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EIIP SSTC

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TECHNICAL BRIEF

Thematic Area 3: EIIP Recovery and Reconstruction Works – Implementation and Capacity Building Arrangements

Key points

- ▶ **Local Resource-Based (LRB) approaches integrate environmental, social and economic factors** into infrastructure projects, prioritizing local resources to reduce costs and increase community ownership. This fosters immediate recovery and long-term resilience, strengthening local capacity for infrastructure management.
- ▶ **LRB approaches build resilience** by combining local resources, job creation, inclusivity, training and financing to develop sustainable infrastructure, fostering climate adaptation, local economic growth and social equity.
- ▶ **A key benefit is job creation and skills development** through locally available resources, with tailored training programmes ensuring both project success and long-term sustainability.
- ▶ **Social inclusivity ensures marginalised groups**, like women, youth, and refugees, benefit equitably, promoting social cohesion and reducing inequalities for more effective and sustainable interventions.
- ▶ **Comprehensive planning**, including resource assessments and stakeholder engagement, ensures that LRB programmes are aligned with local needs, addressing challenges and ensuring long-term success.
- ▶ **Appropriate procurement and contract management** are key to enabling local contractors and communities in LRB projects. Simplified bidding methods at the start support emerging entrepreneurs, who can later transition to competitive bidding as they gain experience.
- ▶ **Capacity building** through tailored training equips all stakeholders with the knowledge and skills to manage and implement LRB programmes, fostering local leadership and sustainable infrastructure development.
- ▶ **Challenges such as resource constraints and capacity gaps** hinder LRB effectiveness, requiring strategies that integrate local resources, knowledge, modern techniques and robust planning to ensure sustainability and inclusivity.



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Coordinated Crisis Response and Sustainability Recovery: Leveraging Local Resources, Inclusive Approaches and Capacity Building for Climate Resilience

This technical brief emphasizes the importance of a coordinated and inclusive response during and after crises, highlighting the need for appropriate strategies, technical solutions, social- and environmental safeguards.

The EIIP's main sectors of infrastructure works

- ▶ Rural roads
- ▶ Irrigation
- ▶ Flood and erosion control
- ▶ Fishponds
- ▶ Water conservation and water harvesting
- ▶ Drinking water supply
- ▶ Health centers
- ▶ Primary schools and community centers
- ▶ Community forestry and horticulture
- ▶ Land development for agriculture
- ▶ Livestock shelters
- ▶ Rural sanitation
- ▶ Waste treating facilities

It underscores the significance of robust institutional frameworks and effective management to mobilize resources, engage stakeholders and ensure sustainable recovery efforts. The ILO's EIIP is featured as a model for fostering recovery, development and resilience through inclusive, employment-driven strategies and local resource-based approaches. Key themes include climate-change adaptation in construction, inclusive approaches with safeguards, effective procurement management, capacity building in the construction sector, and financing opportunities for climate adaptation and green projects.

Local Resource-Based Approaches and Climate-Change Adaptation in Construction



Houseowners and skilled carpenters erecting a traditional house on Nias Island, Indonesia. 05/2010, © Andreas Beusch/ILO



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Key Benefits

Cost Reduction and Environmental Sustainability: LRB approaches reduce costs by using locally sourced materials, minimising transportation impacts and lowering carbon footprints. Materials like stone, sand and timber are often better suited to local conditions, enhancing infrastructure durability.

Job Creation and Community Empowerment: LRB projects create both skilled and unskilled job opportunities, promote skills development and boost the local economy, particularly benefiting marginalised groups, including women.

Inclusivity and Gender Sensitivity: LRB approaches empower local communities, especially women and marginalised groups, by offering roles in construction projects, with gender-sensitive strategies essential for ensuring equitable participation.

Building Resilient Infrastructure: Local knowledge of environmental risks enables communities to use building techniques that are more resilient to hazards, such as bamboo in earthquake-prone areas or elevated platforms in flood zones.

Limitations of Cash-for-Work (CfW) Programmes: While CfW programmes offer short-term employment, they lack the long-term resilience and capacity-building benefits that LRB approaches provide for sustainable recovery and development.

Climate-Resilient and Job-Creating Design Standards

Climate-Resilient Design: Climate-resilient standards ensure infrastructure can withstand and adapt to climate-related risks, including floods, heatwaves and rising sea levels. These standards incorporate:

- **Local durable materials** like stone, bamboo, and timber, when harvested sustainably, are adaptable to extreme conditions and have a low environmental impact.
- **Effective water management systems**, (e.g., advanced drainage, flood barriers, and rainwater harvesting), and energy-efficient solutions, (e.g., solar panels, green infrastructure), ensure that infrastructure can cope with climate variability.

