



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

Asist Bulletin no. 2, December 1993

Table of Contents

- [Editorial](#)
- [Labour-based contracting](#)
- [Work of Asist](#)
- [Request for CV's](#)
- [Dev. of Entrepreneurial Skills](#)
- [TES](#)
- [Ghana & Tanzania](#)
- [Harare Seminar](#)
- [Diary](#)
- [Pinboard](#)
- [Letters to Editor](#)
- [Book Review](#)
- [Networking](#)
- [Project News](#)

[Back][TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

EDITORIAL

Welcome to the second edition of the ASIST bulletin.

This time we are focusing on contracting and how it fits in with the labour-based approach to road construction and maintenance. We had expected to deal more with light equipment in this issue, but following the recent Harare labour-based technology review, we realised that contracting was the hot issue and equipment would have to wait.

Obviously there is nothing new about contracting as such, but small scale petty contractors in the road sector in our region are almost non-existent. There are plenty of large scale international contractors, but all small scale work tends to be done on force account.

However, all countries are now under pressure from structural adjustment programmes to shed their workforce. In parallel, the erosion of the basic government wage is so drastic that the ubiquitous casual labourer can barely survive on his allocation. The way out seems to be a contract approach where people can be fairly paid for their actual output and government departments can regain some control and accountability in the work.

This approach seems fairly straightforward and we have tried it in several countries, but nothing is that easy. First you have to find your contractor, then you have to make sure the departments undertakes to supervise the contractors and lastly you have to make sure that they can be paid on time (often you have to make sure that they have access to the few basic tools required as well).

This issue of the bulletin reviews the experience to date and gives some ideas of what to do, what to avoid and who to ask.

We hope you will enjoy the pullout supplement. This covers a lot of the very obvious problems in a light-hearted way. The trouble is that too few of us have had to earn a living in the private sector and we do not appreciate the real problems for the small business. If we can not help them to survive and thrive, then the contract approach will never succeed.

ISSN: 1020-0606



The ASIST Bulletin is published by the International Labour Organisation Advisory Support, Information Services and Training (ILO/ASIST) Project

EDITORIAL TEAM

- Collins Makoriwa
- David Mason

- David Stiedl

All articles and drawings can be reproduced without permission, but the source should be quoted as ILO/ASIST. Photographs carrying no copyright mark //// may be obtained on application to the publishers.

Funded by Swiss Agency for Development and Cooperation (SDC).

This magazine is intended for use as an information source and is not an official document of the International Labour Organisation. Opinions expressed in signed articles are those of the authors and do not necessarily reflect the views of the ILO. The editors reserve the right to make changes to all articles before publication.

The designations employed in the ASIST Bulletin, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

AT YOUR SERVICE

Advisory Support:

- David Stiedl
- Mike Shone
- Fatemeh Ali-Nejadfard
- Maria Lennartsson
- Collins Makoriwa

P O Box 210, Harare, Zimbabwe.

Tel: -263-4-759437/9

fax:+263-4-748347

tlx: 26208 SAMAT

[Email: asist@mango.zw](mailto:asist@mango.zw)

Advisory Support

- Wilma van Esch
- Marit Due Langaas

C/OILO Area Office, P O Box 9212, Dar-es-Salaam, Tanzania.

Tel: +255-51-66026/9

Fax: +255-51-66004

Tlx: 41126 ILO/DAR

[Email: ilo.asist.dar@hnettan.gn.apc.org](mailto:ilo.asist.dar@hnettan.gn.apc.org)

Information Services and Training

- David mason
- Jan Fransen

- Angela Kabiru

P O Box 60598, Nairobi, Kenya. Tel: +254-2-560941/5

Fax: +254-2-566234

Tlx: 22486 ASIST KE.

[Email: ilo.asist.nairobi@arso.sasa.unep.no](mailto:ilo.asist.nairobi@arso.sasa.unep.no)

[\[Back\]](#)[TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

Labour-based contracting

By *Curt Nilsson, Associate Expert, ILO-ASSIST, Nairobi*

This article highlights the advantages and problems of labour based contracting - so as to alert those considering taking this road.



Until recently, the general trend in donor support to the developing world, has been to give financial and technical support directly to established governmental institutions. This is now changing, as many projects proved unsustainable after the donors' financial and technical support ended.

Donor policy now increasingly emphasises support to the private sector. Small scale enterprise development projects, in a number of industrial sectors, are currently ongoing or in the pipeline - including the road sector.

Public sector vs. Private sector

Direct labour (force account) operations have drawbacks which include civil service rules and regulations, salary scales, promotion bars, procurement red tape and lack of profit incentive. Labour based programmes can place impossible administrative burdens on public organisations, such as how to pay hundreds of workers on remote sites.

The private sector offers the advantage of:

- reducing administrative work for government departments
- competitive bidding for work
- formal contract procedures and conditions
- exploiting traditional contractors expertise.

There are however, some potential problem areas:

- contractors need to be supervised
- payments to contractors need to be made on time
- the technology is particularly suited to the smaller, locally based contractor with few resources and little creditworthiness. Such contractors may find it, very difficult to establish to establish themselves without considerable assistance
- small contractors are generally inexperienced in the effective management of a large labour force. Training is therefore needed.
- smaller contractors usually have little experience in working specified technical standards. This is another area requiring training.

Training for labour-based contractors is ongoing or planned in Kenya, Ghana, Tanzania, Uganda, Madagascar, Zambia and Sierra Leone.

