



# **ASIST Africa Programme 2001-2004**

## **Self-Evaluation Report July 2003 – June 2004**

**International Labour Organisation  
Advisory Support Information Services and Training**

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Advisory Support Information Services and Training  
Harare, Zimbabwe  
September 2004**

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## ABBREVIATIONS

AfDB	Africa Development Bank
ALGAK	Association of Local Government Authorities of Kenya
ANE	National Roads Administration (Mozambique)
ARE	Access and Rural Employment
ARLAC	African Regional Labour Administration Centre
ASIST	Advisory Support, Information Service and Training
ATATAP	Appropriate Technology and Training Project (Tanzania)
CD ROM	Compact Disk Read Only Memory
CRB	Contractors Registration Board (Tanzania)
CSIR	Council for Scientific and Industrial Research (South Africa)
Danida	Danish International Development Assistance
DBSA	Development Bank of Southern Africa
DCI	Development Cooperation of Ireland
DDP	District Development Project
DFID	Department for International Development
DIT	Dar es Salaam Institute of Technology
DRR	Department of Rural Roads (Lesotho)
DUP	Department of Urban Planning
EAC	East Africa Community
EI	Employment-intensive
EII	Employment-intensive investment
EIIP	Employment-Intensive Investment Programme
EIW	Employment-Intensive Works
EMP/INVEST	Employment-Intensive Investment Branch, Geneva (ILO)
EPM	Environment Planning and Management
EPWP	Expanded Public Works Programme (EPWP)
ERA	Ethiopian Road Authority
ERP	Emergency Rehabilitation Programme (Ethiopia)
ERTTP	Ethiopian Rural Travel and Transport Programme
EU	European Union
FAO	Food and Agriculture Organisation
FASE	Food for Assets and Sustainable Employment
FRP	Feeder Roads Programme (Mozambique)
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome

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ICT	Information and Communication Technologies
IDT	Independent Development Trust
IDP	Integrated Development Planning
IFAD	International Fund for Agriculture Development
IFG	International Focus Group
IFP/SEED	InFocus Programme on Boosting Employment through Small Enterprise Development (ILO)
IFRTD	International Forum for Rural Transport and Development
ILO	International Labour Organisation
IRAP	Integrated Rural Accessibility Planning
ISRDS	Integrated Sustainable Rural Development Strategy
ITC	International Training Centre
KENDAT	Kenya Network for Draught Animal Technology
LA21	Localising Agenda 21
LATF	Local Authority Transfer Fund (Kenya)
LBAU	Labour-Based Advisory Unit (Zimbabwe)
LBT	Labour-Based Technology
LBU	Labour-Based Unit (Lesotho)
LCC	Lusaka City Council
LED	Local Enterprise Development
MRTTP	Malawi Rural Travel and Transport Project
MoW	Ministry of Works
MoU	Memorandum of Understanding
MLGH	Ministry of Local Government and Housing (Zambia)
NEPAD	New Programme for African Development
NCIC	National Construction Industry Council (Malawi)
NGO	Non Governmental Organisation
NMTs	Non-motorised modes of transport
NORAD	Norwegian Agency for Development
PIARC	World Road Association
PPP	Public-Private Partnerships
ProDoc	ASIST Africa 2001 – 2003 Programme Document
PRSP	Poverty Reduction Strategy Paper
RAMPA	Rural Accessibility and Mobility Pilot Initiative (Malawi)
RDC	Rural District Councils

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RMI	Road Management Initiative
ROADSIP	Road Sector Investment Programme
RTS	Rural Transport Study
RTTP	Rural Travel and Transport Programme (World Bank)
SADC	Southern Africa Development Community
SARD	Sustainable Agriculture and Rural Development
SATCC	Southern Africa Transport and Communications Commission
SCP	Sustainable Cities Programme
SEED	In Focus Programme on Boosting Small Enterprise Development
Sida	Swedish International Development Co-operation Agency
SLP	Sustainable Lusaka Programme (Zambia)
SME	Small and Medium Scale Enterprises
SRO	Sub Regional Office (ILO)
SSA	Sub Saharan Africa
SSATP	Sub Saharan Africa Transport Policy Programme
SWM	Solid Waste Management
T <sup>2</sup>	Technology Transfer
TC RAM	Technical Cooperation Resource Allocation Mechanism (ILO)
TFG	Tanzania Forum Group
TP	Targeted Procurement
TOR	Terms of Reference
TRL	Transport Research Laboratory, UK
UDC	Urban District Councils
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNV	United Nations Volunteers
USA	United States of America
USAID	United States Agency for International Development
VTTP	Village Travel and Transport Project (Tanzania)
WEDC	Water, Engineering and Development Centre, Loughborough University of Technology, UK
WFP	World Food Programme
WSSD	World Summit for Sustainable Development
ZAMSIF	Zambia Social Investment Fund

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## EXECUTIVE SUMMARY

The ASIST team evaluated the programme's progress during a one-day workshop in August 2004 in Harare using the ILO's self-evaluation format as the basis for the exercise.

Effectiveness and progress against indicators are presented by objective based on the initiatives described in the ASIST 2001 – 2003 Programme Document (ProDoc) and revised during the 2001 – 2002 self-evaluation exercise.

Although reported separately, it should be noted that initiatives carried out under the respective objectives of the programme are interrelated and complementary to each other and the overall programme effectiveness and achievement of the programme objectives.

Due to the process oriented nature of the work of programme, which ultimately seeks to influence policy and change practice of its target group, the status rather than progress is presented for each indicator. The relevance, efficiency, sustainability, constraints and remedial actions, and lessons learnt and follow-up actions are presented for the programme as a whole.

### EFFECTIVENESS

#### **Objective 1: Policy and legislative environment is supportive of local resource-based methods and key actors are committed to their use.**

Support to policy development requires a long and continued interaction with partners and successful programme implementation on the ground. However, several positive developments have taken place that contributed to the successful achievement of this objective. These include:

- ❖ Some countries with long employment intensive experience in the delivery of infrastructure have mainstreamed and institutionalized the approach. Lesotho has established a fully-fledged department that promotes the use of EI approach in the delivery of infrastructure whereas Mozambique is laying the necessary foundation for institutionalizing the approach.
- ❖ In support of the Government of Kenya's effort to creating employment, ASIST in collaboration with UNDP embarked to developing tools that promote the use of EIA in the delivery of infrastructure and encourages the participation of emerging contractors.
- ❖ The Government of South Africa adopted a policy on the increased application of EIA through the EPWP. The code of good labour practice will be used under this programme.
- ❖ Small enterprises that apply employment intensive works are increasingly introduced in the region. Currently they are supporting governments in the delivery of essential infrastructure and creation of employment including in Botswana, Lesotho, Mozambique, South Africa, Tanzania and Zambia.

On the other hand the encouraging initiative taken by the Government of Namibia in legislating an employment policy has not resulted in actual application of employment friendly approaches on the ground. In view of accelerating the process, it is essential governments to fuel the engine by

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providing the necessary resources from internal allocation. Good policies may only improve the ride.

**Objective 2: Structures to represent user interest and involve them in decision-making are in place and functioning.**

On the whole this objective is being achieved and is supported by the work towards the other objectives.

- ❖ ASIST continues to strengthen the local government's ability to work with communities and the private sector in a number of countries including Kenya, Lesotho, Tanzania and Zambia.
- ❖ The new regional project on employment creation in municipal service delivery, covering Tanzania, Kenya and Uganda, will validate and consolidate the experience gained in Tanzania and expand the approaches to service delivery in the East African countries and beyond.
- ❖ Development of contract documents is underway at both national and regional/global level, in partnership with relevant stakeholders and with cross learning between countries.
- ❖ Work with contractor associations has intensified in some countries, but further strengthening of and work with community and private sector associations is needed.

**Objective 3: Appropriate planning systems and procedures for access and infrastructure are in place and used.**

The objective for local level planning remains ambitious. The degree of achievement in five countries is very dependent on the willingness of the national partners to apply systematic planning approaches for local level interventions. Due to the inevitable pressure for the delivery of time-bound physical outputs, the desire to adopt a process oriented systematic planning approach is low. However, despite the slow process of adoption there has been significant demand for support for systematic and integrated local level planning in some core countries as evidenced below:

- ❖ The successful introduction of Integrated Rural Accessibility Planning (IRAP) in Malawi, Uganda and Zimbabwe through the training of trainers' workshops and subsequent development of a comprehensive proposal for IRAP pilot application in Uganda.
- ❖ In Malawi, the IRAP methodology is to be applied for planning of access interventions under the Rural Accessibility and Mobility Pilot Activity (RAMPA).
- ❖ The successful implementation of access interventions in the two rural districts in Zimbabwe, and the positive impact revealed by the socio-economic impact study of selected access interventions.
- ❖ Requests for support to introduce a combined IRAP and Local Economic Development (LED) approach in South Africa, and to re-introduction of IRAP within the Village Travel and Transport Programme (VTTP) phase II in Tanzania.

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ASIST continues to increase the emphasis on strengthening of capacities for integrated local level planning (including the application IRAP methodology) and linking this to productive employment and income generation opportunities in the local authorities.

**Objective 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.**

The role of ASIST continues to change from direct support to the private sector development to institutionally strengthening and capacity building of government structures and consultants, who in turn are increasingly able to play a direct role in developing the private sector. ASIST's role includes cross fertilisation of initiatives in different countries and assistance with research, development, collation and synthesis of existing and new knowledge into guides, manuals, standards, *etc.* This transformation of the role of ASIST is in line with the desire to institutionalise most of what ASIST used to do, as capacity becomes available in long-term institutions.

- ❖ As sufficient work has been carried out in the past mainly in technical standards and specifications, current efforts aim to mainstream the technical achievements and key labour standards in the methodology.
- ❖ Some of the work currently being carried out will extend beyond the current phase of ASIST, e.g. research (in five countries) that promotes the increased application of labour-based methods.
- ❖ The ability of labour-based methods as an employment creation technology option has been accepted at policy level. For example, the Government of Kenya in its *Economic Recovery Strategy for Wealth and Employment Creation 2003-2007* has clearly indicated that employment-intensive approaches will be applied where they are effective and efficient. The newly elected government has set a task in creating about 500,000 new jobs per year.
- ❖ Consolidation of the knowledge base continues at country and regional level. Work being carried out on the preparation of supervisor's manual for District Councils in Eastern Province in Zambia and a source book that documents and includes best regional practice on the whole process in applying employment-intensive approaches.

**Objective 5: Technical knowledge and skills are adequate in quality and quantity for planning, managing, implementation and maintenance**

The objective remains clear, realistic and substantive achievements have been made as illustrated by the following:

- ❖ The document collection now holds 11 225 publications, including a few videos. Access to technical information has improved with the increased availability of digital documents generated, collected and disseminated via electronic media including on CD-ROM, via the Internet and email. This has improved the efficiency in terms of both speed and cost of processing and disseminating information to key target groups. It has also enhanced the ease with which target groups

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can use and replicate the information. It should be noted that print is still an important media for dissemination.

- ❖ Collaborative arrangements have been established with various institutions including the Intermediate Technology Development Group, Eastern Africa based in Nairobi, and the Transport Technology Transfer Centres (T<sup>2</sup> Centres) in Malawi, South Africa, and Zimbabwe to act as focal points for access and dissemination of technical information. In addition, 27 technical and training institutions have been targets of proactive dissemination of publications with a view to build up their information resources on employment-intensive approaches.
- ❖ Two issues of the ASIST technical bulletins were published and distributed to over 3000 readers serving as a tool for the exchange and dissemination of best practice and experience. The bulletin now included current practice and experience from Africa, Asia and Latin America, stimulating cross learning. Other technical publications including the IRAP Modular training package, the French translation of the IRAP guidelines, seminar and workshop proceedings, and several studies were completed and published.
- ❖ The 10<sup>th</sup> regional seminar for labour-based practitioners was held drawing over 200 participants from 22 countries (from Africa and Asia) providing a forum for the exchange and deliberation of technical experience, lessons learnt, and findings from research and studies. The ASIST team have been actively participating in various other technical events organized at national, regional and international levels presenting papers and sharing technical expertise.
- ❖ Support has been provided in the development of training material and towards various national and regional technical training programmes and institutions including in Ethiopia, Kenya, Tanzania.

**Objective 6: Systems for ensuring adequate flow of financial resources is available for construction, rehabilitation and maintenance.**

Developments continue to indicate this objective will be achievable. These developments include:

- ❖ Various studies have been carried out or are ongoing to further document and build the evidence base in support of employment-intensive approaches (EIA). Completed studies carried out in Botswana, South Africa and Tanzania strengthen the principles and theory that EIA provide quality assets and improve livelihoods of the beneficiaries and when up-scaled positively contribute to economic growth by increasing in growth in domestic product (GDP).
- ❖ ASIST continues to broaden its influence with international financial institutions and other development partners on optimising the use of local resources.
- ❖ So far, positive achievements were made in Lesotho where the government allocates resources to EII projects through its recurrent and capital budgets. Both Kenya and Zambia are indicating planning of increased EI initiatives.

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## **RELEVANCE**

Poverty is still pervasive in Sub-Saharan Africa and this makes the work of the ASIST programme extremely relevant. Several governments now have policies and are developing policy units to ensure support to their national goals of providing employment through employment-intensive methods. The private sector is increasingly involved in the implementation of programmes and labour standards that maximise the social impact of infrastructure projects upheld. Local level planning contributes to the reduction of poverty through its promotion of the use of local resources and self-reliance. It is also important in strengthening decentralisation reforms through local capacity building. There is still more work to be done in advocacy and awareness for EI approaches. New challenges include assisting countries to reallocate more of their own resources for development initiatives as donor support in Africa is on a declining scale, and this should happen if the right policies are in place.

## **EFFICIENCY**

Efficiency has been achieved through working in partnership with other organisations within the ILO, the UN, the private sector as well as national and regional bodies to achieve mutual objectives and goals. At country level, ASIST has continued to work through the Government led country programmes and initiatives which have potential for the use of EI approaches. Knowledge management improves efficiency through information transfer and sharing across sectors, countries and regions. A Sourcebook is currently under development to capture past ideas and experiences. Indications of institutionalisation of EI approaches are seen through the development of national policies as well as supporting policy units.

## **SUSTAINABILITY**

The programme has several strategies to ensure sustainability of EII approaches and initiatives. These include:

- ❖ Policy frameworks and supporting structures
- ❖ Capacity building
- ❖ Institutionalisation of guidelines and procedures
- ❖ Institutionalisation of ASIST services through the establishment of national information focal points, and the EI approaches course at universities and national roads training schools.
- ❖ The promotion of increased resource allocation (internal and external) to programmes that promote employment and poverty reduction.

## **CONSTRAINTS AND REMEDIAL ACTIONS**

The programme continues to face the challenges of slow adoption inherent in process-oriented interventions such as systematic local level planning (LLP) and employment-friendly approaches for infrastructure development. Processes such as local level planning using the IRAP tool and knowledge management have long-term impact and therefore more difficult to sell to authorities who will be looking for immediate benefits. To mitigate these constraints, ASIST

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has been using all possible opportunities in partner countries to raise awareness on long-term benefits and impacts. The local level capacity, especially for planning is limited in most of the core countries, and this has necessitated the inclusion of capacity building programmes in all activities. Erosion of local capacities due to the HIV/AIDS pandemic is being countered through training and AIDS awareness programmes in all country activities. The impact of ASIST's work in specific countries is less than optimal due to the independent operation and sectoral outlook of line ministries. In which case, ASIST finds it necessary to also work through broader umbrella planning bodies or Ministries of Finance or planning, that have a broader mandate for development..

With regard to information sharing and dissemination to the target groups, the high cost of printing and postage in Africa continues to be an inhibiting factor. This has been overcome through subsidies to specific target groups, and to a certain extent with digital media to disseminate to target groups with access to this media.

