

# Sustainable community-managed and labour-based upgrading of urban low-income settlements

## *Workbook*



**Hamish Goldie Scot  
Jan Fransen - Wilma van Esch**



**International Training Course  
For Engineers and Town Planners**



ASIST

**Sustainable  
community-managed and  
labour-based upgrading of  
urban low-income  
settlements**

Workbook

Jan Fransen - Hamish Goldie Scot - Wilma van Esch

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## Preface

The ILO has promoted the concept of people's participation since the mid-seventies. Participation of local communities in development decisions affecting their lives is indeed a precondition to economic, social and political changes required to achieve better working and living conditions for the low-income groups in society. During the 1990s, efforts to materialise "participation" were undertaken in a number of grassroots programmes, resulting in the development of "community-contracting" as a policy tool to define roles, rights and obligations of each party concerned - e.g. local government and a community-based organisation -, and to introduce the principles of organisation and negotiation in the weakly organised and informal urban or rural areas.

Experience in the field projects, particularly with community-managed labour based upgrading schemes in urban low income areas, revealed that, for local government to effectively deliver its part of the contract, the municipal staff needed and actually requested support to improve and update their qualifications. Consequently, in 1999, a training needs assessment was carried out by ASIST\* in Tanzania and Kenya, with a view to evaluating the needs for training of municipal engineers, technicians and foremen. The training material developed on the basis of this assessment consists of two parts:

- ❖ *A training course for engineers and town planners, Sustainable community-managed and labour-based upgrading of urban low-income settlements; it has three components: i) Trainer's notes; ii) Workbook; and iii) Handbook; and*
- ❖ *A site supervisor course for labour-based and community-managed upgrading of urban and low income settlements; this course consists of I) Training manual: Basic course; ii) Training manual: Skills course; and iii) Handbook.*  
*(This site supervisor course addresses the needs of both foremen and technicians).*

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\* ASIST: Advisory Support Information Services and Training, is the regional support programme of the ILO's Employment-Intensive Investment Programme.

Obviously, the present training material must be completed by similar training material addressing the needs of the communities themselves, i.e. their technical and managerial capacity, and their organisational and bargaining capacity\*\*.

It is hoped that this package will enable local communities and local government to improve their ability to effectively cooperate and succeed in their efforts to upgrade the economic and social conditions of those who so often lack access not only to economic opportunities and basic social services, but also to the so much needed technical support.

The present Workbook for the International Training course for Engineers and Town Planners has been prepared by Jan Fransen, Hamish Goldie Scot and Wilma van Esch.

I would like to thank the authors for this useful guide, and express my gratitude to DANIDA and Italy for their financial assistance.

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Head,  
Employment-Intensive Investment Branch

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\*\* ref.: "Community Contracts In Urban Infrastructure Works, Practical lessons from experience" by Jane Tournee and Wilma Van Esch. 2001.

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## Introduction

This workbook accompanies the **Handbook Sustainable community-managed and labour-based upgrading of urban low-income settlements**. Both books are written for participants of the international course for engineers and town planners on '**Sustainable community-managed and labour-based upgrading of urban low-income settlements**'. This course was successfully piloted in Dar es Salaam in November 1999.

This workbook aims to guide participants through a project formulation exercise to upgrade a low-income settlement. Generally, each step of the project formulation coincides with a course module described in the handbook. Participants are encouraged to use the handbook and other documentation to complete the exercises.

The accompanying handbook gives participants an overview of all topics dealt with in the course. This includes information on all course modules. The modules cover relevant topics on upgrading of urban low-income settlements. The handbook also provides options to upgrade low-income settlements as well as case studies and a bibliography for further reading.

Lecturers are advised to use the **Lecturers' notes** prepared for the course in addition to the handbook and workbook. This provides detailed information on the course content and methodology, as well as on the training methodology. Jointly, the three documents provide a full overview of the course. The lecturers' notes are not relevant for the participants.

### Structure of pages:

Step number	Name of step	Name of step	Step number
	<i>Left-hand page</i> Explanation of the exercise.	<i>Right-hand page</i> Format to be completed ▶ Attach detailed data ▶ Use more space if required.	

The workbook guides you through an assignment to develop a community-managed and labour-based (CMLB) project to upgrade an urban low-income settlement. The settlement will have been identified by the course guide and key information will be available. However, not all information will be available, far from it. You are expected to identify community needs, collect data and make calculated estimates when information is missing.