Generally, this training has been successful and the achieved output of trained contractors has been encouraging, in terms of quality and productivity. Efficiency in the execution of work has also improved, due to the increased competition. Contractors have appreciated the training and expressed satisfaction with both the working methods they have learnt and the profits they have subsequently made.

However, to improve the situation further and establish sustainable systems for labour-based contractors, there are some specific issues which need to be addressed:

- choice of contractors - preferably identifying those small, local contractors for whom labour-based construction would be their major activity
- delegation of responsibilities - and authority to make decisions and disburse payments, must be given to the relevant ministry officials to ensure a good contractual relationship between client and contractor
- continuity of work - contractors need to see possibilities for a future workload and reasonable profit.
- resourcing the contractor - basic equipment (tractors, trailers, compactors, water-bowsers etc) will need to be funded or made available to contractors through back loan/hire purchase, central pool or similar arrangement.
- training programme - the contractor and at least four supervisors should be included in a comprehensive, mainly site based, training programme
- contract supervision - the client organisation should also involve its staff in the training programme to learn how to supervise, assist and advise the contractors' work, especially in the 'learning' stages. Alternatively, private consultants could be used in the supervision of small contracts
- payments - initially, contractors and client will have little idea of appropriate unit rates for work. These must be evolved.
- payment procedure - as labour must be paid regularly and promptly, contractors need the cash flow to do this. Government procedures are generally not geared to prompt payments, so some system of monthly advances may need to be introduced
- equipment loans - conditions of loans imposed by banks and/or donor agencies may be to the

serious disadvantage of the contractors. Interest rates can rise to over 30%, often caused by rapid inflation due to devaluation of local currency. The client organisation has a responsibility to assist and protect an inexperienced small contractor. It is in the interest of all parties to see that contractors succeed in producing good work for a good profit.

- contract documentation - standard international government forms are generally not suitable. Simplified documentation of Civil Engineers in the UK recently produced a New Engineer Contract (NEC), designed to improve flexibility and clarity. If adopted, it could reduce a number of the bureaucratic bottlenecks existing today in many of the countries where contractors training is currently ongoing. The roles of all involved parties have been clearly defined, including that of Project manager with authority to carry out various actions and decisions on behalf of the Client/Employer. The Project Manager can be appointed from the Client's/Employer's own personnel or can be an independent consultant.

It would be interesting to see if this type of contract document could work for labour- based contracting. This would depend on contractor training projects incorporating the NEC contract into their training programmes.

There are various levels of work available for private contracts, ranging from petty contractors for routine maintenance to regravelling and/or full rehabilitation operations. In the RSA, bituminous surfacing repair and rehabilitation is also being carried out by labour-enhanced methods. For further information on specific labour-based contracting training programmes or projects, write to ILO-ASIST, Nairobi.

[\[Back\]](#)[TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

The work of ASIST

What

Advisory Support, Information Services and Training (ASIST) is a regional project based in Kenya, covering: Botswana, Ethiopia, Kenya, Lesotho, Mozambique, Namibia, Tanzania, Uganda, Zambia and Zimbabwe.

Why

The objective is to improve the effectiveness of the use of labour-based road rehabilitation and maintenance in the region.

How

The ASIST project has three components:

- Advisory Support: by technical experts visiting projects providing advise on technical, organisational and management aspects of labour-based road sector programmes.
- Information Services: by a Kenya-based data centre, to provide advice and resource material, on request, to staff and organisations involved in labour-based roadworks.
- Training: by training specialists, to develop and conduct international courses, seminars and study tours on labour-based road programme management and supervision for
 - engineers
 - supervisors
 - trainers

Who

Advisory Support: Ray Cahoon, Curt Nilson, David Stiedl

Information Services: Collins Makoriwa, David Mason, John Omwanza

Training: Arne Engdahl, Paul Silfvenius.

[\[Back\]](#)[TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

Request for CV's

Very often senior practitioners are faced with requests to provide names of suitable candidates with Labour-based experience for various posts. It was suggested in the Harare seminar that ASIST should compile a list of interest people and start a database of CV's. If you are interested in having your CV included please send it to the Information Specialists ILO-ASIST.

Note: ASIST will neither recommend nor reject any potential candidate for any job. We can only forward your CV to an interested party. Any information will be treated as private and will only be forwarded to potential employers.

[\[Back\]](#)[TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

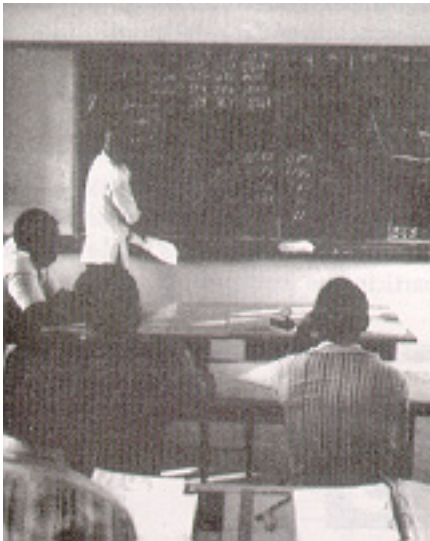
December 1993

Development of entrepreneurial skills for labour-based road maintenance contractors in Lesotho

by *Claes-Axle Andersson, ILO, Geneva*

The World Bank financed contractor training programme in Lesotho can be seen as a pilot project for the utilisation of previously developed training material.