## **LESSONS LEARNT AND FOLLOW-UP ACTIONS**

Key lessons learnt and follow-up actions:

- ❖ Influencing policy is a slow process. It requires intervention at all levels *i.e.* advocacy of high level decision makers and the development of evidence base to justify the approach, to physical demonstration and building of capacity of implementer and practitioners to convince them that the approach works so that they too can influence policy.
- ❖ Policy must be driven and motivated by governments themselves – only then will they be willing and committed to allocating resources and to instituting changes necessary for the operationalisation of these policies. Future work should focus on supporting countries develop policies that achieve their own development goals and targets; and provide them with strategies and tools that can help them operationalise and implement these targets.
- ❖ Self-reliance for funding of development processes is essential sustainable development. Support should be provided in design and establishing mechanisms for resource allocation.
- ❖ Capacity building is necessary for the successful implementation of employment-intensive approaches, systematic local level planning and strengthening of decentralised structures.
- ❖ Incorporation of labour standards into contract documentation provides a mechanism through which labour standards can be mainstreamed in the delivery process and monitored. The target groups need to be educated on the decent work agenda, which includes labour standards. This is especially relevant to the HIV/AIDS pandemic and also in influencing a gender sensitive development.
- ❖ The benefits from sharing knowledge and from learning from best practice and experience have been clearly demonstrated through the work of the programme. Learning from the experience of others cuts down the learning curve and reduces resources required in “re-inventing the wheel.”

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- ❖ It is necessary to upscale and mainstream EI approaches, standards and procedures across sectors, countries and regions to ensure impact on poverty reduction on a sustained basis.

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# 1 INTRODUCTION

This document reports on the self-evaluation of the ASIST Africa Programme for the period July 2003 to June 2004.

One of the key objectives of the International Labour Organisation (ILO) is that of addressing poverty through the principle of the Decent Work Agenda. The Decent Work Agenda is built upon the tripartite nature of the ILO with constituents from Governments, Employers Associations, Trade Unions and stands upon the four principles of:

- ❖ Fundamental principles and rights at work
- ❖ Employment and income opportunities
- ❖ Social protection and social dialogue
- ❖ Tripartism

The acronym ASIST stands for “**Advisory Support, Information Services and Training.**” Both in the past and currently, the ASIST Programme contributed and continues to contribute to **delivery and impact** in meeting the objectives of this agenda.

The ASIST Programme comes under the Employment-Intensive Investment Programme (EIIP) of ILO EMP/INVEST and addresses poverty reduction through employment opportunities generated by applying the ILO “Decent Work Agenda” in the provision of basic infrastructure.

A major part of Government budgets and external aid is directed to public investment including transport, water, sanitation, drainage, irrigation, health and education. Whilst addressing the issue of **access to basic services**, this also presents a tremendous **opportunity to optimise the employment potential** of these funds in construction, operation and maintenance of the services provided. Equally, it is clear that this, by virtue of the participation and skills development in the communities and small to medium sized enterprises can contribute significantly to the sustainability of the services. **In addition, it is clear that employment-intensive strategies in addressing infrastructure concerns can also make a significant impact on helping Governments to meet their employment and poverty reduction targets. These targets are increasingly at the forefront of policy as reflected in country action plans and Poverty Reduction Strategy Papers (PRSP’s) and are reflected in the Millennium Development Goals (MDG’s).**

It is recognised that applying these principles of service delivery must be competitive, in terms of quality and cost effectiveness, with those provided by the more conventional infrastructure delivery mechanisms, which are often biased in favour of large internationally based equipment intensive approaches.

In the least developed countries, there is the paradox of low labour costs, high unemployment and great difficulty in maintaining expensive and often inappropriate equipment, often requiring foreign exchange for maintenance. This again strengthens the argument for maximising the employment potential generated by investment in infrastructure, particularly to benefit the most

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marginalized community members, with due attention to aspects such as gender, the rights of the child, and HIV/AIDS.

From its early foundations in East African rural roads, the ASIST Programme has grown both in the range of services it provides and geographically, with a parallel ASIST Asia Pacific Programme, centred in Bangkok and initiatives in Latin America, based in Lima, Peru.

The current phase in Africa, “ASIST 2001-2004” runs from July 2001 to June 2004, with core funding from the Governments of Denmark, Norway, Sweden and United Kingdom,. In this phase, there is continued emphasis to:

- ❖ Influence and assist policy makers to develop and implement supportive policies and legislative environments related to technology choice, employment-intensive investments, labour policies, and the use of small-scale local enterprises.
- ❖ Ensure that structures to represent user interests and involve in decision-making are in place and functioning.
- ❖ Develop and introduce further appropriate planning systems and procedures for access and infrastructure.
- ❖ Develop and introduce appropriate technical standards and procedures for designing managing and maintaining infrastructure works with related good labour practices.
- ❖ Strengthen the information base, capacity and skills to ensure adequacy in quantity and quality for planning, managing, implementation and maintenance of infrastructure.
- ❖ Develop and introduce systems for ensuring adequate flow of financial resources for construction, rehabilitation and maintenance.

In this phase, the technical range of services is intended to broaden in response to the more multi-sectoral and decentralised environment in the countries. Throughout this phase, there is also a major emphasis on institutionalising the ASIST initiatives. A fundamental target is to ensure that the gains of the ASIST Programme will provide an enduring impact on poverty through the coming years.

Full details of this Programme Phase are provided in the ASIST Africa 2001 – 2003 Programme Document (ProDoc), against which this self-evaluation has been carried out.

## **1.1 SELF EVALUATION PROCESS**

A one-day workshop was held in which the ASIST team evaluated the programme’s progress to date in accordance with the ILO self-evaluation format summarised below:

- EFFECTIVENESS of the programme in achieving each objective;
- RELEVANCE of the programme;
- EFFICIENCY of implementation;
- SUSTAINABILITY of results;
- CONSTRAINTS and REMEDIAL ACTIONS;

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- LESSONS LEARNT and FOLLOW-UP ACTIONS.
  - Detailed reference was made to the ProDoc throughout the process.

## **1.2 STRUCTURE OF THE REPORT**

Effectiveness is presented by objective based on the initiatives described in the ProDoc and revised during the 2001 – 2002 self-evaluation exercise. Progress is measured against the indicators, which were also revised during the 2001 – 2002 reporting exercise.

As the role of ASIST is largely to influence policies and practices of partners, it is difficult to quantify the specific contribution of the Programme to progress. Therefore, status rather than progress is presented for each indicator.

Relevance, efficiency, sustainability, constraints and remedial actions, and lessons learnt and follow-up actions are covered as overall areas of reporting in the latter part of the report.

## **2 EFFECTIVENESS**

### **2.1 OBJECTIVE 1: POLICY AND LEGISLATIVE ENVIRONMENT IS SUPPORTIVE OF LOCAL RESOURCE-BASED METHODS AND KEY ACTORS ARE COMMITTED TO THEIR USE**

Policy work forms an important part of all components of the ASIST Programme as lack of appropriate national policies can result in specific development works (at national, provincial and district levels) failing, not being taken up more broadly or even being in conflict with the policies of other development initiatives. Moreover, programmes may not be able to grow into mainstream approaches due to the lack of these policies. Adequate policy development is therefore a prerequisite for the mainstreaming of sound employment-intensive development programmes in a decentralised and increasingly multi-sectoral environment.

#### **2.1.1 Initiatives towards achieving Objective 1**

Three key initiatives have been identified and progress against each of these is assessed below.

##### **Initiative 1.1: Create awareness and promote employment, local resource-based methods and small and medium scale enterprises (SMEs)**

Awareness has been raised through dialogue, presentations and workshops with partners including regional bodies; municipal and national government staff; tripartite partners; NGOs and donors. Specific activities include the following:

##### **Global**

*East African Community (EAC) Legislative Forum, Arusha, Tanzania, October 2003*

ASIST made a presentation and participated in a two-day workshop of the East African Community Legislative Forum. The presentation focused on

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employment creation in labour surplus economies. Follow up work with the EAC will possibly involve assisting them with harmonisation of their employment creation policies.

*Sustainable Cities Programme (SCP)/Localising Agenda (LA) 21 Global Meeting 2003 “Environmentally Sustainable Urbanisation”, Alexandria, Egypt, September 2003*

The objective of participating in this Habitat global meeting was to put employment aspects on the table in relation to urban service delivery and to outline how ILO in particular through the ASIST and SEED programmes can contribute to and complement the work of Habitat in this regard. ILO had been invited to make a presentation in the segment on Basic Urban Service Delivery. One of the outcomes from discussions around the paper were that the Sustainable Cities Programme/Environmental Planning and Management (SCP/EPM) must become more poverty oriented to respond to the MDG's, and national development goals, *etc.*; and the employment aspect that the ILO can bring to these processes is welcome. Another issue that came out clearly is that whereas partners (cities, *etc.*) appreciate the advantages of environmental planning, *etc.* they want to see some actual (physical) results on the ground. The practical approaches to infrastructure upgrading and service delivery involving local communities as promoted by the ILO are therefore very attractive. A third important aspect is that Habitat indicated clearly that they need to strengthen and develop new partnerships and mentioned here specifically the ILO.

## **Kenya**

### *Roads sector*

In Kenya, where ASIST has had a long-standing presence promoting employment-intensive approaches in infrastructure delivery, the government has formulated a draft overall transport sector policy, and a roads sub-sector policy, both of which are supportive of these approaches. The draft roads sub-sector policy and strategy in particular, proposes three supportive policy objectives relevant to road works implementation, namely:

- Developing and maximizing use of local resources and labour-based methods to promote wealth creation and poverty alleviation;
- Procuring works in a manner that makes the most cost-effective and appropriate choice between force account and contracting, and between equipment and labour-based methods;
- Using procurement process and tools appropriate for the level of works being undertaken.

### *Urban sector*

ASIST has sensitised the Urban Development Department and select local authorities on the employment potential of labour-intensive approached in service delivery, particularly for the Local Authority Transfer Fund (LATF). LATF is a financing mechanism where the government transfers 5 % of direct tax revenue to local authorities to improve service delivery. Majority of the funds are used in improvement of infrastructure.

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### *Association of Local Government Authorities of Kenya (ALGAK)*

In March 2004, ASIST was invited as key facilitator for a workshop organized by the ALGAK as part of its efforts to build the capacities of local authorities. ASIST provided major input to a workshop organisation and facilitation. The aim of the workshop was to raise awareness, interest and knowledge about labour-based approaches in construction and maintenance, with the hope that participant would incorporate these in council operations.

### **Mozambique**

#### *Road sector*

ASIST contributed towards the development of social clauses, which have since been incorporated into contract documents. The social clauses include aspects such as labour recruitment and gender balance on public works projects in the roads sector.

#### *Local Economic Development (LED)*

ASIST participated in a national LED workshop in Maputo in February 2004. The workshop drew participants from various provinces, including two in which new provincial chapters of the LED programme are to be formed.

### **Zambia**

The ILO Sub Regional Office (SRO) for Southern Africa jointly with the ILO Office Lusaka organised a workshop on crisis preparedness and response in Zambia. The workshop was a follow up to the Harare Sub-Regional Tripartite Workshop of 2003 which among other things recommended the wider and improved use of labour-based technology in infrastructure works, and the use of small and micro enterprises as a vehicle for employment creation in crisis preparedness and response. The workshop was organized in order to enhance the capacity and raise awareness of trade unions and employers' organizations in crisis preparedness and response.

### **Zimbabwe**

ASIST organised a stakeholders' workshop in collaboration with the Zimbabwe Roads Department in May 2004 with the objectives of:

- *Awareness creation* - To de-link the labour-based methods concept from "labour-based contractors" so that anybody, including conventional equipment-based contractors can incorporate labour-based activities;
- *Sharing of information and experiences* - Including on contracting models used by various stakeholders, institutional arrangements, available resources and capacity in various organisations, and mobilisation of donor resources;
- *Training* – Training on basic specifications/standards to be observed during project implementation and issues related to labour recruitment and community liaison.

Participants were drawn from the public and private sectors.

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## **Initiative 1.2: Support to the development of policy and establishment and institutionalisation of policy support structures**

### **Kenya**

The process of employment-led urban development policy started with ASIST support in 2003 is on hold pending internal consultations on linkages between the envisaged policy and an ongoing local government reform agenda.

### **Namibia**

ASIST continued to participate in Employment Creation Task Force meetings charting the way forward towards the establishment of a statutory public-private sector stakeholder driven national employment creation body. This process is building on and incorporating work that had already been carried out towards the establishment of the Multi-sectoral Labour based Works Forum. The Task Force has been expanded to reflect the wider scope of stakeholders. The expanded Task Force commissioned a study to identify and collate existing employment creation policies and initiatives nationwide. The next phase will be to develop a harmonised policy framework and establish a body that will spearhead national employment creation without taking over the implementation responsibilities of the various stakeholders. Parallel to this work, the Task Force has commissioned a baseline study to investigate the status of use of employment-friendly technologies and the potential labour absorption in various sectors if labour-based methods are scaled up. The first of four phases of the study has been completed.

### **South Africa**

ASIST provided the Government support in the development of an implementation strategy for the newly launched government initiative, Expanded Public Works Programme (EPWP). The Programme seeks to halt the increasing unemployment and poverty levels by targeting the use of investments made towards essential infrastructure to contribute to the government's objective. Employment-intensive approaches have been identified as a means of service delivery to achieve the programme's objectives. This rolling five year Programme (2004-2008) has earmarked about US\$2.2 billion under the infrastructure component and will create about one million employment opportunities to the unemployed. Programme provides grants to municipalities and district council with strict conditions, such as employment creation, providing work opportunities to the disadvantaged in the society ... etc.

### **Tanzania**

The programme document "Taking the use of labour-based technology (LBT) to Scale" was adopted. The Ministry of Works in collaboration with a wide range of stakeholders and with the assistance of the ILO prepared the document with the purpose of setting out a programme for the establishment of a National Framework for LBT in Tanzania. The aim is to provide a solid basis sufficient to support the wide spread adoption of LBT within and beyond the road sector.

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## Zambia

### *Transport policy*

A new transport policy has been developed in Zambia under which all roads authorities will be brought under one umbrella, the “Road Development Agency”. The policy will facilitate the increased use of labour-based methods in Zambia. A Bill has also been passed to establish the National Council for Construction (NCC) as a semi autonomous body overlooking the construction industry. The Roads Training School (RTS) has been transferred to NCC and will continue to offer labour-based courses.

### *Up-scaling of the Sustainable Lusaka Programme (SLP) approach*

ASIST and Habitat have prepared a proposal to take the approaches developed under the SLP to scale. The proposal includes synthesis of best practices, a national workshop on urban service delivery and the preparation of proposition papers for further support. It has been discussed with various stakeholders, including the Ministry of Local Government and Housing (MLGH)

### **Initiative 1.3: Develop together with partners and support adoption of codes/guidelines of good practice for labour standards in public works programmes and labour-based works**

## Kenya

The United Nations Development Programme (UNDP) Kenya Country Programme and ASIST have prepared a project aimed at increasing employment opportunities through promotion of employment-intensive public works programmes. This project, in support of the revamped Roads 2000 Strategy, and the new Government’s *Economic Recovery Strategy for Wealth and Employment Creation 2003-2007*, will identify necessary reforms in the procurement process and procedures, recommend facilitative contractual standards and tools, develop relevant training materials for public and private sector players and recommend appropriate implementation mechanisms.