In carrying out the project work, participants will work in small groups. Where possible each group will include an Engineer and a Planner. Each group will be doing different but related assignments. The five project groups will relate to:

- A Drainage;
- B Roads and access;
- C Water supply;
- D Sanitation and sullage disposal; and
- E Solid waste management

The steps in the exercise are directly linked to the modules:

1. Project justification
2. Problem analysis (community participation)
3. Primary data collection
4. Partners and their roles
5. Strategies and solutions (intractable problems)
6. Labour-based technology
7. Costing solutions
8. Community contracting
9. Maintenance arrangements
10. Management arrangements

After these steps, all information required to develop a project document has been collected. What remains is putting the data in the right format.

Project development is not a linear process. The outcome of later steps may effect earlier steps. For example: the identified solution may be too expensive to maintain and another solution is thus needed.

## Guidelines

**Keep it simple.** 'Real' projects typically take a year or more to prepare. You are required to do this in less than 3 weeks.

**Basics first.** First agree on the strategies and concepts, before going into detailed calculations.

**Think beyond the technical.** Underlying social issues will ultimately determine the success or failure of the project.

**Collaborate.** Residents and other stakeholders should be fully involved. In addition, the work of the five groups will affect each other.

**Innovate.** Consider your own experience as well as available documents for new ideas.

**Local resources.** There are more local resources than you think. Who owns the resources and in particular who owns the land?

**Willingness and ability to pay.** Partners must be willing and able to pay, particularly for operation and maintenance.

## Project document

The outcome of the assignments is a project document, integrating the work of all five groups. The project should be **poverty focused, low cost** and **sustainable**. These conditions will limit the potential solutions and strategies of the groups.

The typical content of a project document is (UNDP format):

1. Context
2. Justification (why)
3. Strategy (how)
4. Institutional arrangements (who does what)
5. Objectives, outputs, activities
6. Inputs (budget)
7. Special considerations (gender; environment; ...)
8. Prior obligations and risks
9. Annexes with detailed information

### Objective

Justify the need and demand for a community-managed and labour-based project to upgrade low-income settlements in the proposed settlement.

### Activities

The justification requires the answer to various questions:

- ❖ Why should planners and engineers work in urban centres, while Africa is still largely a rural continent?
- ❖ Why should we address urban poverty, whereas we have always concentrated on rural poverty?
- ❖ Why should we spend resources on low-income settlements, which are often illegal and unplanned?
- ❖ Why are we proposing to upgrade a settlement and not primarily constructing new settlements?
- ❖ Why are we proposing community participation and labour-based technology as approaches?

You may use information from the participants notes, lecturers handouts and library. Various documents may be available with information on the project settlement.

### Explanation

**Host country strategy:** Explain how the host country addresses urban poverty and low-income settlement at the moment.

**Ongoing activities:** List present initiatives to upgrade low-income settlements.

Group	A	B	C	D	E	Date:
	<i>(indicate as appropriate)</i>					
<b>Trends</b>	<i>International</i>		<i>National/City</i>		<i>Settlement trends</i>	
Urbanisation						
Urban poverty						
Low-income settlements						
Host country strategy				Ongoing activities		
				1.		
				2.		
				3.		
Why upgrading?						
1.						
2.						
3.						
Why or why not, a CMLB approach?						
1.						
2.						
3.						

## Objective

Analyse the problems of different groups within the community, as well as problems observed by you as professionals. Identify community resources and solutions.

## Activities beforehand

**Preparation.** Prepare checklists to be able to collect adequate data to assess the problems, target group, available resources and potential solutions. Develop a reporting format or maps to note down information on transect walks. Study available information, such as socio-economic data and maps.

## Activities at site

**Introduction** to CBO by a participants' representative: this should be very quick.

Split into groups for 15 minutes **informal discussion** to explain the 'objectives' of the visit and decide on the programme of the day.

**Observe** the settlement with CBO members. Walking around, groups should identify the target group (locations and characteristics of the poor and relatively rich, land ownership,...). Groups should also observe key issues in their assignment (for example: drainage group may identify flooded areas).

**Problem trees:** Analyse the outcome of the observation with the CBO members and make a problem tree of your particular topic. On that basis, you may roughly identify the locations for your project work.

**Transect walk:** go to the selected location(s) for a transect walk. List the detailed information you need.

**Informal planning exercise** with the community members: agree on key problem(s) to be tackled. Identify local resources (labour, skills, material, land, equipment, tools, funding), Brainstorm about solutions, using the problem tree. Remember to listen and not provide solutions yourself!

