jan-98	31-Dec-00		
1.2.58	Produce and disseminate promotional material for media	ASIST All	AWK AC IC CO	0.00	1-Apr-98	31-Dec-00	Possible Nairobi contribution to UN video.	

ILO/ASIST COUNTRY RESPONSIBILITIES (2000-2001)

Updated on 24/03/2000

		<i>Policy & Strategy</i>	<i>Analysis of sector Resources</i>	<i>Analysis of Sector Needs</i>	<i>LBT/RTT Specific Studies</i>	<i>Management Practices</i>	<i>Engineering Practices</i>	<i>Social and Environmental Standards</i>	<i>Specific LB/RTT Needs</i>	<i>Proactive Training</i>	<i>Collection of Info</i>	<i>Officer1</i>	<i>Officer2</i>	<i>MDT</i>	<i>HQ</i>
Botswana	Rural	P	N	N	O	N	N	P	P	P	O	GS	DS		
	Urban	O	N	N	N	N	N	O	N	O	N	WWE			
Ethiopia	Rural	N	N	N	N	N	N	N	N	N	N				
	Rural	O	N	N	P	O	N	O	O	P	P	OB	GS	EAMAT	
	Urban	O	N	N	O	N	N	O	N	N	P				
Eritrea	Rural	O	N	N	N	N	N	O	N	N	P	FAN			
	Rural	P	N	N	P	N	N	O	N	P	P	OB	GS	EAMAT	
	Urban	N	N	N	N	N	N	N	N	N	N				
Kenya	Rural	N	N	N	N	N	N	N	N	N	N	FAN			
	Rural	P	N	N	N	N	N	O	N	P	P	DJM	MW		
	Urban	P	P	P	P	O	O	O	N	P	P	WWE	MW		Liu
Lesotho	Rural	P	N	N	O	N	N	O	N	P	O	FAN			
	Rural	O	N	N	O	N	N	O	O	P	O	TS	DS / JS		
	Urban	O	N	N	N	N	N	O	N	N	P	TS	WWE		
Malawi	Rural	O	N	N	N	N	N	O	N	N	O	FAN			
	Rural	O	O	O	P	N	N	O	O	P	P	FAN	SC	SAMAT	
	Urban	N	N	N	N	N	N	N	N	N	N		SC	SAMAT	
Mozambique	Rural	P	N	N	O	N	N	O	O	P	P	FAN	SC	SAMAT	
	Rural	O	N	N	O	N	N	P	O	P	O	TS	JT / SC	SAMAT	
	Urban	N	N	N	N	N	N	N	N	N	N				
Namibia	Rural	O	N	N	N	N	N	O	N	N	N	FAN			
	Rural	O	N	N	N	N	N	O	O	O	O	GS	JT / JS	SAMAT?	
	Urban	N	N	N	N	N	N	N	N	N	N				
	Rural														
	Transport	N	N	N	N	N	N	N	N	N	N				

(See next page for the keys)

		Policy & Strategy	Analysis of sector Resources	Analysis of Sector Needs	LBT/RTT Specific Studies	Management Practices	Engineering Practices	Social and Environmental Standards	Specific LB/RTT Needs	Proactive Training	Collection of Info	Officer1	Officer2	MDT	HQ
Somalia	Rural	O	N	N	N	N	N	O	N	N	O	DJM	OB	EAMAT	
	Urban	O	N	N	N	N	N	O	N	N	O			EAMAT	
South Africa	Rural	P	N	N	P	N	N	O	O	P	P	DS	JS / JT	SAMAT?	
	Urban	O	N	N	N	N	N	O	O	P	P	JS	WE		
	Transport	O	N	N	N	N	N	O	N	P	P	FAN	JS		
Sudan	Rural	O	N	N	P	P	P	P	P	O	O	OB	GS	EAMAT	
	Urban	N	N	N	N	N	N	N	N	N	P				
Tanzania	Rural	P	N	N	P	N	N	O	O	P	O	OB	MW / JvR	EAMAT / AOD	
	Urban	P	N	N	P	N	N	O	P	P	O	WE	MW / JvR	AOD	Liu
	Transport	O	N	N	O	N	N	O	O	P	P	FAN			
Uganda	Rural	P	N	N	P	N	N	O	O	P	P	OB	JS	EAMAT	
	Urban	P	N	N	P	N	N	O	N	P	P	WVE	MW		Liu
Zambia	Rural	O	N	N	O	N	N	O	N	O	P	FAN	JS		
	Urban	P	N	N	P	N	N	O	P	P	P	TS	JT / AD	AOL	
	Transport	O	N	N	P	N	N	O	N	O	O	FAN	AD	AOL	
Zimbabwe	Rural	P	N	N	O	N	N	O	O	P	O	GS	DS / JT		
	Urban	N	N	N	N	N	N	N	N	N	N				
	Transport	P	N	N	N	N	N	O	P	P	O	FAN	JS		

Key: P = Priority O = Ongoing N = No interventions

AD=Arjen During (Area Office Lusaka=AOL), DJM=David Mason, DS= Dejene Sahle, FAN=Fateme Ali-Nedjadfard, GS=Gamelilhe Sibanda, JS=Jan Sakko, JT=Jane Toumee, JvR=John van Rhijn (Area Office Dar Es Salaam=AOD), OB=Kwaku Osei-Bonsu (Eastern Africa Multidisciplinary Advisory Team=EAMAT), SC=Serge Cartier Van Dissel (Southern Africa Multidisciplinary Advisory Team=SAMAT), TS=Tomas Stenstrom, WVE=Wilma van Esch, MW=Maria Winsvold

Annex 7

Staff Profile

Staff Profile

At the year 2000, the ASIST team for phase III has reached a level of 12 professional staff (made up of five senior internationals, four national professionals and three Associate Experts who are funded separately), and ten support staff. The staff are presently stationed in two offices; 13 are based in the Harare office, whilst nine are based in the Nairobi office.

The professional group comprises Engineers, Economists and Documentalists. The Engineers dominate in numbers because of the nature of work done by the programme. There are seven engineering technical advisors, whose experience ranges from nine to 23 years. Most of them are civil engineers who work in the roads sector, while others have experience in irrigation and water sectors. The two economists are involved in the planning and rural accessibility components of the programme, as well as studies for all sectors. The information team is made up of three members who manage the library and information service, including enquiries, for the programme.

With the new focus, it is to be expected that the team should be joined by a rural and urban planner, and that either the present staff with irrigation and water / sanitation experience increasingly use this area of their expertise or a specialist should be recruited to cover these topics. Any changes will be made within the current overall staff establishment. All sectors can be supported through partnerships within and beyond the ILO, and the use of international, regional and national consultants.

It should be noted that three of the professional staff are associate experts (presently from Norway, Sweden and The Netherlands), and it is proposed that these associate expert posts be continued throughout 2001 to 2003.