### **2.1.2 Progress against indicators**

<b>Set Indicator</b>	<b>Status – To date</b>
<b>Indicator 1.1:</b> Four ASIST core countries have adopted or are in the process of adopting policies promoting the implementation of LBT in different sectors.	<b>Kenya</b> <ul style="list-style-type: none"><li>• Implementation of the “Roads 2000 Strategy” (a key strategy under the PRSP) started and it includes rehabilitation and routine maintenance of roads using LBT and small-scale contractors. A broad-based stakeholder group, of which ASIST is a member, is developing systems for nation-wide implementation.</li><li>• A joint UNDP/ILO project is providing support to the “Roads 2000 Strategy” in development of training material and appropriate procurement process and tools to link the strategy’s objectives to the overall government</li></ul>

	<p>employment targets.</p> <ul style="list-style-type: none"> <li>• Support to Ministry of Local Government in the formulation of an urban development policy that gives priority to the use of local resources and labour-based methods in the improvement and maintenance of urban infrastructure and the responsibility of local authorities wherever appropriate, commenced in the previous report period is on hold, pending internal government consultations.</li> </ul> <p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>• The Department of Rural Roads (DRR) has a policy to implement works employing labour-based methods.</li> <li>• A policy for implementation of labour-based works for urban service delivery is being considered by Maseru City Council</li> </ul> <p><b>Mozambique</b></p> <ul style="list-style-type: none"> <li>• National Road Policy states that the Government will promote the permanent rehabilitation of feeder roads using labour-based methods in construction and maintenance in a decentralised manner.</li> </ul> <p><b>South Africa</b></p> <ul style="list-style-type: none"> <li>• The Government of South Africa made a policy decision to widen the application of employment-intensive approaches in support of its objective of addressing unemployment in the delivery of much- needed infrastructure.</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>• The programme document “Taking the use of LBT to scale” has been approved and the programme is to be launched. This provides the framework for broadening the use of LBT in the road and other sectors.</li> </ul> <p><b>Zambia</b></p> <ul style="list-style-type: none"> <li>• The overall framework for investments in roads, the Road Sector Investment Programme (ROADSIP, phase II), aims at creating employment opportunities in the road sector through the creation of approximately 30,000 new jobs in road maintenance through local communities and contractors.</li> </ul>
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	<ul style="list-style-type: none"> <li>The new NCC Act states clearly that NCC should continue to promote the use of labour-based technologies. The Roads Training School has subsequently been transferred from Roads Department to NCC</li> </ul>
<p><b>Indicator 1.2:</b> Four ASIST core countries actively promoting an enabling environment for LB contractors and local employment generation.</p>	<p><b>Botswana</b></p> <ul style="list-style-type: none"> <li>The government has expanded the pilot project on labour-based road maintenance from 252 km (3 contractors) to cover 520 km (16 contractors) of the network. A labour-based construction demonstration project has been completed.</li> </ul> <p><b>Kenya</b></p> <ul style="list-style-type: none"> <li>The successful introduction of small-scale contractors under the Roads 2000 programme commenced in the Coast Province under Danida funding, and proposed for replication, is now supported by policy objectives in the draft road sub-sector policy and strategy. .</li> </ul> <p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>Development of labour-based contractors is being carried out in a sustainable manner. All key parameters that allow the growth of small contractors are in place.</li> </ul> <p><b>South Africa</b></p> <ul style="list-style-type: none"> <li>In Limpopo Province (previously Northern Province), the process of introducing emerging contractors that apply employment-friendly methods of work in infrastructure delivery continues. To date 24 emerging contractors, 6 consultants and close to 50 supervisory agents have been trained.</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>Contractors Association and donors in different parts of the country are carrying out contractor development following previous ILO initiative to develop their capacity.</li> </ul> <p><b>Zambia</b></p> <ul style="list-style-type: none"> <li>The second phase of ROADSIP recognises the barriers for small and emerging contractors and has been designed to foster greater participation by local contractors and the use of labour-based technology.</li> </ul>

	<p><b>Zimbabwe</b></p> <ul style="list-style-type: none"> <li>• The Labour-Based Technology Unit (LBTU) is operational. Although it is based in the Ministry of Transport and Communications, it also offers technical advisory support to others in both public and private domains.</li> </ul>
<p><b>Indicator 1.3:</b> Four ASIST core countries have adopted or are in the process of adopting labour policies and practices promoting decent work.</p>	<p><b>Botswana</b></p> <ul style="list-style-type: none"> <li>• A study on labour issues has been carried out and disseminated through a stakeholder workshop.</li> </ul> <p><b>Kenya</b></p> <ul style="list-style-type: none"> <li>• UNDP and ILO collaborative project is developing contractual standards that will incorporate appropriate labour standards.</li> </ul> <p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>• The Department for Rural Roads in Lesotho has incorporated applicable labour standards in its work specification for labour-based operations. The Department has also introduced supervision and monitoring mechanism to monitor implementation of the standards.</li> </ul> <p><b>South Africa</b></p> <ul style="list-style-type: none"> <li>• The code of good practice applicable in special public works programmes has now been adopted by the Government and is being applied under the EPWP and the Gundo Lashu project in the Limpopo Province.</li> </ul>
<p><b>Indicator 1.4:</b> Policy units in place in three ASIST countries and performing satisfactorily in terms of investment policy.</p>	<p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>• DRR has adopted labour-based methods for construction and maintenance as a means of implementation.</li> <li>• Maseru City Council has developed a policy for working with communities and the use of labour-based methods. The Labour-based Unit in MCC is charged with promoting and scaling up labour-based initiatives.</li> </ul> <p><b>Mozambique</b></p> <ul style="list-style-type: none"> <li>• The National Road Administration (ANE) has adopted labour-based methods for construction and maintenance as a means of implementation for feeder roads, with significant decentralisation of procurement to the provinces.</li> </ul>

	<p><b>Namibia</b></p> <ul style="list-style-type: none"> <li>• The establishment of a national employment creation public–private sector driven body is in progress. Collation of existing sectoral policies done and development of a policy just commenced.</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>• The Programme document on Taking LBT to scale includes recommendations for an institutional structure to support the process, which will carry on and expand the work of ATU.</li> </ul>
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### 2.1.3 Overall effectiveness

Support to policy development requires a long and continued interaction with our partners and successful programme implementation on the ground. Some countries with long employment intensive experience in the delivery of infrastructure have mainstreamed and institutionalized the approach. Lesotho has established a fully-fledged department that promotes the use of EI approach in the delivery of infrastructure whereas Mozambique is laying the necessary foundation for institutionalizing the approach. During the reporting period the following are some of the achievements recorded.

- In support of the Government of Kenya’s effort to creating employment, ASIST in collaboration with UNDP embarked to developing tools that promote the use of EIA in the delivery of infrastructure and encourages the participation of emerging contractors.
- The Government of South Africa adopted a policy on the increased application of EIA through the EPWP. The code of good labour practice will be used under this programme.

On the other hand the encouraging initiative taken by the Government of Namibia in legislating an employment policy has not resulted in actual application of employment friendly approaches on the ground. In view of accelerating the process, it is essential governments to fuel the engine by providing the necessary resources from internal allocation. Good policies may only improve the ride.

## 2.2 OBJECTIVE 2: STRUCTURES TO REPRESENT USER INTEREST AND INVOLVE THEM IN DECISION MAKING ARE IN PLACE AND FUNCTIONING

The present and ongoing shift in policies by Governments has placed greater responsibility for rural and urban development on local authorities, local organisations and local people, and increasing emphasis is being given to “community participation and empowerment.” This recognises the fact that development programmes are unlikely to succeed unless the stakeholders and intended beneficiaries fully participate in the entire process. People must be

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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.

Development efforts at local level are increasingly intended to go through newly established or strengthened local authorities or agencies, including communities. Consequently, more capacity is needed at local level to plan, implement, operate and maintain new and existing infrastructure. Linkages with other agencies, government ministries and organisations are vital to the sustainability of local initiatives and the formalisation of partnerships is crucial for the success of any development involving communities and their resources.

### **2.2.1 Initiatives towards achieving Objective 2**

Three key initiatives have been identified and progress against each of these is assessed below.

#### **Initiative 2.1: Identify, mobilise and co-ordinate stakeholders to represent user interests**

##### **Mozambique**

A meeting was held with the Contractors' Association, EMPREMO in July 2003. The purpose of the meeting was to establish contact, gain insight into their issues of concern and how ASIST can assist them. Follow up work is envisaged to include a national workshop with members of EMPREMO and other players in the construction industry.

##### **Tanzania**

###### *Arusha Public-Private Partnership (PPP) Study*

With a view of promoting PPPs and to help local governments address the twin challenge of creating jobs for the poor while ensuring adequate basic infrastructure services, the ILO is carrying out a series of case studies to explore new partnerships with local organizations. The objective of the "Arusha study" was to gain better knowledge on Arusha Municipal procurement including the scope for PPP, community participation and employment generation within the framework of improved service and infrastructure delivery and maintenance.

###### *Regional solid waste project*

The regional solid waste project (described further under Initiative 2.2) seeks to support the formation and strengthening of associations of waste collectors and scavengers, and enhance the trade union capacity to organise informal economy workers.

##### **Zambia**

ASIST continues to support the Labour-based Contractors Association and the NCC. A study was undertaken into the classification and registration of contractors and the draft report is available.

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## **Initiative 2.2: Develop and introduce model contractual agreements that promote decent work**

### **Kenya**

Under the new ILO UNDP joint initiative, work has started on the development of a procurement document for minor works executed using employment intensive approaches. The procurement document will accommodate relevant financial, technical, labour and environmental issues.

### **Tanzania**

The regional solid waste project (described further under Initiative 2.2) will among other issues develop inclusive procurement systems including contract documents and cost recovery mechanism to support the participation of target groups in service delivery and receipt.

## **Initiative 2.3: Strengthen capacity of stakeholders to work in partnerships**

Work with rural and urban councils/ municipalities and community-based organisations to build capacity for working in partnership in development is underway in several countries.

### **Regional**

*Employment Creation in Municipal Service Delivery Regional Programme - Tanzania, Kenya and Uganda*

The ILO Technical Cooperation Resource Allocation Mechanism (TC RAM) funded regional programme on employment creation in municipal service delivery was launched in February 2004. ASIST was involved in the programme formulation and is now involved in the implementation. The project's goal is to increase employment opportunities for vulnerable families, reduce child labour and improve living and working conditions for the urban poor. The immediate objective is to increase the involvement of micro- and community enterprises in the delivery of environmental services in 15 municipalities in East Africa. The results of the project will help validating and disseminating a pro-poor approach to service delivery systems at municipal level which ensures job creation, social protection and adequate representation of poor women and men, and also improves the urban environment.

### **Zimbabwe**

One of the aims of the stakeholder workshop held in Zimbabwe in May 2004 (see initiative 1.1) was to create a forum/mechanism to enable various stakeholders from different sectors learn what funding is available and where; what implementation and supervision capacity is available and where, and to stimulate networking and collaboration amongst the stakeholders.

## 2.2.2 Progress against indicators

Set Indicator	Status – To date
<p><b>Indicator 2.1:</b> Local government strengthened in five of ASIST's core countries to work together with communities and the private sector in the planning and provision of services.</p>	<p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>As a result of the ILO supported urban upgrading programme there is now increased capacity within Maseru City Council to work with communities in the planning and implementation of urban upgrading.</li> </ul> <p><b>Malawi</b></p> <ul style="list-style-type: none"> <li>The Department of Local Government has worked with the District Assemblies and local communities to produce the District Development Plans incorporating some aspects of IRAP tool.</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>A regional programme developed by ASIST, SEED and ILO Dar es Salaam to provide support to municipalities and private and community service providers in Tanzania, Kenya and Uganda was launched in February 2004 and is under implementation.</li> <li>A final draft of the Arusha study looking into public private partnerships and procurement mechanisms is available.</li> </ul> <p><b>Zambia</b></p> <ul style="list-style-type: none"> <li>District Councils in Eastern Province have been strengthened to work with private sector and communities through the Feeder Roads Programme (FRP) and District Development Programme (DDP).</li> <li>Lusaka City Council is working together with communities on solid waste management and community water distribution.</li> </ul> <p><b>Zimbabwe</b></p> <ul style="list-style-type: none"> <li>The technical and planning capacities of Rural District Councils (RDCs) for the application of LBT and IRAP has increased nationally due to training and awareness creation support from the LBTU.</li> </ul>

<p><b>Indicator 2.2:</b> Standard (model) type of contract documents incorporating the principles of decent work (for use by small scale private and community contractors) made available to ASIST core countries.</p>	<p><b>Global</b></p> <ul style="list-style-type: none"> <li>• Information and guidance on community contracting disseminated.</li> <li>• Consultations on the development of standard documentation being carried out and contract documents developed at project and programme level and disseminated.</li> </ul> <p><b>Botswana</b></p> <ul style="list-style-type: none"> <li>• Findings of studies carried out on labour issues and the socio-economic impact will contribute to the improvement of social clauses in contract documentation.</li> </ul> <p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>• Standard contract documents for labour-based works are available. These are disseminated to other countries as models to adopt/develop their own.</li> </ul> <p><b>Mozambique</b></p> <ul style="list-style-type: none"> <li>• The national contract documents developed by ANE with ILO support incorporate social clauses.</li> </ul> <p><b>South Africa</b></p> <ul style="list-style-type: none"> <li>• In line with the Code of Good Practice, core labour standards were incorporated in the contract document developed under the Gundo Lashu project in Limpopo Province and will also be incorporated in documents for works to be executed under EPWP.</li> <li>• Independent assessment of Targeted Procurement carried out highlighting important lessons. The report is being shared with other countries.</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>• Documentation of best practice contract documents is underway in line with new government procurement guidelines.</li> </ul> <p><b>Zambia</b></p> <ul style="list-style-type: none"> <li>• Development and introduction of contractual agreements between community enterprises and municipal authorities is underway. Interest expressed from other potential partners.</li> </ul>
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<p><b>Indicator 2.3:</b> Community and private sector associations promoting labour-based works functioning and strengthened in at least four ASIST core countries.</p>	<p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>• The Labour-based Contractor Association is established with a constitution, and is functioning.</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>• The Contractors Registration Board (CRB) has a class for LBT contractors.</li> </ul> <p><b>Zambia</b></p> <ul style="list-style-type: none"> <li>• The Eastern Province Labour-Based Contractors Association has its constitution in place, and is active in national and international fora. Labour-based contractors associations have also been formed in other provinces and the local associations have formed a national association for labour-based contractors that is represented in the National Council for Construction.</li> <li>• A final draft of the study into classification and registration of contractors is available.</li> </ul> <p><b>Zimbabwe</b></p> <ul style="list-style-type: none"> <li>• The Labour-based Contractors Association was active in the past but weakened due to the migration, death and inactivity of contractors. Inactivity of contractors is a consequence of the harsh economic environment prevailing in Zimbabwe. The environment is set to improve following the new economic turn around initiative started in December 2003.</li> </ul>
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### 2.2.3 Overall Effectiveness

On the whole this objective is being achieved and is supported by the work towards the other objectives.

- ASIST continues to strengthen the local government's ability to work with communities and the private sector in a number of countries including Kenya, Lesotho, Tanzania and Zambia.
- The new regional project on employment creation in municipal service delivery, covering Tanzania, Kenya and Uganda, will validate and consolidate the experience gained in Tanzania and expand the approaches to service delivery in the East African countries and beyond.
- The development of contract documents is ongoing at both national and regional/global levels in a number of core countries, in partnership with relevant stakeholders and with cross learning between countries.

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- Work with contractor associations has intensified in some countries, but further strengthening of and work with community and private sector associations is needed.

## **2.3 OBJECTIVE 3: APPROPRIATE PLANNING SYSTEMS AND PROCEDURES FOR ACCESS AND INFRASTRUCTURE ARE IN PLACE AND USED**

Local level participatory planning is a prerequisite for identification of locally defined needs and the design of community-driven priorities. A good local level planning process opens up opportunities for employment creation and local economic development by establishing important links among complementary sectors early in the planning process. This also makes it easier, within the planning framework, to anticipate and identify the type of partnerships and institutional arrangements that are necessary to sustain development process. The use of Integrated Rural Accessibility Planning (IRAP) tool provides scope for multi-sectoral planning that leads to demand-driven priorities in both social and economic sectors.

ASIST has continued to promote holistic local level investment planning and local resource utilisation with emphasis on linking access, employment and productive sectors. This helps to ensure sustainable results and a broader impact of multi-sectoral interventions in the target communities. ASIST promotes this as a tool for capacity building, poverty alleviation and sustainable development.

### **2.3.1 Initiatives toward achieving Objective 3**

Three key initiatives have been identified and progress against each of these is assessed below.

#### **Initiative 3.1: Introduce and support adoption of bottom-up planning systems and procedures from local to national levels in collaboration with stakeholders.**

##### **Ethiopia**

The preparation of a programme document for implementing the Ethiopian Rural Travel and Transport Programme (ERTTP) under the Department for International Development (DFID) and Development Cooperation of Ireland (DCI) funding has been finalized. Although ERTTP as designed by the Government of Ethiopia (GoE) is a multi-sectoral programme, DFID and DCI will be funding the access and mobility component of the programme in eight pilot woredas (districts). Implementation started at the beginning of the Ethiopian financial year, *i.e.* July 2004. A consultant has been appointed to start up the process by developing an implementation plan for the programme. Possibilities for collaboration with partners in this initiative are being pursued based on the joint concept note by ASIST and ILO/SRO Addis, which was submitted to Ethiopian Roads Authority in the end of 2002

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## **Kenya**

### *Rural Transport Services (RTS) Project*

ASIST is one of the collaborating partners in the DFID financed RTS, an action-oriented research project implemented by the Kenya Network for Draught Animal Technology (KENDAT). The project targeting poor farmers aims at identifying transport and other local development constraints, through grass-root analysis and lesson-learning, and proposing solutions by linking local groups with support institutions and structures. The project, now in its third year, has developed an innovative analysis forum in the form a “community parliament,” from where proposals are discussed and arrangements for collaborating with supportive mechanisms institutions agreed on.