**Primary data collection:** visit the site(s) again to collect data (such as longitudinal and vertical profile of the road).

Group	A	B	C	D	E	Date:
	<i>(indicate as appropriate)</i>					
<b>Problem ranking</b>						
As observed by group members	As observed by CBO			As observed by women		
1. .....	1. .....			1. .....		
2. .....	2. .....			2. .....		
3. .....	3. .....			3. .....		
Describe selected problem				Target group		
Problem tree for specific problem of group						
Local resources				Local (community) solutions		
Add a map and detailed data collected.						

## Objective

Partnership arrangements are crucial for the success and sustainability of the project. It determines whether partners can operate and maintain assets and replicate the approach. The capacity of partners should ideally be assessed in consultation with them. Due to time constraints, however, you are asked to base it on your initial interviews and literature alone. You may supplement the information during later field visits (including the visit to the City Council).

## Activities

**Key partners:** Who are the key partners in the project? This requires an analysis of their capacity. Do the partners represent the community? Do their resources complement each other?

- ❖ Resources: resources available within the community may include specialist knowledge and skills, organisational resources, funding, goodwill.
- ❖ Strengths/weaknesses of each of the key partner.
- ❖ Future role and required capacity building of each partner. This follows logically out of the strengths and weaknesses.

**Enabling environment:** Partnership arrangements should fit within existing or achievable organisational structures, legislation and procedures. Possibly, bylaws are required.

**Conflict management:** Potential conflicts between partners should be solved in transparent steps.

**Community participation** in all steps of a project. What level is appropriate for each step and who is responsible for community participation?

- ❖ Level: information provision, consultation, labour/funding, community management.
- ❖ Who: should the work be done by a project team, NGO or city council? Who will take over after the project ended?

Group	A	B	C	D	E	Date:
	<i>(indicate as appropriate)</i>					
<b>Analysis of the partners</b>						
Name Partner	1.	2.	3.	4.		
Resources						
Strengths						
Weaknesses						
Proposed new role						
Capacity building required						
Proposed partnership arrangements (schematic)			Enabling environment			
			Conflict management			
<b>Community participation</b>						
	<i>Level</i>			<i>By whom</i>		
Planning						
Design						
Construction						
O&M						

## **Objective**

The aim is to develop options for solving the identified community problems and to select the most appropriate.

## **Activities**

The starting point will be the broad priority problems and strategies agreed with the community groups in step 2. Within that framework you are asked to compare technical, financial and social options. Options depend on:

- ❖ ***What is locally available.*** For instance, piped sewerage is more likely to be an option if there is a collector sewer with spare capacity on the edge of the settlement.
- ❖ ***What is acceptable to people.*** For instance, residents may not accept the concept of the recycling of human wastes.
- ❖ ***Availability of skills, materials and associated services.*** For instance, stone-paved roads may not be an option if stones are very expensive.
- ❖ ***Cost.*** The costs of the options determines what can and can not be afforded.
- ❖ ***Management arrangements.*** The more localised the facility, the more likely is it to be manageable at the household or community level. For instance, household pit latrines will normally be the responsibility of the householder who does not need to involve any other actors, while sewers need cooperation of many partners for maintenance.
- ❖ ***Winners and losers.*** Are the options targeted towards the poor? How many people benefit? Whose land will be used?

Once the options have been listed, the choice can be narrowed down. For the selected options, rough plans should be developed, showing the location of the proposed infrastructure.

## **Data collection**

You will have the opportunity to visit the site to collect more data for steps 1 to 5 and to cost your options (step 6).

Group	A	B	C	D	E	Date:
	<i>(indicate as appropriate)</i>					
Option		Advantages	Disadvantages	Cost-estimate		
<b>Technical options</b> <i>(attach outline design calculations as appropriate)</i>						
1.						
2.						
3.						
<b>Social options</b> <i>(Including method to target, plan and organise works and involve all partners)</i>						
4.						
5.						
<b>Financial options</b> <i>(Credit schemes; enterprise development; ..)</i>						
6.						
7.						
Selected option(s) and reasons						
Details on selected option <i>(For example: sketch of route)</i>						

## Objective

The aim is to calculate the employment creation and the costs of the selected options. Only estimates are required and a margin of error is acceptable. It is easy to spend too much of your time on calculations, which is not the prime aim of the exercise.

## Activities

### *Labour-based technology*

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**Describe** the tools and equipment required and supervisory arrangements (gang leaders, technicians, engineers).