The Labour Construction Unit (LCU), located within the ministry of Works, Lesotho, was founded in 1977 to carry out labour-based road programmes, using force account labour recruited from local communities. It has since grown into a substantial organisation with more than 260 support staff and a manual labour force of about 1,800. In its long-term plan from 1989, a reorganisation of the LCU was envisaged with the involvement of the private sector as a corner stone, provided the contractors can adapt to labour-based, employment-intensive techniques.



This will entail considerable initial support and training for the contractors and government supervisory staff, but will significantly reduce the project government establishment while substantially increasing private sector employment and achieving overall cost savings and greater operational efficiency and flexibility.

The Lesotho construction industry is currently dominated by foreign and non-Basotho locally-based contractors. There are no domestic contractors specialising in roads and civil construction, and domestic building contractors are poorly capitalised and lack essential managerial and business skills. This project, based on a step-by-step approach to contractor development, will help them take advantage of relevant market opportunities. The market niche of labour-based road maintenance is one which offers potential growth and an opportunity for domestic contractors

to develop the basic business and technical skills that will be needed if they are to capture a larger share of the market for civil works

Selection of participants

When carefully assessing the prospective road maintenance contractors, the likelihood of creating or strengthening a sustainable contracting company was emphasised. The conclusion was the relevant business experience had to be an important criteria in the selection process. The selection of suitable LCU staff members to participate in the training course to prepare them for administering contractor's work was done by the LCU itself.

Based on the tremendous interest in participating, it was decided that 14 potential contractors should accompany the three LCU representatives in the first round of training that started in May 1993.

Training concept

Given the participants' backgrounds, it was considered necessary to offer them an integrated programme where classroom and practical training were mixed. The first step was a six-week "classroom" training that started on the 10th May 1993. Following an assessment during this course it was decided that additional training on "contracts and tendering", as well as practical on-site training, was needed before the trainees could take on their test contracts. This additional on-site training took place in July and August 1993, when the "contractors" were acting as supervisors on LCU sites.

The first of the test contracts, routine maintenance, started at the end of September 1993 and runs up until December, while the second test contracts (regravelling) will cover February to June 1994.

The (IYCB) system as training material

The pilot Improve Your Construction Business (IYCB) project for training of small-scale contractors started in Ghana about three and a half years ago. The target group for this training was the many owners/managers of small enterprises, for whom the management of their enterprises is a personal and part-time activity. Ghana certainly offered a demanding environment and is of particular interest in view of the Government's actions to secure an effective transition from a centrally planned economy to one based on private sector enterprises. Thus it seems probable that a system successfully developed in Ghana, would be suitable for replication in other countries with comparable problems and aspirations.

In its search for means to assist this target group, the Construction Management programme drew upon the experience of another well-established ILO programme Improve Your Business (IYB). The system called Improve your Construction Business (IYCB) which included 3 handbooks, 3 Workbooks and a Trainer's Guide, together covering all aspect of running a small contracting firm, was developed.

The IYCB material's three original titles each cover a coherent group of subjects and are written so they can be used both for self-study and in a classroom setting:

1. Pricing and Bidding
2. Site Management; and
3. Business Management.

The IYCB package was primarily designed for general building contractors. It was seen as a good basis for "general material" since building construction covers a larger number of activities compared to most other sub-sectors, for example road construction. When aiming at the creation of strong small scale contractors, available to carry out contracts several years later, the danger of too much specialisation and accompanying inflexibility must be avoided. Being able to have access to the general building market enables them to bridge the ups and downs of all domestic construction markets.

Although the IYCB books use building contracting as a basis, the emphasis is primarily on the business and entrepreneurial aspects of running a small scale contracting firm. These aspects are usually similar regardless of which part of the construction sector you work in. For example: ensure that all their indirect costs are included in the bids; plan deliveries of building material and prepare simple cash flows

for their projects.

To extend the IYCB concept and facilitate tailor-made training for the labour-based road sector, a ROMAR (Road Maintenance and Regravelling) package, currently only in draft form, is being developed. This package covers all the technical aspects of how to maintain and regravell secondary roads using labour-based methods. Another output, during the later stages of this project, is guidelines for an extended training, covering construction and rehabilitation of labour-based roads (ROCAR).

Training course

The six-week training course held in May - June this year at the LCU Training Centre in Teyateyaneng was, due to the participants' background, a mixture of short lectures, exercises, site visits, discussions and tutorials. To ensure that the trainees are able to use what they have learnt in a normal business environment, a number of group tutorials, usually coupled with a site visit to further underline the linkage between theory, learned in the classroom, and practical application in the normal small-scale contractor setting, were offered. These tutorials, i.e. local examples with site visits, are an essential element of the linkage between generally applicable training material and the local conditions pertaining. For example:

The importance of undertaking a proper site inspection before preparing a bid was presented and discussed in the class-room, using IYCB Handbook as a basis. The trainees solved exercises from the Workbook. The tutorial was given where the trainees, after a site visit to an LCU site, list all necessary background information they had discovered concerning location of gravel pits, where and how to establish a site camp, etc. The trainees' results were evaluated and some clarifications and explanations were given in a follow-up session.

To fully incorporate local laws, rules, practice and regulation in the training some guest lecturers were invited to cover items such as local labour legislation and safety & health regulations. This is a most important component in view of ILO's commitment to showing contractors that lower costs and higher productivity can be achieved by good management while adhering to standards and regulations.

An internal ILO assessment of the training will be done in early 1994 to ensure that the training methodology employed for the second batch of contractors, starting in may 1994, will be the most efficient possible. However, already at this stage the contractors are feeling more confident about their future role as labour-based maintenance contractors. They have formed their own association to look after their interests, and started to act as "proper contractors", e.g. asking for compensation for discrepancies in their contracts, etc.