## **Malawi**

The study on local level investment planning systems and IRAP application in Malawi was concluded in September 2003. One of the key findings was that the IRAP tool has not been effectively applied due to capacity constraints. Following the ongoing decentralization process in Malawi the environment for strengthening of local level planning capacities is very conducive. This will be an area of focus with partners in Malawi along with exploring possibilities for re-introduction of IRAP approach through the District Assemblies.

## **South Africa**

ASIST has engaged in a collaborative initiative to introduce an Integrated Rural Accessibility Planning (IRAP) with Local Economic Development (LED) approach in South Africa (SA). ASIST is working in partnership with the Independent Development Trust (IDT) and the Council for Scientific and Industrial Research (CSIR). In September 2003 the terms of references (TOR) for IRAP/LED initiative were developed. A draft inception report outlining the concept, design and how the work will be implemented has been prepared following consultations with provincial partners. It also serves as a basis for discussion of the approach with key stakeholders and for the development of rollout plans with local partners. The situation analysis has been finalised for Sekhukhune Municipality, and ongoing in Bohtabela to provide the required information and enhance the Integrated Development Planning (IDP) processes. Finalisation of the inception report is awaiting completion of the situation analysis in the two municipalities. The IRAP/LED initiative will be implemented in Bohlabela and Sekhukhune cross-border district municipalities in Mpumalanga Province.

## **Tanzania**

An assessment on the extent and potential for the application of the IRAP methodology within the framework of the Village Travel and Transport Programme (VTTP) was conducted in July 2003. A joint proposal was prepared with partners in the VTTP National Coordination Office under the President’s Office for Regional Administration and Local Government for the re-introduction of IRAP in Tanzania and the related capacity building. Final decision on the proposal will be made after completion of the best practices study in the VTTP pilot districts.

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### **Initiative 3.2: Support integration of results of local level planning into public investment decision-making and implementation process.**

#### **Malawi**

ASIST gave inputs towards the development of the TOR and the project document for Rural Accessibility and Mobility Pilot Activity (RAMPA). The TOR stipulates the use IRAP methodology for planning of access interventions. Implementation of RAMPA started in July 2004 and the scope of IRAP application and budget implications will be assessed during the inception phase. ASIST was also invited to submit a proposal for technical contribution in specific areas of RAMPA, but no funds were committed for that.

#### **Malawi and Tanzania**

The draft Dutch TC-RAM proposal was prepared in close consultation with partners in Malawi, Tanzania and the relevant ILO units. The proposal entitled, “*Capacity building and skills development for local level investment planning and employment intensive approaches in rural accessibility improvement*” was to be implemented within the frameworks of RAMPA in Malawi and the VTTP in Tanzania. The proposal followed separate requests for technical support in local level planning from partners in the two countries. However, it did not pass the test for funding under TC-RAM. Other possible sources of funding are being explored at country level through the VTTP National Coordination Office and the Malawi Rural Travel and Transport Programme (MRTTP).

#### **Uganda**

Following the slowing down of the process of development of an IRAP pilot application proposal with the Ministry of Local Government, the Uganda Transport Forum (an affiliate of the International Forum for Rural Transport Development (IFRTD)) was engaged to conduct the situation analysis of Jinja and Kabarole Districts and finalise the proposal on behalf of the Ministry. A comprehensive draft proposal has been prepared and discussed with stakeholders in Uganda. The proposal is being finalised for the Government to use in soliciting funding for IRAP application in the two selected districts.

### **Initiative 3.3: Raise awareness on the actual travel and transport issues including their gender dimensions.**

#### **Global**

##### *IFRTD – Eastern and Southern Africa:*

ASIST participated in the 2<sup>nd</sup> IFRTD Annual Consultative Regional Meeting for Eastern and Southern Africa in Pretoria, South Africa in July 2003. The meeting provided an opportunity for African transport professionals from the national networks to reviewed the progress in the activities of the regional network for the last one-year and draw up an annual work plan based on strategic priorities.

##### *IFRTD*

ASIST participated in the 10<sup>th</sup> IFRTD Advisory Committee Meeting in UK in November 2003. The meeting was the first following the governance decisions taken in 2002, with the new international committee which included two National Forum Group representatives per region and seven other co-opted members including ASIST. The meeting discussed the progress of the IFRTD decentralisation process, the draft constitution, hosting arrangements for

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IFRTD Secretariat and the planned evaluation of IFRTD network scheduled to start in July 2004.

*Sub Sahara African Transport Policy Programme (SSATP)/RTTP:*

Information sharing was maintained with SSATP/RTTP Office in Harare on regional activities with a common interest. Consultations were also held during the development of the draft Dutch TC-RAM proposal for support of RAMPA Malawi.

*World Road Association (PIARC)*

The PIARC World Road Congress was held in Durban, South Africa in October 2003. ASIST prepared a paper on “*Rural Road Networks and Rural Access Infrastructure Services in Developing Countries,*” which was presented in the Special Session - Strategic Theme 3: Operating the Network – Improving the Service.

**Kenya**

The IRAP concept was introduced in the awareness-raising workshop for Association of Local Government Authorities in Kenya (ALGAK) in May 2004.

**Kenya and Uganda**

ASIST is part of the Kenyan and Uganda Transport Forum Group, which are affiliates of the IFRTD. The transport forum groups lobby for recognition of pro-poor issues in the national policies and programmes and incorporation of appropriate support programmes. In Kenya, the lobby effort has been recognized through draft policies that recognize the role of grassroots communities in identification of planning requirements, role of non-motorised modes of transport (NMTs) in transport and proposed strategies to include NMTs in the design standards for both urban and rural infrastructure.

**Malawi**

*Malawi Rural Travel and Transport Programme (MRTTP):* Close collaboration was maintained with the MRTTP, which gave full support to the study on local level investment planning systems and IRAP application in Malawi, in September 2003. MRTTP has taken initiative to pursue some of the recommendations of the study through RAMPA.

**Mozambique**

ASIST was invited by ILO/LED Mozambique to participate as resource persons in the workshop on the national LED policy and implementation strategy. The workshop was part of the process of developing a national policy on LED to provide an institutional framework for promotion and sustainability of LED initiatives. Among others, ASIST presented the LED dimension of rural access development and potential link with IRAP approach.

**Tanzania**

*Village Travel and Transport Programme (VTTP)*

ASIST continued to give advisory support on rural accessibility and development to VTTP through the National Coordination Office, which is also in charge of RTTP activities in Tanzania. Specific inputs were given to the

development of the TOR for the planned best practices study in the VTTP pilot districts.

ASIST participated and presented a paper on “*Rural accessibility situation in Tanzania*” to the Members of Parliament Seminar in Dodoma, Tanzania on February 2004 aimed at sensitising the parliamentarians on rural accessibility and planning issues.

### **Zimbabwe**

The first Rural Travel and Transport (RTTP) Steering Committee (SC) meeting was held in November 2003 under the Department of Physical Planning, Ministry of Local Government. ASIST is an active member of the SC. The SC had been inactive for about two years. It is currently overseeing the ongoing RTTP study aimed at providing information to be used in the formulation of the rural transport policy. The 1997 Rural Transport Studies (ILO/Sida) and the report on socio-economic impact assessment of selected access interventions in Zaka and Chipinge Rural districts (ILO/ASIST, 2003) have been used as reference materials for the study.

#### *Lesotho study tour*

In August 2003, ASIST facilitated a study tour for nine engineers from Lesotho, who came to learn about the design, construction and maintenance of suspension and suspended footbridges in Zimbabwe.

### **2.3.2 Progress against Indicators**

<b>Set Indicator</b>	<b>Status – To date</b>
<p><b>Indicator 3.1:</b> In at least five countries local, district, provincial and national levels have knowledge of local level planning tools incorporating employment issues and have incorporated them.</p>	<p><b>Global</b></p> <ul style="list-style-type: none"> <li>• A joint ILO/Habitat training programme “Better Services and More Jobs” promoting PPP and local resource based methods in urban planning for improved services and employment creation is being implemented</li> </ul> <p><b>Ethiopia</b></p> <ul style="list-style-type: none"> <li>• IRAP tool has been fully incorporated in ERTTP manual for planning, monitoring and evaluation.</li> </ul> <p><b>Malawi</b></p> <ul style="list-style-type: none"> <li>• A workshop was held to co-ordinate local level planning issues with different development organisations.</li> <li>• Some elements of IRAP were partly used in the preparation of District Development Plans in 2002.</li> <li>• The IRAP tool has been identified for use in the planning of interventions under RAMPA, starting in July 2004.</li> </ul>

	<p><b>Uganda</b></p> <ul style="list-style-type: none"> <li>• Following the recommendations of a one-week IRAP training workshop in August 2001, the Government prepared a draft proposal for pilot application in two districts. The proposal has been updated based on the results of a recent situation analysis in Jinja and Kabarole Districts.</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>• A draft proposal has been prepared for re-introduction of IRAP under the VTTP Phase II. Final decision is awaiting finalisation of the best practices study in the VTTP pilot districts.</li> </ul> <p><b>Zimbabwe</b></p> <ul style="list-style-type: none"> <li>• IRAP was partly adopted in the planning process for the pilot project in the three districts of Zaka, Chipinge and Rushinga.</li> </ul>
<p><b>Indicator 3.2:</b> In five countries, the appropriate capacities at different levels to plan using local level planning tools have been developed.</p>	<p><b>Ethiopia</b></p> <ul style="list-style-type: none"> <li>• Proposal for IRAP training at <i>Woreda</i> (district) level has been submitted to the Government and ERTTP donors for consideration.</li> </ul> <p><b>Malawi, Uganda and Zimbabwe</b></p> <ul style="list-style-type: none"> <li>• Capacities have been strengthened at national, provincial and district levels through the training of trainers' workshop on IRAP.</li> </ul> <p><b>South Africa</b></p> <ul style="list-style-type: none"> <li>• Discussions were initiated with Independent Development Trust (IDT) and the Council for Scientific Industrial Research (CSIR) to introduce an IRAP/LED approach in SA, and the TOR for the process outlined. The IRAP/LED approach will be implemented in Bohtabela and Sekhukhune District Municipalities with the aim of enhancing the IDP process.</li> <li>• Proposal for capacity building on IRAP application in the Limpopo Province has been developed.</li> </ul>
<p><b>Indicator 3.3:</b> Appropriate local access, services and infrastructure improved in four countries.</p>	<p><b>Kenya</b></p> <ul style="list-style-type: none"> <li>• Communities in Mwea, Lari and Busia Divisions are now planning and implementing access interventions under the RTS project.</li> </ul>

	<p><b>Uganda</b></p> <ul style="list-style-type: none"> <li>• A comprehensive IRAP mainstreaming proposal for pilot application in two districts is being finalised by the Transport Forum Uganda in close collaboration with the Government.</li> </ul> <p><b>Zimbabwe</b></p> <ul style="list-style-type: none"> <li>• Pilot access interventions have been completed in Zaka and Chipinge districts, and a socio-economic impact study completed.</li> </ul>
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### 2.3.3 Overall Effectiveness

The objective for local level planning remains ambitious. The degree of achievement in five countries is very dependent on the willingness of the national partners to apply systematic planning approaches for local level interventions. Due to the inevitable pressure for the delivery of time-bound physical outputs, the desire to adopt a process oriented systematic planning approach is low. However, despite the slow process of adoption there has been significant demand for support for systematic and integrated local level planning in some core countries as evidenced below:

- The successful introduction of Integrated Rural Accessibility Planning (IRAP) in Malawi, Uganda and Zimbabwe through the training of trainers' workshops and subsequent development of a comprehensive proposal for IRAP pilot application in Uganda.
- In Malawi, the IRAP methodology is to be applied for planning of access interventions under the Rural Accessibility and Mobility Pilot Activity (RAMPA).
- The successful implementation of access interventions in the two rural districts in Zimbabwe, and the positive impact revealed by the socio-economic impact study of selected access interventions.
- Requests for support to introduce a combined IRAP and Local Economic Development (LED) approach in South Africa, and to re-introduction of IRAP within the Village Travel and Transport Programme (VTTP) phase II in Tanzania.

ASIST continues to increase the emphasis on strengthening of capacities for integrated local level planning (including the application IRAP methodology) and linking this to productive employment and income generation opportunities in the local authorities.

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## **2.4 OBJECTIVE 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**

ASIST's aim is that a larger part of the infrastructure investment is spent on employment-intensive works across a broader spectrum of sectors including irrigation, soil and water conservation, drainage, sanitation, water and public buildings, and urban infrastructure. This is to be achieved by expanding the present knowledge base by further developing, adopting and promoting appropriate technical standards and procedures, suitable quality assurance and control measures. At the same time, in line with the ILO's Decent Work Agenda, ASIST seeks to ensure that the core labour standards are adhered to *i.e.*:

- workers and employers are aware of their rights and obligations and are free to organise;
- all forms of forced or compulsory labour are not present;
- child labour is not used;
- workers have the opportunity to be employed without gender or political discrimination; and
- wages and conditions are in line with nationally negotiated levels and relevant international labour standards.

The renewed interest in community participation and the increase in decentralisation, means that a wider range of target groups are being brought into the field of labour-based technology. Many of them are not yet familiar with professional labour-based technology and community participation techniques for infrastructure works.

### **2.4.1 Initiatives towards achieving Objective 4**

Four key initiatives have been identified and progress against each of these is assessed in the following.

#### **Initiative 4.1: Provide technical advice for the use of labour-based methods and support of local enterprises**

##### **Botswana**

ASIST continued with technical assistance to the Roads Department Contractor Development Programme, targeting labour-based construction and maintenance contractors.

##### **Kenya**

One of the outputs of the UNDP/ILO collaborative project (described under Initiative 1.3) is the development and production of procedures and guidelines on use and management of small-scale enterprises in infrastructure delivery, and the identification of support required to ensure entry, access to work, and monitoring and compliance.

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## **Mozambique**

### *Feeder Roads Programme (FRP)*

Support to the FRP continued. ASIST participated in the launch workshop for the Cabo Delgado capacity building projects in April 2004 and in the quarterly meetings of the project steering committee.

### *Crisis Response*

A joint mission involving ASIST and the ILO/SRO Harare Crisis focal point held consultations with World Food Programme (WFP) on possible future collaboration during a mission in December 2003. The meeting identified common areas such as improvement of rural access infrastructure and incorporating the employment creation dimension in order to reduce vulnerability of rural populations. The mission also met the Minister of Labour and the Institute for Disaster Management. This culminated in the identification of the need for the Ministry of Labour to be co-opted into the National Technical Council that guides national disaster management organisations. The mission also assisted the Ministry of Labour to draft letters to the Prime Minister and others to formalise this process. The mission also met with the UN Disaster Management System managers and discussed future collaboration. Currently resource mobilisation for carrying out projects on the ground is in progress.

## **Namibia**

In July 2003, ASIST participated in a joint mission with the African Development Bank (AfDB) on Transport Sector Review. This was followed by a presentation and participation in a national stakeholder workshop. Technical assistance on an *ad-hoc* basis continued on other issues.

## **South Africa**

### *Roads Agency Limpopo (RAL)*

Support to RAL continues on rural unpaved road maintenance and rehabilitation using employment intensive approaches through newly trained emerging contractors. The project has trained 24 emerging contractors, 45 technicians and seven consulting engineer. With the launch of EPWP, the trained contractors have further prospects for work and a bright future. The project has played a major role in developing and mainstreaming gender, HIV/AIDS and environmental policies in RAL.

### *The Expanded Public Works Programme (EPWP)*

This Programme was officially launched by the President of South Africa in Giyani District on one of the roads being improved by the Gundo Lashu Project using employment-intensive approaches and executed by one of the emerging female contractors.

## **Sudan**

At the request of the Sudanese administration (Southern Sector) and the United States Agency for International Development (USAID), ASIST supported the Secretariat for Physical Infrastructure and Housing in preparation and quality control of a training programme for labour-based roads supervisors. This programme is within the scope of the Sudanese administration's preparation for a major recovery and reconstruction process, with a major infrastructure

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component, in the period following the envisaged signing of a comprehensive peace process expected later in 2004. The first round of the training programme, targeting 30 roads supervisors from 15 counties was developed by Kisii Training Centre (KTC), Kenya using an ILO modular training programme, and was implemented over a five-week programme in Yei, Southern Sudan. This was the first major training of its kind in Sudan, and the results will be used to inform on required capacity building for the Secretariat at national, regional and county level.