**Employment creation:** Calculate the employment creation in construction for unskilled and skilled labour. Add supervisors. This requires calculation of excavation, transport, materials handling etc.

### *Direct costs*

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Calculate the direct costs of each intervention. Add a 10 percent maintenance fund (of direct costs).

Where can information on costs be obtained? Government departments may have schedules of rates and/or recent bills of quantity. Local contractors and masons may have a good idea of the cost of items such as pit latrines. These costs may not be broken down but rather may be quoted as lump sums. When considering costs, it is always worthwhile to 'triangulate' – in other words to build up costs in more than one way.

### *Project budget*

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Direct construction costs are only one of the project costs. Others include:

- ❖ Indirect construction costs.
- ❖ Community participation/ capacity building costs.

The **contribution** of each partner must be specified. For instance: the community may contribute material, city council contributes supervisory staff and transport facilities, etc.

Group	A	B	C	D	E	Date:
<i>(indicate as appropriate)</i>						
<b>Labour-based technology/employment creation</b>						
Employment required				Supervisory arrangements:		
1 Unskilled (No and describe):						
2 Skilled (No and describe):						
3 Long term (Training, ..)						
Tools and equipment required:				Construction material required:		
<b>Direct costs</b>		<i>Calculation</i>			<i>Cost</i>	
Labour <i>(incl. site supervision)</i>						
Material						
Tools/Equipment						
Transport						
<i>Sub-total</i>						
Maintenance fund: 10%						
<i>Total direct costs</i>						
Contribution of partners						

## Objective

The aim is to identify the most appropriate role of each partner in construction and to assess the capacity building that is required to perform that role. It should be possible to apply community contracting on a large-scale, with a fair distribution of risks.

## Activities

**Contract arrangements for each intervention:** For some interventions community contracting may be appropriate, for others it may not. The choice depends on the capacity and willingness of all partners. Arrangements may be:

- ❖ no contracting, but force account;
- ❖ private contracting;
- ❖ labour only community contracting;
- ❖ labour and material;
- ❖ full community contracting.

**Role of each partner:** define the client, contractor, consultant and donor and identify the capacity building required of each partner to play their role. Indicate the key role of each partner. For instance, who will select labour? Who will own tools and equipment? Capacity building includes the need for by-laws and changes in regulations. Bear in mind that contracts for household level facilities may involve households as direct parties to the contract.

**Advance payment:** community contractors are likely to require advance payment. But the higher the amount, the more risks are taken by the client.

**Risks taken by contractor:** Do community contractors need a bank guarantee? Who is responsible for the retention period? Who pays the costs of errors?

**Labour:** Often the community contributes unpaid labour. However, this puts the burden on those with time to contribute. Other options can be considered.

**Community contributions:** How will community contributions be collected? By whom? Before, during or after construction?

Group	A	B	C	D	E	Date:
	<i>(indicate as appropriate)</i>					
<i>Intervention</i>				<i>Kind of contract that is appropriate</i>		
1.						
2.						
3.						
<b>Role of each partner</b>						
<i>Partner and its roles</i>				<i>Capacity building/regulations required</i>		
1. Client						
2. Contractor						
3. Supervisor						
4. Funder						
Illustration of the links between partners						
<b>Risks</b>				<b>Contributions</b>		
Advance payment: ..... %				Labour: paid / unpaid / or food for work		
Risk taken by community contractor:				Method of community contributions:		

## Objective

Ongoing operation and maintenance determines the sustainability of the created assets. Before any construction takes place, operation and maintenance arrangements should thus be outlined and agreed upon.

## Activities

**Define maintenance and operation activities:** Maintenance can be routine, periodic or emergency repairs. Routine maintenance and operation tend to be underestimated, but they largely determine the life cycle and usefulness of the created assets. They are technically simple. The difficulty lies in their recurrent and long-term nature, which requires stable organisations and recurrent funding. Periodic maintenance and emergency repairs can be technically more complex and more expensive.

**Actors:** Clear maintenance responsibilities are essential. It is even more important to be realistic: if funding is not secured in the long term, maintenance and operation will collapse sooner rather than later.

**Ownership:** Unclear ownership is a potential cause of poor maintenance. Without title deeds, for example, residents may be less inclined to maintain assets in 'their' settlement.

**Resources:** As far as possible, maintenance and operation should take place with local resources. Expensive repairs are unlikely to be funded locally, since CBO's have the tendency not to save funds. What specialised skills are required?