The present status of this project is encouraging, and it look like we can show that material developed for building contractors can be used successfully for the labour-based road sector.

[\[Back\]](#)[TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

TES - THE TECHNICAL ENQUIRY SERVICE

The Technical Enquiry Service (TES) exists to help practitioners in labour-based roads technology gain access to information and advice on a wide range of topics. It can call on all the resources of ASIST and has links with many other information sources throughout the world. One of the main objectives is the production of technical briefs. These are short documents addressing any issue topical to labour-based technology. The first two pamphlets in this series have now been completed and first two pamphlets in this series have now been completed and are ready for distribution:

'Standard Trailer Design and Specs' "Specifications for good Labour-based hand tools'

For your free copy, please get in touch with the:

Information Service, ASIST

P O Box 60598, Nairobi, Kenya

TEL: +254-2-560902/560941/560945

FAX: +254-2-566234 TELEX: 22486 ASIST KE

**IF YOU CANNOT FIND A BOOK OR PUBLICATION DEALING WITH YOUR PROBLEM,
TRY TES - WE MAY HAVE THE INFORMATION YOU NEED.**

[\[Back\]](#)[TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

Ghana and Tanzania: A case study

To what extent can experiences in training contractors and their staff be carried from one country to another?

By *K OSI-Bonsu, CTA, Contractor training Programme, Moshi, Tanzania*

This article covers some of the main issues which arose during the implementation of the contractor training programmes in Ghana and Tanzania. It looks at the socio-economic environment in both countries, the project objectives, the institutional framework in place and the pre-training, training and post-training strategy.

Ghana has a long history of private sector involvement in the execution of road work. The move from force account to private contracting, which started over 20 years ago, has been embraced by the populace. As of December 1991, only 2 out of approximately 400 classified road contractors were foreign based.



The road work contracting sector in Tanzania, on the contrary, is very weak. A study carried out by the National

Construction Council (NCC) in June 1992 revealed that there were only 43 'classified' road contractors. This low figure could be attributed to the fact that the Government's policy, prior to the recent liberalisation programmes, did not encourage the involvement of locally based road contractors.

The Kilimanjaro project, which forms part of \$ 1 billion Integrated Road project coordinated by the World Bank, is based on the Ghana model - developing the capacity of small private contractors to execute labour-based road work in a cost effective and technically appropriate manner.

Change within an organisational framework is always a very difficult and complex process, normally involving several carefully designed steps, relevant to the conditions in which the new system is being developed. A number of projects aimed at developing private companies have failed, because trainees have been made to solve problems in environments totally different to that of their organisations.

Pre-training can be considered a crucial phase, where experiences could be carried from one country to the other. It is most important that the planning of the pre-training phase is properly done. To ensure

commitment form contractors as well as trainees, this should include a training needs analysis of both contractors and trainees.

The flow charts below outline the frame work for the development of contractors in both Ghana and Tanzania. Whereas the Ghana model involves two players, namely the Department of feeder roads and the Contractor, the Kilimanjaro model involves three players - the Ministry of Works (MOW), the Contractor and the national Construction Council (NCC), which is the Implementing Agency. Thus, unlike Ghana, in Tanzania most decisions taken by NCC will have to be referred to the MOW for approval.

The training in Kilimanjaro is practically orientated and structured on the Ghana model. Standards and codes were adapted to those prevailing in Tanzania and the course content modified to suit local conditions.

A number of projects aimed at developing private companies have failed, because trainees have been make to solve problems in environments totally different to that of their organisations.

During the pre-training phase, it is important to establish a criteria for selecting contractors that includes the desired target group for training. For instance, should preference be given to well established entrepreneurs, or to small, up-and-coming entrepreneurs, who by virtue of their business operations would consider labour-based roadwork as their major source of livelihood and thus provide the needed commitment?

This question was resolved by taking into account the experiences gained form the Ghana Project, and then modifying it to reflect the local situation. For example - the clause stating that the trainee should possess a minimum educational qualification before being accepted onto the course, as prescribed in Ghana, did not work in Tanzania. Therefore, the Project had to refine the process of screening trainees and assessing their capabilities before admitting them into the course.

Factors such as the site rotation of trainees, incentive schemes for workers, subsidising the cost of sponsoring trainees, and the preparation and administration of contracts are key areas were systems adequately tested over a number of year could be used. Although the project is yet to take delivery of the training equipment, it has been possible to complete one training programme of 23 weeks duration, and a second one only 8 weeks from completion, by relying on hired equipment.

In the post training phase, slight changes were made to the system of administering the trial contracts, used in Ghana and proposed for adoption in Tanzania. The non-recognition of the trained contractors by MOW, since they are not as yet registered by the Ministry, resulted in a situation whereby NCC had to act as a management contractor to subcontract the trial contracts to the trained contractors. Building up the capacity of the Domestic Construction Industry is a difficult task and the trainer's responsibilities in the transferring such experiences should first and foremost be to study and understand the environment within which the programme is to be followed by an identification of the resources required to meet the programme's objectives, an analysis of these resources and finally, a proposed framework for the utilization of these resources

[\[Back\]](#)[TOC](#)[Next](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

The Harare Seminar

This year's seminar for practitioners in the labour-based road construction and maintenance industry was held in Harare from 28 Sep to 1 Oct. There were eighty eight participants drawn from eighteen countries. Represented in the seminar were engineers, senior programme officers, consultants and equipment suppliers. A total of 15 papers were presented and discussed.