ILO is preparing an overall framework programme that will involve several ILO units under the coordination of the SRO for North Africa, Cairo to support the recovery process. ASIST has identified a number of areas for its attention, including capacity building for key institutions involved in infrastructure delivery, under which the training programme falls.

## **Tanzania**

### *Urban sector*

The regional programme “Employment Creation in Municipal Service Delivery” was launched in February (see Initiative 2.2).

### *Labour-based technology*

The programme document “Taking the Use of LBT to Scale” was adopted (see Initiative 1.2).

A macro economic study on the benefits of LBT was undertaken

### *Irrigation*

A follow up to the Pemba Small-scale Irrigation Project (PSSIP) was discussed with Ministry of Agriculture, Natural Resources, Environment and Co-operatives in Zanzibar and a wider irrigation programme was discussed with UN Food Agriculture Organisation (FAO).

## **Zambia**

A new programme for support to the Roads Training School was approved and started in January 2004.

## **Zimbabwe**

### *Crisis Response*

In November 2003, a joint ASIST and ILO SRO Harare mission met with the Ministry of Labour, Permanent Secretary and other representatives from organisations involved in crisis in Zimbabwe. The meeting discussed various issues related to coping with crises including application of labour-based methods in the development and reconstruction of infrastructure. ASIST contributed to the development of a concept note on a strategy and activities to operationalise the crisis prevention and response initiative. There have been delays in getting the Government of Zimbabwe response so that work can commence.

### *Urban Development*

Following discussions with officials from City of Harare, ASIST prepared a concept note on possible areas of support for employment-intensive approaches and the next steps

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## **Initiative 4.2: Promote and initiate applied research**

### **Global**

Research that promotes the increased application of LBT is being carried out in Ghana, Lesotho, Mozambique, Uganda and Zimbabwe. Efforts are being made to expand the research to Ethiopia, Kenya and Namibia. Preliminary research results have been shared with practitioners in international and regional workshops i.e., the International Forum Group workshop in Kuming, China, May 2004, the 10<sup>th</sup> Regional Seminar for LB practitioners held in Arusha Tanzania in October 2003, and via a website hosted by DFID.

### **Zambia**

The Roads Training School is exploring and developing methods for on carriage way maintenance of surfaced roads and has introduced courses for LBT bitumen technology

## **Initiative 4.3: Introduce quality standards and productivity on LBT to new target groups**

ASIST shared some of its road sector productivity norms with engineers working on railway line labour-based works in Namibia.

## **Initiative 4.4: Develop guidelines on payment systems, standards of infrastructure, methodologies of construction and maintenance work and quality control**

### *Footbridge guideline*

IT Transport has produced guidelines on the construction of a variety of low cost footbridges. Funding was provided by DFID. ASIST gave comments on the draft and will provide funding for the printing costs of the guideline and assist with its dissemination.

### *Source book on employment-intensive approaches*

Work towards the synthesis and compilation of a technical source book outlining the principles and best practice for the implementation of employment-intensive (EI) approaches was undertaken. The purpose of the source book is to provide a “road-map” through the existing knowledge base on the “how to” of EI approaches from policy and institutional development to the practicalities of implementation, management and monitoring and evaluation for sustained positive impact, as well as to share best practice and experience. The process has involved sampling the target group and potential users to identify their needs and how they can best be met through the source book, technical audits of ASIST and EIIP technical advisers and resource materials aimed at extracting, analysing and synthesising technical knowledge and experience both tacit and explicit, and documenting principles, practice and lessons. A draft has been produced which will be put through a peer review process by a selection of experts and practitioners.

### *Labour-based Roadworks Supervision Manual*

A final draft of “*Supervision Manual for Labour-based Road rehabilitation*” has been produced and awaiting final editing and publishing. The manual has been developed specifically from experiences in Zambia and Tanzania

## 2.4.2 Progress against Indicators

Set Indicators	Status to date
<p><b>Indicator 4.1:</b> Appropriate guidelines on design and labour standards and specifications produced based on consolidating and building upon existing technical guidelines and made available to ASIST core countries.</p>	<p><b>Global</b></p> <ul style="list-style-type: none"> <li>• Research is being carried out in Ghana, Lesotho, Mozambique, Uganda and Zimbabwe on engineering standards leading to an appropriate guideline that promotes the increased application of EI approaches.</li> <li>• A field manual for construction of and improvement of footpaths and tracks published and disseminated.</li> </ul>
<p><b>Indicator 4.2:</b> At least four Governments in the ASIST core countries continuously increasing efficiency of delivery of infrastructure and services.</p>	<p><b>Botswana</b></p> <ul style="list-style-type: none"> <li>• The use of labour-based methods is being expanded in the maintenance of the road network</li> </ul> <p><b>Ethiopia</b></p> <ul style="list-style-type: none"> <li>• The application of LBT using small-scale contractors introduced in Amhara and Tigray Regions</li> <li>• Concept proposal has been prepared for introduction of LBT in urban upgrading in Amhara Region.</li> </ul> <p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>• The Department of Rural Roads has been given a wider mandate to maintain and improve rural roads, including access roads initiated by communities and funded under the government's Community Development Fund.</li> </ul> <p><b>Mozambique</b></p> <ul style="list-style-type: none"> <li>• Increased decentralisation of management of feeder roads at provincial level is enabling local contractors to better access work.</li> <li>• The NORAD funded Cabo Delgado capacity building project, which commenced in February 2004 will improve the provincial management capacity and result in training of at least seven labour-based contractors .</li> </ul> <p><b>Zambia</b></p> <ul style="list-style-type: none"> <li>• Labour-based maintenance is carried out in all provinces by small-scale contractors and to a</li> </ul>

	<p>limited extent labour-based rehabilitation of feeder roads.</p> <ul style="list-style-type: none"> <li>• Lusaka City Council (LCC) is using the trained community enterprises for waste management and water supply.</li> </ul> <p><b>Zimbabwe</b></p> <ul style="list-style-type: none"> <li>• Rural District Councils (RDCs) are increasingly adopting LBT approaches in the provision of infrastructure, both for community-managed projects and outsourced work. In addition, Urban District Councils (UDCs) are more interested in applying LBT.</li> </ul>
<p><b>Indicator 4.3:</b> At least two countries introduce community-managed and labour-based works to recommended standards in the rural and urban sectors, and expansion of programmes in the existing countries.</p>	<p><b>Lesotho</b></p> <ul style="list-style-type: none"> <li>• Maseru City Council is working with communities to upgrade peri-urban settlements using labour-based methods.</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>• The Zanzibar Ministry of Agriculture, Natural Resources, Environment and Co-operatives, FAO and ASIST have principally agreed to develop a joint programme on small-scale irrigation incorporating lessons learnt under PSSIP.</li> <li>• Dar es Salaam Municipality, UN-Habitat and ILO have jointly developed a proposal, which has been submitted to Cities Alliance for funding consideration.</li> <li>• The Regional Employment Creation in Municipal Service Delivery Programme developed by ASIST, SEED and the ILO Office in Dar es Salaam to provide support to municipalities and private and community service providers in Tanzania, Kenya and Uganda received funding from the DFID TC Ram and was launched in February 2004.</li> <li>• Hanna Nassif Community Development Association and Kinondoni Municipality continue to manage maintenance of infrastructure constructed through previous support.</li> </ul>
<p><b>Indicator 4.4:</b> Guidelines developed and disseminated on the appropriate use of local resources and suitable</p>	<p><b>Global</b></p> <ul style="list-style-type: none"> <li>• A draft source book on the use employment-intensive approaches in infrastructure development produced. This source book will stimulate wider use of ELC across sectors</li> </ul>

<p>quality assurance plan for two additional sectors.</p>	<p>stimulate wider use of EI across sectors.</p> <ul style="list-style-type: none"> <li>• Following the research on appropriate engineering standards, guidelines that support the increased application of employment intensive approaches will be produced. Data collection is currently being carried out in Ghana, Lesotho, Mozambique, Uganda and Zimbabwe.</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>• Guidelines on employment creation and improved service delivery through public private partnerships to be developed under newly launched regional programme in Tanzania.</li> <li>• WFP – ILO Food for Asset guidelines have been completed and disseminated.</li> </ul> <p><b>Zambia</b></p> <ul style="list-style-type: none"> <li>• Supervision manual for LBT road works based on experience from Zambia and Tanzania developed.</li> </ul>
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### 2.4.3 Overall Effectiveness

This objective has cross linkages to other objectives with which it contributes to the immediate objective. Achievement of this objective is on course although more can be done with more resources, both financial and human.

The role of ASIST continues to change from direct support to the private sector development to institutionally strengthening and capacity building of government structures and consultants, who in turn are increasingly able to play a direct role in developing the private sector. ASIST's role includes cross fertilisation of initiatives in different countries and assistance with research, development, collation and synthesis of existing and new knowledge into guides, manuals, standards, *etc.* This transformation of the role of ASIST is in line with the desire to institutionalise most of what ASIST used to do, as capacity becomes available in long-term institutions.

Whereas in the past the focus was mainly in technical standards and specifications, current efforts aim to mainstream key labour standards into contract documents. As illustrated under Objective 2 significant sensitisation and incorporation of relevant clauses has been achieved in Botswana and Mozambique respectively. In South Africa, inroads have been made in mainstreaming gender, HIV/AIDS and environmental policies.

Some of the current work will extend beyond the current phase of ASIST. For example, research that promotes the increased application of LBT currently being carried out in Ghana, Lesotho, Mozambique, Uganda and Zimbabwe will be completed after 2004. Furthermore, efforts are being made to expand the research to Ethiopia, Kenya and Namibia in order to have a balanced picture of most variables in the region.

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## **2.5 OBJECTIVE 5: TECHNICAL KNOWLEDGE AND SKILLS ARE ADEQUATE IN QUALITY AND QUANTITY FOR PLANNING, MANAGING, IMPLEMENTATION AND MAINTENANCE**

Mainstreaming the effective and sustained use of employment-intensive approaches in infrastructure investments requires changes in attitudes, policy and practice and the development of an adequate skills and knowledge base. This objective seeks to address this requirement through the documentation, acquisition and synthesis, and dissemination of knowledge, networking and awareness-creation, and the build up of skills through training.

In order to achieve this effectively ASIST continually seeks to gain and maintain knowledge on its target groups, their roles in the infrastructure delivery process, their motivations, knowledge and skill levels and needs and how best these can be addressed to effect the desired changes.

### **2.5.1 Initiatives towards achieving Objective 5**

Seven key initiatives have been identified and progress against each of these is assessed below.

#### **Initiative 5.1: Identify user needs for existing and new areas and procure information**

- During this period user needs have been gleaned from the analysis of technical enquiry service records, and through technical advisers interaction with target groups.
- An analysis of target group information needs and uses was conducted as part of the development of a comprehensive source book on employment-intensive approaches (see also Initiative 4.4 and 5.3).

#### **Initiative 5.2: Improve data management and user access**

- Data management and access improved through the re-classification of the document collection and cataloguing of the digital documents.
- Standardisation of Subject Areas on the bibliographic database was completed. The standardisation of the subject areas was done to improve precision and recall during information retrieval.
- 139 new titles were added to the library and database
- Additional digital full text documents were catalogued and hyper-linked to the bibliographic database to facilitate retrieval.
- The Contacts database management system continues to be updated and maintained.

#### **Initiative 5.3: Synthesise and publish key information in an easily accessible form, including digital format**

##### *Sourcebook*

The process for the production of a comprehensive source book on the principles and practice of employment-intensive approaches was initiated. The

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source book covers policy development and operationalisation, institutional development and capacity building, implementation and management, monitoring and evaluation and advocacy, as well as cross cutting issues such as labour standards, environmental and gender issues. A draft source book has been produced, which will go through an expert peer-review process before it is finalised (see also Initiative 4.4.)

*Bi-annual bulletin*

Technical bulletins issues no. 16: Impact and sustainability of employment-intensive approaches and 17: Diversified use of labour-based technology - were published and disseminated to over 3000 readers.

*Proceedings and papers of the 10<sup>th</sup> regional seminar*

The proceedings and papers of the tenth regional seminar for labour-based practitioners held in October 2003 were published in print and on CD-ROM and distributed. Several other relevant publications were published on the same CD-ROM.

*Integrated Rural Accessibility Planning (IRAP) guidelines*

The Malawi IRAP guidelines were translated into French.

**Initiative 5.4: Disseminate information to target audience in appropriate formats in a timely manner**

The Technical Enquiry Service continues to respond to enquiries and send information on a cost recovery basis. See statistics in the table below.

Information on the web is continuously updated and key documents are being proactively disseminated through workshops, missions and meetings.

To date, 27 technical and training institutions have been targets of proactive dissemination of publications with a view to build up their information resources on employment-intensive approaches.

**Initiative 5.5: Stimulate networking and information sharing including through regional seminars**

*African Union Conference, Maputo, Mozambique, July 2003*

ASIST contributed to the preparations for the visit to Maputo, Mozambique by the ILO Director General, as part of his participation in the African Union Conference in July 2003.

*Sustainable Cities Programme (SCP)/Localising Agenda (LA) 21 Global Meeting 2003 "Environmentally Sustainable Urbanisation", Alexandria, Egypt, September 2003*

ASIST participated and presented a paper at this Habitat global meeting focusing on incorporating employment aspects into urban service delivery.

*Regional seminar for labour-based practitioners, Arusha, Tanzania, October 2003*

The tenth regional seminar was held in Arusha, Tanzania hosted by the Ministry of Works, Tanzania in October 2003. Over 200 participants from 22 countries attended. The theme of the seminar was "Labour-based technology for poverty reduction." Fourteen thematic papers were presented and discussed

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– providing the practitioners an opportunity to deliberate on issues and exchange experiences.

#### *10<sup>th</sup> ILO Africa Regional Meeting*

ASIST mounted an information display at the 10<sup>th</sup> African Regional Meeting of the ILO held in Addis Ababa, Ethiopia, from 2 – 5 December 2003. The meeting was attended by 265 non-ILO participants drawn from the tripartite constituents. Delegates from the ILO included the Director General, Juan Somavia. Over 30 African countries were represented by government officials, employer representatives and worker representatives. The ASIST stand, which was part of the Employment sector stand drew some attention. Promotional material in the form of books, information packs brochures and posters were distributed to participants and follow-up enquiries were also received. Among the visitors to the ASIST stand was the ILO Director General. The information stand exposed the work of ASIST and the EIIP to participants within and outside of the ILO.

#### *World Bank Urban Symposium*

The Programme Director attended the Research Symposium held in late December 2003, representing the Employment-Intensive Investment Programme. Meetings were held with Sub-Saharan Africa Transport Programme (SSATP) team members, World Bank officials and other participants, with a view to improving collaboration between the ILO and other development partners bringing employment creation and poverty reduction to the forefront of development planning.

#### *Knowledge sharing (KS) project in Turin, Italy, February 2004*

ASIST participated in the DFID funded KS project bringing and sharing experiences on projects funded under the ILO TC RAM mechanism.

#### *International Forum for Rural Transport and Development (IFRTD)/World Bank Transport Indicators Workshop, June 2004, Nairobi*

ASIST participated in the World Bank consultation workshop on transport sector performance indicators held in Nairobi. The workshop organised by IFRTD, was part of ongoing consultation intended to broaden awareness of and enable national stakeholders opportunity to contribute towards the World Bank Transport and Urban Division (TUDTR) initiative to develop a comprehensive set of transport performance and impact indicators.

### **Initiative 5.6: Institutionalise the ASIST information services through co-operation with ILO structures and other institutions and partners**

#### **Regional**

##### *Transport Technology Transfer Centres (T<sup>2</sup> Centres)*

ASIST has entered into a collaborative arrangement with Transport Technology Transfer Centres being established around the region to serve as focal points for dissemination of information and technology for the transport sector. Memoranda of Understanding were signed between ASIST and the Malawi, Kwa Zulu Natal Department of Transport, South Africa and Zimbabwe Transport Technology Transfer (T<sup>2</sup>) Centres. The centres have been provided with key relevant publications and capacity building support.

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## **Kenya**

Support has been provided to the Ministry of Local Government, Kenya to build up the capacity of the Urban Development Departments resource centre to act as a focal point for information on employment-intensive approaches. A training course on database management was provided to relevant staff. Other planned initiatives including further training and provision of relevant documents have been stalled as the ministry sorts out its internal issues to facilitate further developments.