**Funding:** Recurrent funding is the key to success. In addition, new investments are required at the end of the life cycle of the infrastructure.

**Capacity:** Capacity may be available at the end of the project, but good staff has the tendency to be transferred. What capacity is needed, and how can it be maintained at the required level within all partners?

Group	A	B	C	D	E	Date:
	<i>(indicate as appropriate)</i>					
	<i>Routine maintenance</i>		<i>Periodic and emergency repair</i>		<i>Operation</i>	
<b>Key activities</b>	1.	2.	3.	1.	2.	3.
<b>Actors</b>						
Funding agency						
Client						
Contractor						
Supervisor						
Specialised input						
<b>Ownership</b>						
<b>Resources</b>						
<i>Available</i>			<i>Required</i>			
<b>Funding</b>						
Rough annual cost-estimate: ..... Labour: <i>paid / unpaid</i>						
Source of recurrent funding:						
<b>Capacity building required</b>						
<i>CBO</i>			<i>Other stakeholders</i>			

## Objective

Management tasks have already been considered in partnership arrangements, community contracting and maintenance. However, issues dealing with ownership, control, capacity building and replication need to be refined.

## Activities

**Project team:** Proper selection of project staff can result in an efficient project. Preference should be given to local organisations and staff, to promote sustainability and local capacity building.

**Ownership:** Organisations must be willing and able to manage the project. The community must trust the organisation housing the project. Management functions should be incorporated into sustainable organisational structures when possible. Do not overburden key individuals to the extent that they cannot carry out the tasks expected of them. (Community members may have other jobs and need to earn a living).

**Control:** Transparency is crucial for sustainability and replicability. Reliable information must be provided to all stakeholders, in particular the community.

**Capacity building:** All steps require capacity building. This section thus integrates all recommendations on this issue. A key constraint is that good staff tends to be transferred.

**Replication:** Replication is promoted through the development of policies, laws and procedures. The key question however is where the project should be housed. This depends on the objective of the project. The project may be based in the organisation that should replicate the approach – normally central or local government. In that case, success may best be obtained if project management is integrated within the line ministries, which will not always be possible. Alternatively, the project may be based within the community, if capacity building of the community is the main objective.

Group	A	B	C	D	E	Date:
	<i>(indicate as appropriate)</i>					
<b>Project team</b>	1.		2.		3.	
					4.	
<b>Ownership</b>	<i>Construction</i>			<i>Operation &amp; maintenance</i>		
Who houses the project?						
Who owns tools?						
Who selects labour?						
Who manages/audits CBO finance?						
Who manages/audits project finance?				Not relevant		
<b>Control</b>	<i>At site level</i>			<i>At project level</i>		
Who budgets?						
Who reports?						
Who monitors?						
Who controls quality?						
<b>Capacity Building: Training</b>						
<i>Target group</i>				<i>Training topics</i>		
Institutional development, laws and procedures						
<b>Strategies for replication</b>						

## Objective

Outline a project document integrating the work of all groups so far. Project documents are used to convince policy makers and donor agencies of the proposal and to guide implementers.

## Complete the project document

Most if not all information has already been prepared, but it needs to be integrated into one document. The following simplified version of the UNDP format can be used:

1. Context
  - 1.1 Description of the sub-sector (data from step 1)
  - 1.2 Country strategy (step 1)
  - 1.3 Prior and ongoing activities
  - 1.4 Institutional framework for the sub-sector
2. Justification
  - 2.1 Problems to be addressed (step 2)
  - 2.2 End of project situation (step 2)
  - 2.3 Target beneficiaries (step 1, 2 and 4)
3. Strategy (step 3, 4, 5, 6)
4. Institutional arrangements (step 8 and 10)
5. Objectives, outputs and activities (do not complete yet)
6. Sustainability (step 9)
7. Inputs (step 7)
8. Assumptions and risks

## Logical framework

The content of a logical framework is:

- ❖ **Development objective (goal):** Aim that the project is meant to contribute to in the long run, but can not be achieved by the project alone. It should be more specific than 'poverty alleviation' and in line with international, national and local policies.
- ❖ **Immediate objective (purpose):** Expected situation at the end of the project. A project may have more than one objective, but not too many. Objectives should be SMART (Straightforward, Manageable, Attainable, Relevant and Time-related). They should reflect institutional, socio economic and physical objectives, for instance: capacity building; employment creation and infrastructure provision.