The two themes of the seminar were:

- equipment used in labour-based works
- contractors, contractor training and employment of contractors for labour-based road construction.

For each of the themes, the main issues and problems were identified, after which the seminar participants formed themselves into work groups to discuss and try and come up with solutions to each of the problems. The main areas that the participants attempted to address were:

1. Recommendations regarding the desirability and type of training to be given to contractors/consultants
 - what new material is needed?
 - how to integrate the existing materials?
2. What organisational systems are needed to make small-scale contracting work?
 - two player or three player
 - large vs. small scale contractors
 - role/evolvment of consultants
 - role of government
3. How should one organise contractors' access to equipment and capital?
 - role of banks
 - role of government
 - role of funding agencies
4. Recommendation to both users and suppliers on the specifications for the ideal tractor- trailer combination
 - tractor
 - trailer
 - hitch

Each of the issues above was addressed by a mini task force and the results of the discussions will be available from ILO ASIST once the seminar proceedings have been published.

The seminar participants also took the opportunity to visit the DANIDA funded pilot project site at Mutoko.

[\[Back\]](#)[TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

Diary of forthcoming events

Training Courses at KTS

The following international courses are planned for 1994. They will be held at the Kisii Training School in Kenya. Due to the considerable demand for training of engineers and technicians, the course programme has been rescheduled.

Course Title	Dates	Fees in US\$
International Technicians Course	14 Feb - 25 Mar	3500
International Engineers Course	23 May - 08 July	4000
International Instructors Course	14 Oct - 25 Nov	3500

Fees do not include transport to and from Nairobi. For further information please contact: The training Specialist, ILO/ASIST
P O Box 60598
Nairobi, Kenya

University of Natal

The Department of Civil Engineering at the University of Natal is organising an inaugural 2 day course in Labour Intensive Road Design and Construction. The course will be run by Mr. Rob Little of the Department and will be held on the 1st and 2nd of February 1994. The cost of the course will be R500, which includes training materials and lunch only.

For further details please contact:

The Secretary,
Department of Civil Engineering
University of Natal
King George V Avenue, Durban 4001
South Africa
Tel. +27-(0)31-260-1059
Fax. +27-(0)31-260-1411

Course at IHE

The International Institute for Infrastructure, Hydraulic and Environmental Engineering (IHE), Delft, in collaboration with the ILO Geneva will hold the second orientation course on labour- based road

engineering for developing countries in may (16-19) 1994. The course fees are Dfl 2500.

For more information please contact the Course director:

W A Sergen,
IHE,
P O Box 3015,
2601 DA Delft.

Regional Trainers Seminar

The Training department of ASIST will organise a workshop for those involved in the training of personnel in the Labour Based road construction industry. The seminar is to help the participant exchange ideas and to unify their training effort.

TRL Courses

3 - 8 July 1994 Residential course in Appropriate Technology Road works for Developing Countries. 10
- 15 July 1994 Residential Course on Roads in Tropical countries

Further details on these two courses, including brochures and application forms will be sent out with the Feb '94 Newsletter from TRL. Otherwise one can get in contact with TRL for more information.

ESAMI

ESAMI will host the Transport Management Course from 7 March to 1 April 1994. Those interested should contact the :

Admission Officer, ESAMI
P O Box 3030, Arusha Tanzania.

[\[Back\]](#)[TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

Pinboard

- The annual seminar for labour-based practitioners this year was held in Harare, at the amphitheater of the Zimbabwe Institution of Engineers. The seminar was hosted by the ZIE. There were 88 participants from 18 countries. After the seminar, several lecturers from various universities met to discuss the possibility of introducing labour-based modules into their curricula at both the under graduate and post graduate level.
- Training of Engineers - an ILO/KTS international Engineers course - was held in Kisii from the 30 August to 15 October. There were sixteen participants from Ghana, Malawi, Namibia, Tanzania, Uganda, Zaire and Zimbabwe.
- In Lesotho, the contractor training project at the LCU completed its training of the first group of contractors. A total of 14 contractors were trained. Claes-Axel Andersson (ILO Geneva) and Anthony O'Leary (independent ILO consultant), helped training adviser, Htun Hlaing. These contractors will in future carry out maintenance contract works for the Government of Lesotho, under supervision from the LCU.
- An orientation course for district engineers in labour-based contract maintenance management was held in Uganda in May. Twenty-eight engineers attended and drew up guidelines for implementing routine road maintenance using groups of petty contractors.
- This year the division of Continuing Engineering Education (Dept. Of Civil Eng) at the University of Witwatersrand in South Africa hosted a number of short courses on human resource management. Anybody engaged in management of vast labour resources should find these courses useful. The editor of the ASIST bulletin could not get the programme for '94, but anybody interest could get additional information from: Prof. R McCutheon, Continuing Education, Private bag 3, Wits 2050, RSA.
- The International Forum for rural Transport and Development (IFRTD) is looking for documentation on foot paths and tracks. This information will be used on a SIDA financed rural transport project, part of which involves writing a technical paper in the planning, design, construction and maintenance of rural paths. Any information should be forwarded to the Forum Secretariat, P O Box 35, Wantage, Oxon OX12 8QZ, UK.

[\[Back\]](#) [TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

Letter to the Editor

Send your letters to The Editor, ASIST, P O Box 60598, Nairobi, Kenya

Dear Sir,

Congratulation on your first bulletin, which seemed to me an excellent balance of information, news, comment and even personal mention! News from other projects, latest books, references and publications and the letters are particularly welcome features.

I hope that for future publications, more and more articles will be from current practitioners in the region, either with articles or at least updates on their projects.