### **Initiative 5.7: Support to training and learning institutions and development of training material to promote local level planning, labour-based and community-managed approaches**

#### **Global**

##### *Network of African Universities*

A meeting of educational and training institutions was held during the 10<sup>th</sup> Regional seminar in Arusha, Tanzania to revive the Network of African Universities. During the meeting, the membership and mandate were expanded to reflect the needs of non-university training and technology institutions, which are now part of the new initiative. ASIST was asked to continue with its facilitation role.

##### *Fiduciary Management*

ILO's International Training Centre in Turin is collaborating with the World Bank on the development and implementation of training on 'Community Driven Development Fiduciary Management'. ASIST provided technical support to the consultant to incorporate issues of labour-based approaches, labour standards and community contracting into the training.

## **Malawi**

The University of Malawi has expressed an interest in including LBT in its curriculum and has been provided with materials.

## **Tanzania**

##### *Dar es Salaam Institute of Technology*

DIT has incorporated labour-based technology into its undergraduate curriculum with ASIST support in materials and staff capacity building.

##### *Urban training*

Various training material has been adapted and /or developed under the new regional Employment Creation in Municipal Service Delivery programme. This work is being undertaken with local training institutions.

## **Zambia**

##### *Roads Training School (RTS)*

Continued support has been provided to the RTS. New course development include LBT bitumen technology and the establishment of a soils laboratory

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*University of Zambia*

Follow up was made with the Department of Civil Engineering at the University of Zambia on the progress of introducing labour-based technology into the curriculum. The Department is still working on inclusion of the subject but it is a lengthy process. They hope to pilot this in 2004. It is noted that several students are choosing subjects with relation to LBT for their industrial attachments and thesis.

### **2.5.2 Progress against Indicators**

<b>Set Indicator</b>	<b>Status</b>
<b>Indicator 5.1:</b> Key documents available in English, French and Portuguese in digital and print media.	<ul style="list-style-type: none"><li>• The Document Centre holds a collection of 11 225 publications and videos</li></ul> <p><i>English</i></p> <ul style="list-style-type: none"><li>• 10 757 documents available in English</li></ul> <p><i>French</i></p> <ul style="list-style-type: none"><li>• 193 documents available in French</li><li>• Malawi IRAP guide in French under publication</li></ul> <p><i>Portuguese</i></p> <ul style="list-style-type: none"><li>• FRP Mozambique Lessons Learned was published in English and Portuguese.</li><li>• 60 documents available in Portuguese</li></ul> <p><i>Spanish</i></p> <ul style="list-style-type: none"><li>• 144 documents available in Spanish</li></ul> <p><i>Other Languages</i></p> <ul style="list-style-type: none"><li>• 71 documents available in other languages</li></ul>
<b>Indicator 5.2:</b> Target groups have access and are kept abreast of key information through print and electronic media.	<ul style="list-style-type: none"><li>• ASIST Bulletin Issue no 16 and 17 published and disseminated to over 3000 readers</li><li>• 10<sup>th</sup> regional seminar proceedings and papers published and print, on CD-ROM and on the web.</li><li>• Web pages updated with news, new publications and current versions of the online searchable bibliographic database, ASISTDOC.</li><li>• 184 technical enquiries have been responded to and information sent in print and/or digital format.</li><li>• ILO field offices and Headquarters provided with key documents.</li></ul>

	<ul style="list-style-type: none"> <li>• MoU with the Technology Transfer Centres signed to act as focal points for information dissemination and provided with key publications.</li> <li>• Targeted proactive dissemination of key documents to 27 selected technical institutions including training institutions, technical line ministries and other development partners in the region.</li> </ul>
<p><b>Indicator 5.3:</b> Increased and improved interaction and networking between target groups.</p>	<ul style="list-style-type: none"> <li>• The 10<sup>th</sup> regional seminar held over a five day period, where 14 technical papers were presented and discussed and attracting over 200 participants from 22 countries.</li> <li>• Preparations for the 11<sup>th</sup> Regional Seminar for labour-based practitioners are underway.</li> <li>• ASIST's participation in other seminars, workshops and conferences.</li> <li>• The CONTACTS database of people, organisation and resources maintained.</li> </ul>
<p><b>Indicator 5.4:</b> African University Network operational and expanded to include 15 universities.</p>	<ul style="list-style-type: none"> <li>• Efforts to revive and expand the African Universities Network are in progress.</li> </ul>
<p><b>Indicator 5.5:</b> Target clients have access to training in labour- and community-based approaches and local level planning, incorporating principles of decent work through ten vocational training institutions or private training providers in the sub-region.</p>	<ul style="list-style-type: none"> <li>• The final IRAP modular training package is available.</li> <li>• A training workshop "Better Services and More Jobs" for urban service delivery was carried out in Addis</li> <li>• Training material on informal economy and urban service delivery is being adapted/developed under new project</li> <li>• Support and publications provided to national training institutions including in Kenya, Tanzania and Zambia.</li> </ul>

### 2.5.3 Overall Effectiveness

This objective remains clear, realistic and significant achievements have been made, although to achieve the requisite levels of knowledge and skills is unachievable during the current span of this phase and will require continued resources and effort.

The document collections has expanded considerable, with emphasis on digital documents which has enhanced the efficiency and effectiveness of storing, managing and disseminating information to target groups. The digital format

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also facilitates rapid use, integration, modification and adaptation of information by partners and target groups to suit their own purposes.

Collaborative arrangements have been established with various institutions including the Intermediate Technology Development Group, Eastern Africa based in Nairobi, and the Transport Technology Transfer Centres (T<sup>2</sup> Centres) in Malawi, South Africa, and Zimbabwe to act as focal points for access and dissemination of technical information. These arrangements are an effective means of optimising knowledge sharing through existing mechanisms at local level. In addition, 27 technical institutions in have been targets of proactive dissemination of publications with a view to build up their information resources on employment-intensive approaches.

Publishing and disseminating current practice and experiences from Africa, Asia and Latin America through the bi-annual technical bulletin continues to be an effective means to share and stimulate cross learning. The publication of other key documents including the IRAP modular training package in print and on CD-ROM, the proceedings and papers of the regional seminar and others will greatly enhance the capacity build up and knowledge sharing.

The revival of the university network, stimulated by demand from a growing number of universities and higher learning institutions, will be an effective route to infuse knowledge on employment-intensive approaches into curricula.

Networking during through workshops, conferences and seminars provides valuable and cost effective opportunities to spread the word and to build new partnerships.

## **2.6 OBJECTIVE 6: SYSTEMS FOR ENSURING ADEQUATE FLOW OF FINANCIAL RESOURCES IS AVAILABLE FOR CONSTRUCTION, REHABILITATION AND MAINTENANCE**

If employment-intensive investment approaches are to be fully mainstreamed, two key categories of target groups need to be sensitised to the potential for optimising the use of local resources *i.e.*) *locally both the public and private sector* staff and *ii) external* donors and financial institutions.

All government staff involved in infrastructure delivery particularly those from the highest level of the decision-making structure whom decide how the investment funds will be spent must be targeted. Since staff turnover in government agencies is high, this sensitisation work needs to be repeated regularly.

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. The location of such units is crucial. Such a Unit 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, suitably placed in the government hierarchy.

The development of such policy units is a vital part of the ASIST mandate, and is covered under Objective 1. The focus of this objective is specifically concerned with the need to develop sustained resources allocation mechanisms that may be adopted by such units where they exist for implementation of LBT.

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### **2.6.1 Initiatives towards achieving Objective 6**

Five initiatives were included in the programme document. However, many initiatives under the other objectives have direct relevance to objective 6, and there are currently two initiatives directly linked to this objective. Progress against each of these is assessed below.

#### **Initiative 6.1: Analyse employment cost and benefits of different technology choices and develop appraisal tools**

Studies analysing socio-economic impact and the costs and benefit of employment intensive investment approaches, justifying the approach are under way in a few countries.

##### **Botswana**

A socio-economic impact study of a labour-based construction demonstration project was carried out on behalf of the Roads Department in April 2004. This was a follow up to a baseline study carried out in early 2003.

##### **Lesotho and Zimbabwe**

A labour-based versus equipment-based cost comparison study was carried out in 1995 using the data collected from Lesotho and Zimbabwe. This study is now being up-dated. The results of the study have been delayed due to delays in receiving suitable data from our government partners.

##### **Mozambique**

A draft report on a cost comparison study of labour-based and equipment-based methods was produced and discussed at a seminar held in Maputo in November 2003. The report findings were consistent with previous studies, which show that labour-based methods are financially and economically cheaper than equipment-based methods. The dissemination of the final report is pending the approval of the Portuguese version by the Government of Mozambique.

##### **South Africa**

Financial and economic cost comparison study was carried out using the data collected from the labour-based Gundo Lashu project and the road rehabilitation projects implemented by RAL using conventional method of delivery. The draft report shows that the labour-based works are marginally cost effective on the current wage rate of ZAR 30/day (US\$ 5/day).

##### **Tanzania**

A cost comparison study of different technologies used in road rehabilitation and maintenance has been completed for Tanzania. The objective of the study was to carry out comparative analysis of a number of on-going and completed road projects in Tanzania, and thereby show the qualitative and quantitative benefits of different technologies used in road rehabilitation and maintenance especially in rural areas.

**Initiative 6.2: Promote adoption of appropriate tools and increased allocation of resources for employment-intensive investment (donors, lending agencies, ministries)**

ASIST continues to work closely with different development partners influencing the allocation of resources and promoting employment-friendly methods of work.

**Namibia**

A baseline study on the potential capacity of industries to absorb more labour and trends in the use of labour-based methods is in progress. Future assessments will use the baseline benchmarks from this study to gauge increase or decline in the level of application of the labour-based methods. The findings will also guide resource allocation to the sectors that have potential to contribute to employment creation and poverty reduction

**2.6.2 Progress against indicators**

<b>Set Indicator</b>	<b>Status</b>
<b>Indicator 6.1:</b> Studies and findings on cost-benefit analysis of technology choice published and disseminated.	<p><b>Global</b></p> <ul style="list-style-type: none"> <li>Update of an earlier labour versus equipment study from Lesotho and Zimbabwe has been initiated to assess potential impact of fully utilised employment-intensive approaches.</li> </ul> <p><b>Mozambique</b></p> <ul style="list-style-type: none"> <li>Cost comparison study and socio-economic analysis for LBT in Mozambique completed. Report being finalised.</li> </ul> <p><b>South Africa</b></p> <ul style="list-style-type: none"> <li>Cost comparison study carried out. Draft report produced.</li> </ul> <p><b>Tanzania</b></p> <ul style="list-style-type: none"> <li>Comparative study on impact of labour-based and equipment based road works under way</li> </ul>
<b>Indicator 6.2:</b> Lending agencies influenced to increase the use of local resources.	<p><b>Global</b></p> <ul style="list-style-type: none"> <li>ASIST continues and broadens dialogue with financial institutions and development partners, on increased application employment friendly methods of work.</li> </ul>
<b>Indicator 6.3:</b> At least four countries in ASIST Core countries continuously increasing allocation of resources to EI programmes.	<p><b>Kenya</b></p> <ul style="list-style-type: none"> <li>Discussions with the Kenya Roads Board and others indicate intentions to increase the allocations to EI works, particularly on unclassified roads.</li> </ul> <p><b>Lesotho</b></p>

	<ul style="list-style-type: none"> <li>The annual report produced by DRR shows increased allocations to EI programmes. The introduction of small contractors also strengthens the implementation capacity of the Department.</li> </ul> <p><b>Zambia</b></p> <ul style="list-style-type: none"> <li>The Road Sector Investment Programme, phase II facilitates increased allocation to EI programmes.</li> </ul>
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### 2.6.3 Overall Effectiveness

ASIST continues to work together with development partners and constituents at country level to influence investments in infrastructure towards a more pro-employment approach. ASIST is working and consulting with the following donor and development agencies including:

- The Development Bank of South Africa (DBSA) aimed at collaborating in promoting employment in the region.
- DFID that is supporting programmes in Ghana, South Africa and Uganda.
- NORAD that is supporting work in Mozambique, Tanzania and Zambia
- UNDP supporting activities in Kenya and Zambia
- UN-Habitat at agency level and in countries such as Lesotho, Tanzania and Zambia

In addition, various studies have been carried out or are ongoing to further document and build the evidence base in support of employment-intensive approaches (EIA). Completed studies carried out in Botswana, South Africa and Tanzania reinforce the principles and theory that EIA provide quality assets and improve livelihoods of the beneficiaries and when upscaled positively contribute to economic growth by increasing in growth in domestic product (GDP).

## 3 RELEVANCE

ASIST has evolved with the changing infrastructure delivery environment, and the needs and capacity of our partners. For example, ASIST has been and remains a catalyst, adding value to the work of partners as they have evolved from largely public sector execution to private sector execution and supervision, and as they are now focusing strongly on pro-poor policy development. This evolution and ability to adapt reflects ASIST 's objective of remaining relevant to the development process and in line with the aspirations of stakeholders.

### 3.1 INFLUENCING AND OPERATIONALISING POLICIES AND STRATEGIES

Establishing supportive policy is essential but having a policy in place does not necessarily mean it will be implemented. The main factors that determine the

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success or failure in implementation are political will and capacity. Line ministries can be instructed to implement employment intensive initiatives, but the private sector can only be enticed to do so by presenting it with clear benefits. Policy units can play the role of information sharing between various line ministries and the private sector involved in infrastructure delivery. Stakeholders can also learn about the benefits and implementation models that maximise return on investment.

Depending on the institutional arrangements and capacity of various stakeholders in the development process, it may be necessary to put in place policy units to play a facilitating/coordination role without taking over implementation from the direct role players. The direct role players may be line ministries, the private sector, NGOs and communities. However, policy units cannot be a panacea for every policy implementation strategy, as other dynamics peculiar to a country need to be considered.

ASIST has been working with different governments helping them achieve their national development goals *e.g.* providing technical support in formulating their PRSPs. Employment features prominently in a number of PRSPs as a means to achieve poverty reduction objectives. ASIST will continue its support to governments in the region in the implementation of PRSPs, monitor and measure their impact.

Sustainable resource allocation implies linkage of funds for poverty reduction initiatives to the fiscal allocations of government funding for infrastructure. Many countries are still dependent on donor support to complement their development budgets, which when withdrawn or not forthcoming result in economic chaos. It is important for a significant portion of the national resources to be channelled towards mechanisms that support their development agenda by stimulating economic growth, employment creation and poverty reduction.

Although the enterprise development is generally believed to be the engine for economic growth and hence poverty reduction, experience shows that economic growth does not necessarily lead to poverty reduction. This is because growth does not necessarily address equity in the distribution of the created wealth. Employment creation is one of the major means of addressing equity and hence poverty reduction on a national scale. ASIST's role in employment creation is recognised and this role is set to continue as employment creation is given a more prominent place in infrastructure development strategies

### **3.2 PRIVATE SECTOR DEVELOPMENT**

Most governments have joined the trend of outsourcing work, previously done in-house, to the private sectors. In many cases, the private sector lacks implementation capacity and resources to play its role as service provider. ASIST continues to receive requests for technical assistance with the development of local contractors and consultants, especially that apply labour-based approaches. ASIST needs to focus more on institutional strengthening and information and knowledge sharing; gradually leaving the new cadre of labour-based consultants to take over the bulk of hands-on technical capacity building.

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### **3.3 PROMOTING FAIR LABOUR POLICIES AND PRACTICES**

ILO is the world leading authority on fair labour policies and practices. Therefore, ASIST can contribute immensely to the optimisation of social aspects of infrastructure provision in order to promote employment creation with equity. This is being partly achieved through assisting governments with incorporation of labour clauses and practices including into contract documents.

Private sector development and an increase in the use of small-scale enterprises for infrastructure development could possibly pose a challenge to workers well being, particularly when labour-based methods are applied and a larger number of workers employed. However, with a targeted promotion and application of labour standards, it is possible to simultaneously address enterprise development, increase employment generation and maximise the social impact of infrastructure projects.

### **3.4 SUPPORTING ASSOCIATION**

The formation of associations by communities, contractors, *etc.* improves dialogue both amongst members and between clients and implementing agencies and strengthens their voice in lobbying and advocacy. Associations rely on the old adage “united we stand and divided we fall”. If they can speak with one voice, they can be able to lobby for their interests. Furthermore, associations are relevant to local level planning for example, in terms of ensuring a broad consultation forum. It is therefore important for ASIST to continue supporting user interest groups such as associations.