- ❖ **Outputs:** Results that can be guaranteed by the project as a consequence of its activities.
- ❖ **Activities:** Necessary actions to meet the outputs in a specific period of time.
- ❖ **Assumptions:** Situations, events or decisions necessary for the project success, but which are largely or completely beyond the control of the project management. For instance, in case of a civil war the project objectives will probably not be met.
- ❖ **Indicators:** Performance standards to be reached in order to achieve the objective. Indicators thus check whether activities result in outputs and objectives. This is essential for monitoring and evaluating a project.

## Sample log frame

<b>Development objective</b>	<b>Indicators</b>	<b>Assumptions</b>
Lusaka City Council (LCC) able to upgrade low-income settlements, using CMLB approaches.	Number of low-income settlements upgraded No of CBOs supported	Planners and engineers remain working for LCC.
<b>Immediate objectives</b> At the end of the project, engineers and planners will be able to apply community-managed and labour-based approaches in upgrading of low-income settlements.	80% of engineers and planners of city council attend course. 80% of participants evaluate course positively.	Engineers, planners and their bosses interested in course.
<b>Outputs</b> 1. Training material available and distributed to participants 2. Town planners and engineers attend a course 3. Follow-up support given to engineers and planners	Engineers and planners use training material. .....	
<b>Activities</b> 1.1 Assess available training material 1.2 Develop new material 2.1 Market the course Etc.		

### **Objective**

This document is a record of the specific targets that you set yourself. The aim is to maximise the benefit of the course to yourself and others. When setting targets, be realistic. It is better to set modest targets and exceed them than to aim too high and be discouraged.

### **Activities**

Complete the attached form (three pages). With your consent, the form will be copied by the hosts to allow a follow-up after 6 months. You may also copy the form to your superiors and colleagues as an illustration of activities you would like to undertake.

*This document is a record of the specific targets that you set yourself. The aim is to maximise the benefit of the course to yourself and others. When setting targets, be realistic.*

## 1. Consolidation and personal study

During the course you have received a wealth of information. How do you intend to use this material?

<b>Material</b> <i>(specific handouts / books)</i>	<b>TARGET 1: Proposed actions</b> <i>(Read, study, make personal notes, etc)</i>	<b>By</b> <i>(Date)</i>
a)		
b)		
c)		
d)		
e)		

## 2. Passing on to others what you have learned.

Identify key lessons learned, which can benefit others in your place of work. How do you intend to ensure this to be achieved?

<b>Content</b> <i>(specific aspect of course)</i>	<b>TARGET 2: Proposed actions</b> <i>(Lecture, train, discuss, prepare worked examples, etc)</i>	<b>By</b> <i>(Date)</i>
a)		
b)		
c)		
d)		
e)		

### 3. Impact of the course on your own work

This course will have been of no value if it does not result in changed behaviour. Indicate below how, if at all, you believe the course has equipped you to work more effectively. This might be expressed in terms of new knowledge, skills, or attitudes. Only fill in the boxes where you can clearly identify specific ways in which you now feel better equipped.

<b>TARGET 3</b>	<b>Changed actions and opinions</b>
<b>Module 2:</b> Life in a low income settlement	
<b>Module 3:</b> Partnerships	
<b>Module 4:</b> Participation	
<b>Module 5:</b> Intractable problems	
<b>Module 6:</b> Labour based technology	
<b>Module 7:</b> Cost estimating	
<b>Module 8:</b> Contract administration	
<b>Module 9:</b> Maintenance	
<b>Module 10:</b> Management	

## 4. Specific initiative you intend to take in your place of work

This course may have encouraged you to take the initiative in the way you and your colleagues identify, prepare or implement initiatives. Describe below one such situation, where you believe you can realistically make a difference.

### TARGET 4

When will it be possible to assess the impact of your proposals?

Date: .....

## 5. Specific initiative you intend to take outside your place of work

In the same way as in section 5 above, it may be that you will have opportunities to exert influence beyond your immediate place of work, possibly through committees on which you serve, or other organisations in which you play an active role. If this is the case, indicate what you intend to achieve through this means.

### TARGET 5

When will it be possible to assess the impact of your proposals?

Date: .....

Signature: sign here to endorse this Action Plan

..... Date: .....

## 6. Impact assessment

The impact of this course will be measured after six months. At that time you will be asked to respond to a brief questionnaire and to report on whether or not you have achieved the targets set in your action plan. Please ensure that ILO/ASIST is informed of any change in your contact details.





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