Charles Williams' letter highlights a common and apparently continuing problem. Appropriate equipment should be high on the priority list for future bulletins.

Given its deserved active support, perhaps the bulletin can aim at quarterly publication, since by the time it is published we shall all have met in Harare and our views will be already dated.

Peter Bentall
Zimbabwe

Oh yes, Peter, I am in total agreement with the observation that future articles should come first-hand from the practitioners in the field, so lets get material from you out there. The equipment issue is actually the theme of the next issue.

Like everybody these days we also seem to be operating on a shoe string budget and cannot run more than a biannual production-what a pity! (Ed)

Dear "ASIST"

Why is it that may of the donor who assist labour-based programmes provide bias against labour-based methods when it comes to financing? What I am referring to is the common arrangement whereby donor agree to fund the whole cost of the equipment purchases, but only a portion of labour wages and other running costs.

The consequence is that the recipients of donor aid are not encouraged to consider seriously the cost of equipment relative to labour. On the contrary, vehicles and machinery sometimes tend to be purchased rather freely, whereas labour recruitment is held back due to restraints on local budget.

So how about it donors? Change the rules to "level the playing field" and give back to the recipients of aid the power to make choices between equipment and labour-based methods based on rational economics.

Gary Taylor
I T Transport Ltd.

The Editor
ASIST Bulletin.

There have been innumerable labour-based road maintenance manuals for lengthmen, foremen supervisors, inspectors etc. written over the past twenty years.

These are usually country specific and are prepared by engineers from a variety of backgrounds. They all as a rule place great emphasis on the importance of maintenance of the drain shape.

However, none that I have looked at (and there have been so many) have provided a simple and workable system to facilitate the identification and reinstatement of the original drain levels. In general, they leave it to the judgment of the maintenance worker to scrape around the bottom of the drain to determine the original invert.

To improve this situation, provide concrete bench marks say, 0.1m x 0.1m x width during the rehabilitation of the roads. These would be laid flush with the drain invert level of both side drain and mitre drains. Intervals between the marks would be 100m for side drains and at the start and end of mitre drains. Using only sight rails and boning rods, the maintenance worker would only have to bone in between the bench marks to locate and maintain the drain level. A simple workable solution, no more guesswork for the maintenance worker. Joe Conolly

Training Adviser
LB Contractor Training project
Kilimanjaro

Trust the men in the field to come up with such simple and yet effective methods. It is the wearer of the shoe who knows where the shoe hurts. This method is already used successfully in the irrigation sector.
(Ed)

[\[Back\]](#)[TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

Books

Manuals

CONSTRUCTION MANAGEMENT PROGRAMMER

Construction Management Programme : interactive contractor training

Tor Hernes (edited by Derek Miles), Construction Management Programme, interactive contractor training, ILO, 1987.

The material in the manuals is very useful even for contractor training in the road sector because it has been written in such a way that it is easy to modify and graft to fit different conditions.

Module 1: Estimating & Tendering

Module 2: Project Planning

Module 3: Site Productivity

A must for every contractor training project.

GUIDELINES FOR THE DEVELOPMENT OF SMALL-SCALE CONSTRUCTION ENTERPRISES

Guidelines for the Development of Small-scale Construction Enterprises. ILO. 1987.

This book, originally written by Colin Relf and edited by subsequent Directors of the Construction Management Programme, looks into the construction industry as a whole. It then looks into the demand for small-scale contractors, the problems they face (policy) and tries to address them. Brilliant reading for those who want a panoramic view of the construction industry and where small scale contractors fit in.

TRAINING CONTRACTORS FOR RESULTS : A guide for trainers and training managers

Tor Hernes (edited by Derek Miles), Training Contractors for Results A Guide for trainers & Training managers. ILO. 1988.

This guide looks at the local construction industry from the point of view of developing its capacity through training. This is a goldmine for policy makers involved in contractor training. It helps precipitation of those good ideas!

Peter Bentall, *Ghana Feeder Roads Project labour based rehabilitation and maintenance*, Project GHA/84/008, CTP 116, ILO. 1990

A final report which looks into the development of the contractor training programme in Ghana. It is useful for those involved in contractor training programmes in the initial phase.

Contracting out of road Maintenance Activities. World Bank. 1990.

This is a set of four documents by the world Bank, prepared by Jean-Marie Lantran as part of the Road Maintenance Initiative of Sub-Saharan Africa Transport programme (SSATP). They give a good overview of contracting, contractors and contracting equipment in the region.

Guide to Competitive Bidding on Construction Projects in Labour-Abundant Economies, World Bank & Scott Wilson Kirkpatrick.

A guide describing the preparation of various procedures and contract documents for labour- based work. It is a good set of traffic signals when traveling down this road for the first time.

Articles

Claes-Axel Andersson, *Small-scale contracting (Improve your Construction Business) proceedings of a seminar held in Harare, Zimbabwe (ILO). 1993.*

Mr Andersson describes in detail, base on his first-hand experiences, the portability of material developed by the Improve Your Construction Business programme of the ILO for contractor training. Claes worked for Ent/Man branch of ILO before shifting to E/DEV and is involved in the contractor training programme in Lesotho.

K. Osei-Bonsu, *To what extent can experience in training contractors and their staff be ported form one country to another? Ghana and Tanzania: a case study. Harare, Zimbabwe, '93.*

Looks in detail at the differences and similarities between the Ghana contractor training programme and the Kilimanjaro programme. The author was involved in the Ghana programme and is now the CTA in the Kilimanjaro Contractor Training Project. Both these articles or any paper that was presented at the seminar in Harare can be obtained from ILO-ASIST.