### **3.5 DECENTRALISATION AND LOCAL LEVEL PLANNING**

Target countries are increasingly adopting decentralisation processes and adequate local capacity is essential. IRAP is a tool that supports the decentralisation process in prioritising investment and strengthening capacities and the local decision making process. It also enhances good governance and transparency, which have become buzzwords, especially for those offering financial support to developing countries.

Proper planning levels the playing field, *i.e.* it provides opportunities to target local contracting enterprises instead of just leaving things to market forces which tend to favour those who entrenched themselves long back, probably through unfair means. Local level planning promotes the use of local resources and employment-intensive approaches. For example, the IRAP methodology helps to balance socio-economic objectives with infrastructure requirements leading to equitable and long-term benefits to the target groups.

### **3.6 INNOVATION AND RESEARCH – BUILDING THE EVIDENCE BASE**

Diminishing resources and increased poverty levels call for innovative and efficient use of locally available resources. Innovation is usually preceded by applied research whose findings are collated into technical standards. Appropriate technical standards and procedures allow for greater impact of investment and efficient use of limited resources for poverty reduction.

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Pressure to make decisions that impact on employment and poverty levels is great and governments are seeking appropriate solutions and need the information to address this. In order to address the above issues ASIST has commissioned studies that compare the costs and benefits of employment intensive interventions. To date such studies have been limited to a few countries only, and this is not considered sufficient to enable objective generic projections on quantifiable impact of EI investments. There is a need to further analyse and document experiences from various countries, and come up with a common methodology that will enable development of generic investment tools.

It is anticipated that findings from studies commissioned by ASIST will contribute to the agendas of regional and Africa-wide initiatives such as NEPAD.

Advocacy and awareness creation ensures that target groups and key agents of change are influenced and their attitudes towards EI approaches are positively changed. There is a great need for an evidence base for advocacy, and knowledge and skills development. ASIST has developed a solid information resource centre over the years. The major task ahead is to repackage this information in a manner that is more relevant for the various target groups.

## **4 EFFICIENCY**

### **4.1 WORKING IN PARTNERSHIP**

Working in partnership and through other ILO department and programmes improves efficiency as complementarity creates synergies and joint efforts increase delivery capacity. Partnerships within the ILO are particularly important in ensuring that core ILO values such as decent working conditions and the full involvement of ILO constituents are seen as part and parcel of the work promoted by ASIST. Partnerships with local, regional and international support organisations have proven very fruitful and have led to wider adoption of the approaches promoted by ASIST. Working in partnership also increases the potential to tap into additional financial resources, such as the work carried out with the ILO In Focus Programme on Crisis.

Development of framework arrangements with regional bodies, such as the MoU initiated with NEPAD, will no doubt increase the efficiency in promoting the approach as the increased focus on pro-employment approaches at that level trickles down. Supporting and working through national associations and institutions allows a broader audience to be reached more efficiently. The work with and through community groups, employers associations and trade unions is being strengthened and opportunities to work with professional organisations explored. ASIST also aims to work closely with other organisations including UN organisations (WFP, UN-HABITAT, FAO), research institutions (Transport Research Laboratory (TRL), CSIR) and universities. This strategy has proved effective in broadening the advocacy base for the approach.

The results of ASIST interventions are ultimately aimed at an efficient use of the limited resources available and increased opportunities for people to share the cake. Working with the private sector and strengthening public-private partnerships is aimed at improving government capacity and efficiency for

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service delivery. To support this process particular attention is paid to procurement approaches including adherence to labour standards. However, the impact of potential public sector job losses has to be considered and addressed.

## **4.2 KNOWLEDGE MANAGEMENT AND CAPACITY BUILDING**

Generating, synthesising and documenting knowledge for dissemination and sharing helps to optimise resources as best practices are learned and replicated – minimizing the need to reinvent the wheel. This way knowledge is transferred and shared across sectors, regions and countries, which enhances efficiency of the programmes implementation. To further stimulate this, a major effort is underway to synthesize principles and best practice and produce, for the first time ever, a comprehensive source book of employment-intensive approaches. Other efforts to improve access to knowledge resources locally and the capacity to manage these resources ensure that those that need the information for decision-making and implementation, monitoring and evaluation can efficiently carry out their work. Expanding the evidence base on the benefits of employment-intensive approaches is seen as a way to facilitate advocacy, create awareness to options and to catalyse actions that result in an increased use of employment-intensive methods for infrastructure provision. Building up of skills and capacity at all levels leads to greater effectiveness and efficiency of the application of EI approaches.

Exploiting opportunities presented by information and communications technologies has enhanced the efficiency and speed at which knowledge is managed and shared.

There are several major knowledge sharing initiatives on transport/infrastructure in developing countries, both globally and in the region, and ASIST actively endeavours to work in harmony with these and to where possible gain mileage by using these to reach a wide target audience. In particular, ASIST has established close working relation with the regional T<sup>2</sup> centre initiative, which potentially could carry forward the work of ASIST in the area of knowledge management for labour-based technology.

## **4.3 INSTITUTIONALISATION**

ASIST strives to truly institutionalise the employment-intensive approach in the countries where the programme is active as this is key to how effective and how efficient the approach can become and crucial for long term sustainability. In addition to supporting technical line ministries, ASIST continues to support policy and policy units on employment-intensive investment which can support government and forge links between line ministries in promoting the approach and other relevant ministries of planning/finance.

The use of employment-intensive methods for infrastructure has been taken up as policy in ministries responsible for infrastructure planning and construction in a number of countries including Lesotho, Mozambique and South Africa. This has resulted in positive impact, particularly in the rural roads sector.

The work to strengthen private sector, employers associations and training institutions is also important in establishing an effective and efficient institutional framework and capacity to implement the approach. Trained

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small-scale contractors in a number of countries now successfully compete for work – this competitive environment ensures efficiency.

## 5 SUSTAINABILITY

It essential that full commitment from governments is in place to sustain the programme achievements and to mainstreaming the approach. This commitment should be expressed in resources allocation, policy support and facilitation of the process through the removal of hindering systems and procedures.

### 5.1 POLICY FRAMEWORKS AND SUPPORTING STRUCTURES

Governments in the region are increasingly accepting planning and delivery mechanisms that put people as the nucleus. This approach has become more relevant as the level of unemployment and poverty increases. As part of their long-term development strategy, governments have accepted the need to change the focus of their long-term development plans to address unemployment and poverty through the involvement and participation of beneficiaries and the increased reliance on local resources. Stronger user representation in the planning and delivery process and the use of local resources leads to accelerated and more sustainable local economic and social development.

ASIST has supported the sustainability approach with resultant further developments in policy framework, strategy development and institutional arrangements in several countries. In *Kenya*, the new roads sub-sector policy and strategy are supportive of EI approaches, community ownership through participation in planning and of NMT-dedicated infrastructure. Subsequently, implementing and executing arrangements are under review to provide for pro-poor procurement processes and tools. In *Namibia*, the expanded Employment Creation Task Force builds on previous Labour-based works forum, while *South Africa's* Expanded Public Works Programme is set to sustain the employment creation momentum through dedicated funding and supportive implementation arrangements. *Lesotho* and *Mozambique* both have departments within the technical ministries that focus on delivery using local resources, while *Tanzania* is working towards up-scaling LBT to national application. *Zambia*, on the other hand, is working towards coordination of activities that will bring the several EI activities in the roads sector under one umbrella. These developments are building up a momentum both in the long-term supportive policy, strategies and institutional set-ups, and in the processes that are set-up to sustain the pro-employment development agenda.

### 5.2 CAPACITY BUILDING

The gradual shift from in-house “force account” to use of small-scale contractors for delivery of infrastructure has created new transitional challenges on governments’ role – shifting from direct delivery to supervision, with consequent demands in implementation capacity at different level. Support has been provided through analysis of public and private sector capacity requirements for increased use of small-scale contractors, and

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development of training programmes. The sustainability of the training programmes is through institutionalisation in national training institutions.

Other key issues receiving attention are sensitisation and training for decision-making level leadership and staff, and capacity building in local level planning using the IRAP tool. The additional capacity through the involvement of the private sector has helped the government departments to focus on the development of essential tools that improve implementation, exploring and identification of additional resources, and in the process facilitating the shift of the governments' role from direct delivery to facilitation.

### **5.3 INSTITUTIONALISATION OF ASIST SERVICES**

Collaborative arrangements with existing institutions such as the T<sup>2</sup> Centres are being carried out with a view to improving access to knowledge and the capacity to manage these resources. Relevant information and reference documents have been provided to ILO field structure offices and are increasingly posted on the ASIST web site that is hosted by the ILO headquarters.

Similarly, efforts to support and build the capacity of training institutions will ensure that these institutions are able to continue to train and build necessary skills. Work is on-going to ensure that future decision makers and practitioners are sensitised and their knowledge and skills built at an early stages. In this regard, ASIST is closely working with universities in Ethiopia, Ghana and Kenya (among others) to support curricula development. ASIST also supports national technical training institutions such as the Kisii Training Centre in Kenya, RTS in Zambia and DRR Training Centre in Lesotho. Building skills and knowledge of the different stakeholders at all levels leads to sustained application of EI approaches.

### **5.4 RESOURCE ALLOCATION**

Both local funding through governments recurrent and capital budget, and development aid money, is increasingly allocated to programmes that create employment. Although both governments and development partners have shown interest to eradicate poverty by allocating resources to employment intensive approaches, the allocation is very limited, in comparison with the overall investment level, to make a significant impact. ASIST is working with both governments and their development partners to establish suitable mechanisms that ensure a proportion of the national investment to programmes is targeted strategies that impact on employment-intensity and in so doing poverty reduction.

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## **6 CONSTRAINTS AND REMEDIAL ACTIONS**

### **6.1 NEGATIVE ATTITUDES TO LABOUR-BASED APPROACHES AND LABOUR STANDARDS**

The lack of adequate knowledge on immediate and long-term benefits of labour-based approaches leading to negative attitudes or ignorance continues to be a constraint among policy and investment decision-makers. In addition, perverse interest also hinders the wider application of the approach, which may not be as attractive and they are intrinsically less amenable to corrupt practice. This hinders the process of institutionalisation and scaling-up of employment intensive approaches. To counter this ASIST continually makes efforts to change attitudes by documenting a solid evidence base, and through advocacy and dissemination information efforts.

The increased involvement of the private sector in the delivery process results in a greater involvement of informal/causal labour – and lies the opportunity for poor compliance of labour standards due to ignorance or simply unscrupulous entrepreneur taking advantage of worker often ignorant of their rights.

As a remedial action, ASIST has continued to strengthen collaboration with SRO and other ILO programmes like SEED and Sectoral Activities (construction activities) to facilitate enforcement of labour standards and further promotion of the decent work agenda within the core countries. ASIST has also been actively promoting the incorporation of social clauses in contract documents. Enforcement of labour standards is accompanied by appropriate and clearly defined incentives to reduce private sector resistance to social clauses in construction contracts.

### **6.2 INADEQUATE TECHNICAL CAPACITIES AT LOCAL LEVEL**

Technical capacities in some core countries, *e.g.* Zimbabwe and Malawi have been drained because of economic migration and the HIV/AIDS pandemic. This has slowed the adoption and use of employment-intensive approaches and local level planning tools and mechanisms. Poor staff capacity has also slowed the process to establishing the focal points for information dissemination in the case of Kenya and Tanzania; and is also a set back to the development of national training institutions that are often unable to keep well trained instructors.

As a remedy ASIST has encouraged governments to elevate where possible the terms of service. In addition, HIV/AIDS awareness strategies have been built into future initiatives and activities with local partners. Both the brain drain and HIV/AIDS problems are being taken into account in the planning and in training/capacity building programmes (*e.g.* ensuring adequate resources to train over and above targets) as well as during the implementation process.

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### **6.3 RELUCTANCE TO SYSTEMATIC LOCAL LEVEL PLANNING AND KNOWLEDGE MANAGEMENT**

There is generally lack of recognition of the value of initial investment in the process-oriented and systematic local level planning approach, which is perceived by the national partners and development agencies as time consuming and not offering tangible results in the short-term. These negative perceptions have overshadowed the benefits inherent in systematic local level planning, which are capacity building, and the build up of data bank and evidence base that is vital for future plans, investment prioritisation and impact assessments. This issue is intensified by shortage of funds and *ad-hoc* funding mechanisms. ASIST has/and will continue to advocate systematic and integrated local level participatory planning through all possible opportunities in the core countries to ensure that the target groups take a lead and ownership in the development process. This will also widen the scope (cost-effectiveness) of the impact of interventions at local level.

Similarly, partners do not recognise the value and are not willing to invest in knowledge management. To overcome this, further consultations and awareness is required to convince them to commit and invest in training staff appropriately, as well as in appropriate technology and tools.

### **6.4 LENGTHY ADOPTION CHANNELS**

Line ministries and departments within them tend to work independently, limiting the impact of ASIST's work. To remedy this it is necessary to influence the policies and investment processes in the governments through the Ministries with broader and more influencing mandates such as the Treasury or Ministry of Finance, Planning and Economic Development, or through broader umbrella planning bodies where these are established. Where appropriate the programme also supports the establishment of appropriate umbrella bodies. In this way the influence is spread wider.

### **6.5 PROHIBITIVE COST OF ASIST SERVICES**

Many target user groups are unable to afford the cost of publications. This is further aggravated by the high cost of postage in Africa. In addition, often the cost of attending training courses, seminars and conference through which capacity is build and knowledge shared with target groups is prohibitive. This has been overcome through cross subsidisation, cost sharing and sponsorship where possible, and policies that favour client groups, such as public sector and students, who may be unable to pay for information.

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## **7 LESSONS LEARNT AND FOLLOW-UP ACTIONS**

### **7.1 INFLUENCING POLICY**

The programme recognises that effecting change in a countries policy is a slow process, influenced by several factors outside the programmes immediate control. It is therefore important to continually assess and monitor indicators that demonstrate progress towards the anticipated changes in policy. ASIST will be putting further efforts towards developing monitoring mechanisms building on the existing country profile system designed for in-house use.

Non-participatory, externally driven or motivated policies lack genuine commitment on the part of the governments and ultimately are not sustainable. This has been witnessed with the PRSPs where although employment creation is a key strategy for poverty reduction, there is little to demonstrate in actual programmes that employment intensive approaches are the preferred means of delivery of services. To counter ASIST will work with governments and their development partners at all levels *i.e.* at policy, institutional and capacity building and implementation levels, and ensures that the processes are driven by the governments themselves and that they are fully convinced and committed to the process. The lessons and experience gained in South Africa, where policy advocating employment-intensive use has been followed by commitment and action, will be documented and shared with the rest of the region.

### **7.2 IMPORTANCE OF IN-COUNTRY RESOURCE ALLOCATIONS**

The impact of the pull out by donors en-masse from Zimbabwe due to governance issues illustrates the need for governments to play a leading role in their development process and allocate resources appropriately. One of the key lessons from the Zimbabwe scenario is that all countries need to start channelling part of their own funds, even if donors are available, to the development process so that there is some continuity the day donor funding comes to end.

The example of the EPWP in South Africa, under which mechanisms have been inbuilt for the allocation of resources towards employment-intensive approaches, will be shared for other countries to learn from. Furthermore, countries will be encouraged and supported in assessing what works for them and setting up appropriated mechanisms.

### **7.3 IMPORTANCE OF ADEQUATE CAPACITY**

Examining capacity levels, identifying capacity building needs and how these can be addressed is an essential prerequisite for the successful adoption of EI approaches and local level planning. Lessons learnt from the pilot projects in Malawi, Uganda and Zimbabwe to further uptake and apply the IRAP tool were hindered by the lack of capacity after the introduction and pilot projects, clearly demonstrating the need for capacity development as a prerequisite for

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successful implementation. Although it is expected that the decentralisation process will support the broader application of the IRAP tool in Uganda, the lack of capacity at local level will hinder this if not addressed adequately. As follow up actions ASIST is seeking to address this constraint through follow-up programmes and initiatives with partners in these countries

Similarly, the capacity of the partners involved in the establishment of the focal points for information dissemination, to attract and maintain trained documentalists/librarians due to poor terms of services has hindered the establishment of these focal points. To address this and maintain adequate capacity to manage information resources ASIST has advised partners to review and elevate terms of service of this cadre of staff and provide incentives such as training to keep staff on.

The initial investment needed to collect and analyse data collection and build skills and capacity is high and often not prioritised by partners whose resources are often stretched but the resulting impact are manifolds more rewarding and have a positive multiplier effect on the impact of other resources. In addition, it is only by building knowledge and skills that the sustainability of an employment-intensive approach is guaranteed.