Intec Beusch & Co., *Labour-Based Contract Maintenance Programme, Orientation Course for District Engineers. Course Report by ILO.*

A summary of the proceedings of the engineers course in labour-based contract maintenance that was conducted by Andreas Beusch. It gives a very good picture of what is happening in the management of labour-based contractors in Uganda, where labour-based contractors were employed without any formal contractor training. Included at the end of the report is a complete set of forms currently in use in Uganda.

There is a brilliant folder of course notes which addresses all aspects of maintenance; from the economics of regular maintenance to the technical aspects. Definitely a must for anyone preparing contracting training material, with excellent content and a carefully designed layout - a benchmark for

the industry

[\[Back\]](#) [TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

Networking

The ASIST Information Services sent out copies of Bulletin No. 1 to over one thousand individuals, most of whom are in Sub-Saharan Africa. Enclosed with each bulletin was a registration form and a computer questionnaire. Over two hundred of you took time to complete these forms and send them back to us. Thank you.

However, many of you seem to believe that as we already have your name and address, you do not need to register. Not so! We need this feedback from you;

- to make sure that your mailing details are correct
- to know whether you are really interested in receiving ASIST publications in the future
- to know whether it is feasible to send you information on computer diskette.

So please, if you haven't already done so, complete and send off the enclosed registration Form - TODAY!

Can we also please remind you to send us copies of any relevant reports or other unpublished material that could be of interest to other labour-based practitioners.

ASIST has started to build up a database of professionals interested in working in the field of labour-based technology. If you would like to be included, send us your CV.

Write to us at: ILO/ASIST, P O Box 60598, Nairobi, Kenya

[\[Back\]](#)[TOCNext](#)



ASIST

ADVISORY SUPPORT INFORMATION SERVICES AND TRAINING FOR LABOUR BASED PRACTITIONERS

A Programme executed by the Employment-Intensive Investment Branch (EMP/INVEST) of the ILO

[Asist Bulletin no. 2,](#)

December 1993

Project News

News about labour-based road projects in the region brought to you with help from E/DEV branch at the ILO head office in Geneva.

Botswana

Carl Berentsen (NORAD Technical Assistance), left at the end of August, on completion of his contract, for a new post as a CTA on the contractor training project in Lesotho with the LCU. Some of his duties are currently being performed by Hakon Berger, who is engaged as the acting Principal Road Engineer in the Ministry of Local Government. NORAD is recruiting contract personnel for the PRE and SRE positions in the MLGH.

The Chief Technical Officer-training at the Field Training unit in Molepolole, will be leaving toward the end of the year. In the event that NOMAD does not find substitute, his post will be localised and Jaco Raphalane may take over. Also leaving towards the end of November is the Principal Roads Engineer/Training at the RTC, Rolv Waldeland. His position will then be localised and his deputy Mr Ephrahim Masimega will take over.



Ethiopia

The preparation of a Rural Road and Transport Strategy (RRTS) was completed in Oct '93. The preparation of the RRTS was initiated following the recommendations of an inter-ministerial seminar held in May 1992. The RRTS is the outcome of the deliberation of four working groups, representing all the concerned ministries, set up to produce the strategy on behalf of the government and coordinated by a steering committee under the Prime Ministers office. An 8 year planned programme for Rural Roads (including labour-based rural road construction and maintenance is also being finalised as part of this strategy.

Thirteen new Labour-based Construction units are being formed to start the rural road works of 13 projects in 4 different regional administrations. The required manpower for the units have been trained and assigned to the different projects. Hand tools have been purchased and the purchase of support equipment is underway. The units will begin operation in December 1993.

Kenya

The work programme under Roads 2000 Pilot project was successfully completed in June this year. The MoPW intends to expand the programme and use the experience gained in the pilot project to cover the

entire classified road network over a 10 year period. At present, the programme is focusing its efforts on launching work in new districts, at the rate of 4 to 5 districts per year.

Training for 9 local labour-based contractors (SIDA funded) by Norconsult. AS has been completed. The ministry will use these contractors for future labour-based contract works.

Mr Broadbent is the new SSE Management Support for the unpaved roads section.

Lesotho

The LCU embarked on its first contractor training programme is funded by a loan from the World bank to Lesotho. An initial 6 week classroom portion of the training has been completed for fourteen contractors.

Among those involved in the training were Htun Hlaing (LCU training advisor) from the LCU. Claes Andersson from ILO Geneva also had some input, together with Tony O'Leary (ILO appointed consultant).

The training material, based on the IYCB (Improve Your Construction Business) concept is being developed specifically for the labour-based road sector. The ROMAR (Road Maintenance And Regravelling) package is still in draft form.

Malawi

In the late 70's, the District Road Improvement and Maintenance Programme (DRIMP) started as one of the first labour-based road works programmes in the region. Its aim was to upgrade district roads to an all-weather standard that only requires simple maintenance. DRIMP, which is now based within the Ministry of Works, has improved and is maintaining over 5000 kms of District Roads. Currently, a process of decentralization is starting and DRIMP will be transferred to the Ministry of Local Government.

In 1986 the Village Access Road and Bridges Assistance unit Project (Varbau) was launched. This project, mainly based on self-help, is directed towards the improvement of unclassified roads and bridges to support light, low-volume traffic, where previously there was a problem of access, mainly for smaller rural settlements to district roads. The Unit has improved over 400 km of village access roads and constructed more that 100 bridges in the Borthern and Central Regions, where the Unit is based within the Ministry of Works. VARBAU is currently starting in the Southern Region. Mrs. Barroso is the expert-in-charge.