#### **7.4 LABOUR STANDARDS**

Labour standards provide a means through which the rights of poor workers who are often the direct beneficiaries in many labour-based works programmes can be protected. Many of these are affected by the HIV/AIDS pandemic and their rights to work can be abused. This is addressed, for instance, by the inclusion of labour clauses in contract documents that allow recruited workers who fall ill to be relieved by their relatives, which ensures that the wages remain in the family. Poor workers are often ignorant of their rights and educating them of their rights is fundamental. This could be achieved through encouraging and supporting the creation of worker associations; and working with existing associations and unions.

#### **7.5 SHARING KNOWLEDGE**

The benefits from sharing knowledge and from learning from best practice and experience have been clearly demonstrated through the work of the programme. Many recipients of ASIST support benefit from technical expertise and knowledge of advisers with years of experience from a variety of countries and situations. It is realised that beyond what is documented in publications and other databank is a knowledge base that needs to be tapped, harnessed, synthesising and documented so that it is available without ASIST technical advisers. Efforts have been made to capture this knowledge and one outcome of this work will be a comprehensive source book.

There is an increased capacity amongst the target group to access information and communication technologies such as computers, email and Internet, demonstrated by an increasing number of requests for information in digital forms. This facilitates dissemination and use of information resources. These opportunities should be exploited further *i.e.* through use of alternative communication and dissemination tools for example Internet/email discussion groups, the greater use of CD-ROM as a medium for dissemination.

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## **7.6 UP-SCALING AND BROADENING THE SCOPE**

The benefits and impacts of the employment-intensive approach have been demonstrated at project and programme level, it is necessary to upscale and mainstream employment-intensive approaches, standards and procedures across sectors, countries and regions to ensure impact on poverty reduction on a sustained basis. Clearly the availability of appropriate employment-intensive technical standards and procedures does not guarantee application if implementers/managers are not convinced. To ensure up-scaling and mainstreaming there is a need for greater advocacy and incentives to adopt these approaches. To achieve this more emphasis needs to be placed on targeted advocacy and communication strategies to reach key stakeholders.

There is also a need to broaden impact from purely promoting employment friendly technology and planning approaches to assisting partners in reaching their infrastructure, social and economic objectives with the focus specifically on their poverty reduction and employment creation targets.

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## **8 ANNEXES**

**ANNEX 1: ASIST PROGRAMME LOGFRAME**

**ANNEX 2: ASIST STAFF ORGANOGRAM**

**ANNEX 3: ASIST TECHNICAL ENQUIRY SERVICE ANALYSIS**

## ANNEX 1: ASIST PROGRAMME LOGFRAME

### Indicators and means of verification

<i>Initiatives</i>	<i>Indicators</i>	<i>Means of verification</i>
<b>Development Goals</b>		
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"> <li>• UN Human development reports</li> <li>• EIU country reports</li> <li>• Refined studies on linkages of project outputs to poverty alleviation</li> </ul>
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"> <li>• ASIST country profiles</li> <li>• UN Human development reports</li> <li>• EIU country reports</li> </ul>
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"> <li>• Membership of contractor's associations</li> <li>• Number of registered contractors</li> <li>• Reports of re-orientation seminars and the output from the re-oriented consultants</li> <li>• National budgets</li> <li>• Construction industry reports</li> <li>• Membership of workers' associations</li> </ul>

<i>Initiatives</i>	<i>Indicators</i>	<i>Means of verification</i>
<b>Overall Objectives</b>		
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"> <li>• Contract documentation</li> <li>• Reports on monitoring of implementation at site level</li> </ul>
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"> <li>• ASIST country profiles</li> <li>• Programme and project reports</li> <li>• Government departmental reports</li> </ul>
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"> <li>• Line ministry reports</li> <li>• Programme documents</li> <li>• Unit cost analysis</li> </ul>
<b>Immediate Objective</b>		
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"> <li>• ASIST country profiles</li> <li>• National documentation</li> <li>• New programmes requested by partners and other independent agencies</li> </ul>

	<i>Initiatives</i>	<i>Indicators</i>	<i>Means of verification</i>
<b>Strategic Objectives</b>	<p>1.1 Create awareness and promote employment, local resource based methods and SMEs</p> <p>1.2 Support the development of policy and establishment and institutionalisation of policy support structures.</p> <p>1.3 Develop together with partners and support adoption of codes/guidelines of good practice for labour standards in public works programmes and labour-based works</p>	<p>1.1 Four ASIST core countries have adopted or are in the process of adopting policies promoting the implementation of LBT in different sectors.</p> <p>1.2 Four ASIST core countries actively promoting an enabling environment for LB contractors and local employment generation.</p> <p>1.3 Four ASIST core countries have adopted or are in the process of adopting labour policies and practices promoting decent work.</p> <p>1.4 Policy units are in place in three ASIST countries and performing satisfactorily in terms of investment policy.</p>	<ul style="list-style-type: none"> <li>• ASIST country profiles</li> <li>• Green/white papers</li> <li>• Bills passed by parliament</li> <li>• Documentation demonstrating that procedures are in place to assess the employment creating potential of infra-structural works</li> <li>• ASIST country profiles</li> <li>• Tendering procedures including documentation favourable towards LB contractors</li> <li>• Amount of work allocated to LB contractors</li> <li>• Amount of person-days of employment created by LB works</li> <li>• Copies of laws and codes of good conduct promoting decent working conditions for men and women</li> <li>• Conventions ratified</li> <li>• Forums/policy units established and documented</li> <li>• Evaluation and progress reports of the Policy Units</li> </ul>

<i>Initiatives</i>	<i>Indicators</i>	<i>Means of verification</i>	
2. Structures to represent user interests and involve them in decision making are in place and functioning	<p>2.1 Identify, mobilise and coordinate stakeholders to represent user interests</p> <p>2.2 Develop and introduce model contractual agreements that promote decent work</p> <p>2.3 Strengthen capacity of stakeholders to work in partnerships</p>	<p>2.1 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>2.2 Standard (model) type of contract documents incorporating the principles of decent work (for use by small-scale contractors) made available to ASIST core countries.</p> <p>2.3 Community and private sector associations promoting labour-based works functioning and strengthened in at least four ASIST core countries.</p>	<ul style="list-style-type: none"> <li>• District and municipal plans and reports</li> <li>• Construction industry reports</li> <li>• Project documents and reports</li> <li>• Copies of documentation in use</li> <li>• Reports from the implementing countries</li> <li>• ASIST country profiles and reports</li> <li>• National project documents and reports</li> </ul>
3. Appropriate planning systems and procedures for access and infrastructure are in place and used	<p>3.1 Introduce and support adoption of bottom-up planning systems and procedures from local to national levels in collaboration with stakeholders</p> <p>3.2 Support integration of results of local level planning into public investment decision making and support implementation process</p> <p>3.3 Raise awareness on the actual travel and transport issues including their gender dimension.</p>	<p>3.1 In at least five countries local, district, provincial and national levels have knowledge of local level planning tools incorporating employment issues and have incorporated them.</p> <p>3.2 In five countries, the appropriate capacities at different levels to plan using local level planning tools have been developed.</p> <p>3.3 Appropriate local access, services and infrastructure improved in four countries.</p>	<ul style="list-style-type: none"> <li>• Stakeholders workshop reports</li> <li>• Local and district plans</li> <li>• Number of plans incorporating access and local level investment priorities.</li> <li>• Line Ministry reports</li> <li>• Number of pilot programs dealing with access interventions and the type of interventions.</li> <li>• Contract documentations</li> <li>• Site progress reports.</li> <li>• Terminal reports</li> <li>• Impact Study(ies)</li> </ul>

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	<i>Initiatives</i>	<i>Indicators</i>	<i>Means of verification</i>
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>4.1 Provide technical advise for the use of LB methods and support of local enterprises</p> <p>4.2 Promote and initiate applied research</p> <p>4.3 Introduce quality standards and productivity on LBT to new target groups</p> <p>4.4 Develop guidelines on payment systems, standards of infrastructure, methodologies of construction and maintenance work and quality control.</p>	<p>4.1 Appropriate guidelines on design and labour standards and specifications produced based on consolidating and building upon existing technical guidelines and made available to ASIST core countries.</p> <p>4.2 At least four Governments in the ASIST core `countries continuously increasing efficiency of delivery of infrastructure and services.</p> <p>4.3 At least two countries introduce community-managed and labour-based works to recommended standards in the rural and urban sectors, and expansion of programmes in existing countries.</p> <p>4.4 Guidelines developed and disseminated on the appropriate use of local resources and suitable quality assurance plan for two additional sectors.</p>	<ul style="list-style-type: none"> <li>• ASIST reports</li> <li>• Guide publications</li>   <li>• Governments reports</li>   <li>• National project documents and reports</li>   <li>• Guidelines, distribution list and use</li> </ul>

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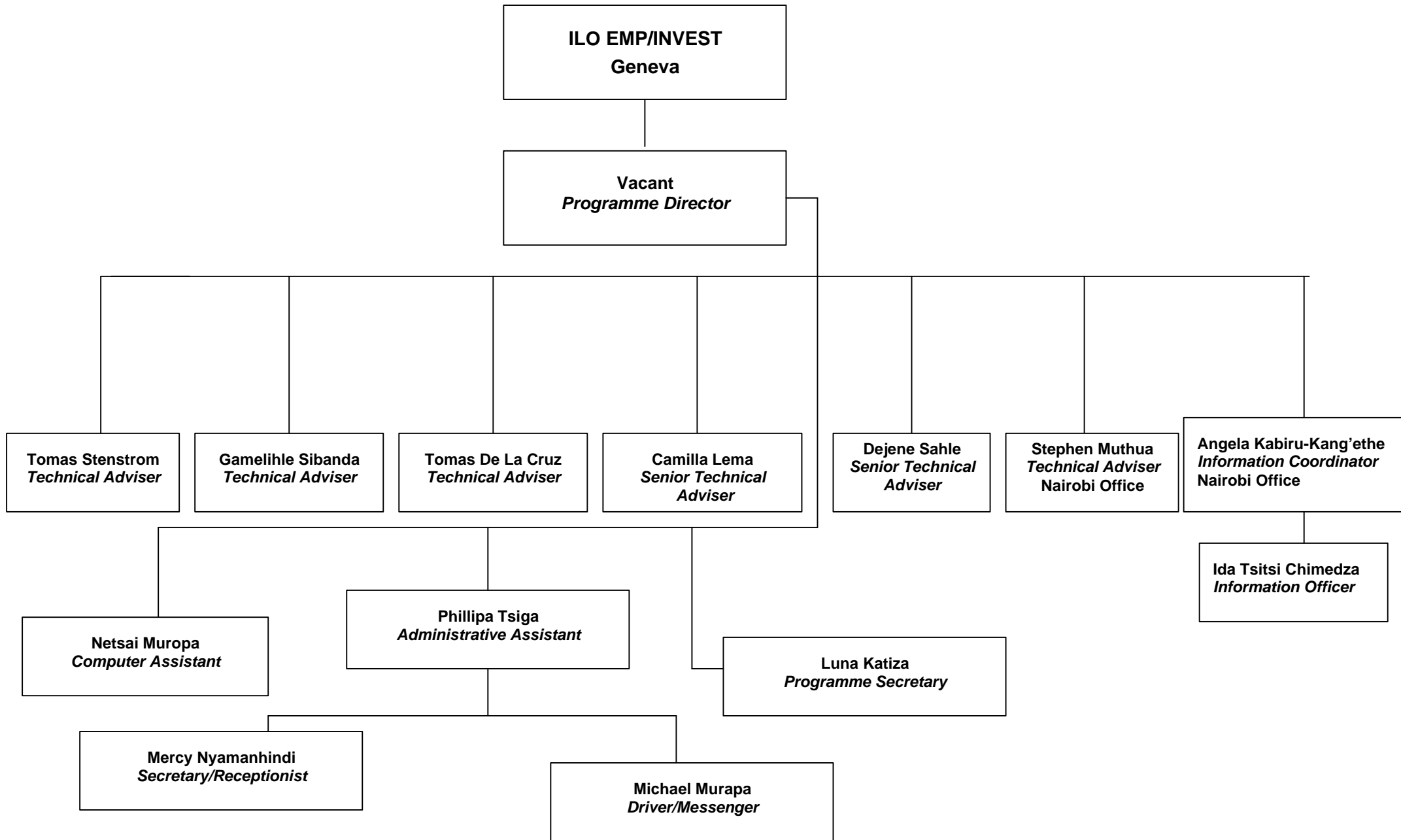
	<i>Initiatives</i>	<i>Indicators</i>	<i>Means of verification</i>
5. Technical knowledge and skills are adequate in quality and quantity for planning, managing, implementation and maintenance	<p>5.1 Identify user needs for existing and new areas and procure information</p> <p>5.2 Improve data management and user access</p> <p>5.3 Synthesise and publish key information in an easily accessible form, including digital format</p> <p>5.4 Disseminate information to target audience in appropriate formats in a timely manner</p> <p>5.5 Stimulate networking and information sharing including through regional seminars</p> <p>5.6 Institutionalise ASIST information services through co-operation with ILO structures and other institutions and partners</p> <p>5.7 Support to training and learning institutions and development of training material to promote local level planning, labour-based and community-managed approaches</p>	<p>5.1 Key documents available in English, French and Portuguese in digital and print media.</p> <p>5.2 Target groups have access and are kept abreast of key information through print and electronic media.</p> <p>5.3 Increased and improved interaction and networking between target groups.</p> <p>5.4 African University Network operational and expanded to include 15 universities.</p> <p>5.5 Target groups have access to training in labour- and community-based approaches and local level planning, incorporating principles of decent work through ten vocational training institutions or private training providers in the sub-region.</p>	<ul style="list-style-type: none"> <li>• ASIST Database</li> <li>• Records of acquisitions</li> <li>• Records of technical enquiries and document distribution</li> <li>• No. of hits on improved ASIST Website</li> <li>• National focal points established and provided with information, within key countries and within regional ILO offices and ILO Headquarters</li> <li>• Reports of international, regional and sub-regional seminars, forums, and newsletters and use of web discussion forum</li> <li>• Curricula of universities and colleges</li> <li>• Curriculum, training manuals and guides (including orientation material, technical manuals, contract documents)</li> <li>• Survey of the number of trained personnel operational in planning and implementation as a result of training</li> <li>• Training materials</li> </ul>

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	<i>Initiatives</i>	<i>Indicators</i>	<i>Means of verification</i>
6. Systems for ensuring adequate flow of financial resources is available for construction, rehabilitation and maintenance	<p>6.1 Analyse employment cost and benefits of different technology choices and develop appraisal tools.</p> <p>6.2 Promote adoption of appropriate appraisal tools and increased allocation of resources for employment intensive investment (donors, lending agencies, ministries).</p>	<p>6.1 Studies and findings on cost-benefit analysis of technology choice published and disseminated.</p> <p>6.2 Lending agencies influenced to increase the use of local resources.</p> <p>6.3 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"> <li>• Published findings</li> <li>• Records of distribution and workshops / seminars</li> <li>•</li> <li>• Lending agency reports</li> <li>• Governments' financial reports</li> </ul>

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**ANNEX 2: ASIST STAFF ORGANOGRAM AS AT 30<sup>TH</sup> JUNE 2004**



### ANNEX 3: ASIST TECHNICAL ENQUIRY SERVICE ANALYSIS

#### Enquiries received by country

Total of 186 enquiries received

ASIST Target Countries	No. of Enquiries	Africa and the Middle East	No. of Enquiries	Europe and the Americas	No. of Enquiries	Asia, Australia and the Pacific	No. of Enquiries
Botswana	1	Afghanistan	1	Belgium	1	India	3
Ethiopia	11	Cameroon	1	Germany	4	Indonesia	1
Kenya	19	Egypt	1	Italy	3	Nepal	1
Lesotho	2	Ghana	3	Netherlands	2	Thailand	1
Malawi	5	Nigeria	6	Norway	1		
Mozambique	2	Rwanda	1	Peru	3		
Namibia	2	Sudan	5	Sweden	2		
South Africa	6	Swaziland	3	Switzerland	3		
Somalia	4			UK	2		
Tanzania	46			USA	3		
Uganda	10						
Zambia	8						
Zimbabwe	20						
<b>Total</b>	<b>134</b>		<b>21</b>		<b>23</b>		<b>6</b>