In 1992 the pilot Integrated Rural Transport Project (PIRTP) started its activities. The aim of the PIRTP is to:

- strengthen Government and the capacity of Local Authorities to plan and implement rural access programmes
- define an integrated system that can bring substantial and sustainable increase in the use of Intermediate Means of Transport
- develop a sustainable planning methodology for improving infrastructure and access to social and economic services.

In the first phase PIRTP has, through a thorough socio-economic study, mapped and defined the rural access problems of three pilot areas and prioritized possible interventions.

In phase II, which will start in 1994, PIRTP will focus on testing concrete measures such as improving rural infrastructure, improving access to low-cost vehicles and advising on location of social and economic services.

Tseggai Elias is the Chief Technical Advisor, assisted by Marinus Augustijn (associate expert), Tint Awe, Jaribu Sultan and Mafizul Islam (United Nations Volunteers).

Tanzania

When fully operational (early '94) the NORAD funded, ILO executed, Appropriate Technology and Training programme (AUDIOTAPE), will be the largest and most significant labour-based programme of its kind to be launched in Tanzania. The four year programme calls for the establishment of an appropriate technology unit within the Rural Roads Division (RRD) of the Ministry of Works, Communications and Transport. Bengt Sundin is stationed in Lushoto, Tanga region while Pål Saetrum provides a similar service in Mbeya.

The programme, which builds on the success of the earlier Rural Roads Maintenance (RRM) project, is designed to usher the RRD into the sphere of small contractor implementation for minor road works, including routine and periodic maintenance. It is expected to complement the training, currently ongoing, of the small private contractors in Kilimajaro region.

ILO, together with the National Construction Council (NCC) of Tanzania, is responsible for the training of 30 small contractors to undertake road improvement and maintenance contracts, under the auspices of the regional Engineers Offices, in up to four selected regions of northern Tanzania. The project, which enjoys the enthusiastic support of the World Bank and USAID, has been running the past 10 months and has made an impressive start, as borne out by its first Tripartite Review held in mid-October. A total of 12 contracting firms are currently undergoing training, the initial six of whom are engaged in trial contracts. A further six may be recruited in May '94.

In Rukwa region in SW Tanzania, an ILO engineer Zechara Ali is assisting the REO in the reconstruction of rural roads in the NORAD supported Rukwa Integrated Rural Development programme (RUDEP). M Clapham, the previous engineering adviser, completed his assignment in June '93 and returned to England. Mike is now moving into the competitive and demanding world of free-lance consulting.

Uganda

In Uganda, the various District Administrations under the guidance of the Ministry of Local Government are responsible for the maintenance of 21,000 km of rural feeder roads. Of these, they have managed to rehabilitate about 2,000 km to a maintainable standard. All donor support to the districts maintenance activities came to an end in mid-September and it is hoped that each district will be able to shoulder the financing and maintenance of its own roads. However, the ILO through its engineer base in Kampala, will continue its support to the districts, through the training of maintenance management staff and the provision of technical support.

ILO engineer Asfaw Kidanu has been transferred from Mbarara to Kampala and will be working closely with the Planning and Monitoring Division (PMDD) in the Ministry of Local Government, and the road maintenance section of the MOWTC.

The PMDD headed by Hamish Goldie-Scott (Scott Wilson Kirkpatrick) has been instrumental in the promotion of labour-based methods to rehabilitate and maintain feeder roads.

The ILO technical manager for the feeder roads projects, R Kurek, completed his contract at the end of June. He is now back home in Warsaw.

Zambia

Training continues at the NORAD/ILO Labour based Road Improvement and Maintenance (LRIM) centre in Kasama, northern Province (NP), although it is expected that the activities will be incorporated into NORAD's latest phase of Road Sector Support to the Government, commencing 1st January, 1994. While the project was uniquely suited to provide training and support to the local government units in NP, it lacked the status and institutional base from which to launch a national programme of labour-based awareness. The government is considering a proposal to site the training in the Roads Department Training School (RTS) in Lusaka, with complementary demonstration sites within easy reach of the centre.

An ILO/FINNIDA supported project ended in June of the year after a two year demonstration exercise on selected roads in Lusaka province. As a result, FINNIDA will include a labour-based component in their next cycle of assistance to the Roads Department, also scheduled to commence early 1994.

Various other interventions involving labour-based methods are currently at the planning stage, with implementation expected to commence in the next six months. These include a substantial roads component in an agricultural-based programme, and the establishment of a Feeder Roads Unit within the Ministry of Local Government and Housing.

Zimbabwe

With two years of the Pilot Project completed, a DANIDA and SIDA have expressed keen interest in supporting a proposed 6 year project to cover all eight provinces in the country. To this end, a joint Formulation Mission is expected early in November to work out the details. Private sector involvement will be included.

Over 100km of gravel roads have been completed so far on the DANIDA programme and, in addition, the first SIDA road (18km) has been finished. A second SIDA road (30kms) has been started, with Lars Pihl giving technical assistance. By July 1994, when the DANIDA pilot project comes to an end, as estimated 170km out of the original 200 km target will have been rehabilitated.

Training of local engineers and supervisors continues with SIDA support through Hans Bergman, now moved in from site. Ken Watkins (training adviser) finished his contract in April and moved to Ghana, still with COWI consult - "out west", as his mate peter Bentall puts it.

[\[Back\]](#)[TOC](#)Next