Job-Creating Approach: Climate-resilient projects generate long-term employment opportunities:

- **Construction and Maintenance Jobs:** Local labour is required for sourcing materials, building, and maintaining infrastructure.
- **Skills Development:** Projects promote the use of green technologies and sustainable practices, equipping workers with skills for careers in eco-construction, disaster management, and renewable energy sectors.
- **Support for SMEs:** Local businesses, especially SMEs, benefit from these projects by securing government contracts for construction, maintenance, and green technology services, fostering local economic growth.

Inclusive Approaches

The ILO's EIIP approach to environmental and social safeguards is comprehensive, incorporating labour rights, fair wages, safe working conditions and inclusivity alongside traditional environmental and social concerns. This holistic approach promotes sustainable, socially responsible and resilient construction practices, ensuring protection for the environment, communities and workers.

Inclusive Employment Strategies focus on engaging all community members in decision-making and recovery efforts, ensuring that diverse groups can contribute and benefit. Key strategies include participatory planning, capacity building, and equitable resource distribution, all while promoting cultural sensitivity and multi-stakeholder partnerships. These strategies enhance community cohesion, improve outcomes, foster greater resilience, and ensure social equity, particularly for vulnerable groups.



ILO EIIP addresses inclusion and environmental and social safeguards in Jordan, © ILO EIIP



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Inclusion and enforcement of environmental and social safeguards focus on protecting both the environment and local communities during project implementation. Environmental safeguards, such as Environmental Impact Assessments (EIAs), pollution controls and habitat protection, ensure minimal harm to ecosystems, while social safeguards prioritise community engagement, the protection of cultural heritage and fair labour practices, such as local hiring and skills development. These measures ensure projects are sustainable, equitable and beneficial to all stakeholders.

Decent Work and Occupational Safety and Health (OSH) in construction focus on fair wages, safe work environment and inclusive practices. Key standards include fair wages, mandatory PPE, gender equality and disability inclusion, alongside continuous training and health monitoring.

Institutional and Management Arrangements for Effective Procurement

Implementing green procurement policies and LRB approaches faces challenges like financial constraints and capacity issues, requiring strategies such as stakeholder engagement, capacity building and robust monitoring. Green procurement, with a focus on local sourcing and inclusivity, reduces environmental impact and boosts local economies. Transparency, accountability and ongoing evaluation ensure alignment with sustainability goals, while effective institutional arrangements integrate these approaches for long-term development and environmental protection.

Institutional capacity building is essential for effective procurement in reconstruction projects, ensuring institutions can plan, implement and evaluate policies, manage resources and engage stakeholders. Ongoing training and resource provision in areas like project management, procurement and sustainability enable institutions to address challenges and integrate environmental and social considerations into their operations.



LRB Training of Government Engineers and Contractors. Irbid, Jordan. 10/2018 © Andreas Beusch/ILO

Effective management arrangements are crucial for successful project implementation, requiring clear organisational structures with defined roles and responsibilities to ensure accountability. Risk management strategies, such as identifying potential labour disputes and environmental risks, should be established early and continuously monitored to protect workers, communities and ecosystems. Active stakeholder engagement and transparent communication foster trust, ensuring the needs of all parties are addressed. Robust data management and performance monitoring systems are essential for ensuring compliance with procurement standards, tracking progress and making necessary adjustments to meet sustainability goals.

Procurement for sustainable recovery focuses on environmental responsibility by prioritizing sustainable materials and energy-efficient technologies, alongside local sourcing to reduce carbon footprints. It emphasizes inclusivity by supporting marginalised groups, such as women-owned businesses and local enterprises, for economic equity. Transparency and accountability are ensured through open bidding, audits and conflict-of-interest policies, while monitoring and evaluation mechanisms, including impact assessments and feedback loops, help track progress and align with sustainability goals.

Effective procurement requires strong institutional and management arrangements across all project phases:

- In the **planning phase**, procurement should prioritize locally sourced materials and community consultations, ensuring social, environmental and labour standards are met.



- During **implementation**, LRB approaches should continue supporting local labour and traditional materials while engaging local contractors and suppliers.
- In the **evaluation phase**, quality of the works, financial outcomes, and the social and environmental impacts should be assessed, with indicators focusing on local procurement effectiveness, capacity building, socioeconomic impacts and sustainability.

Capacity Building and Skills Development in the Construction Sector

Successful capacity building in the construction sector relies on collaboration between government agencies, training authorities and providers, employers' organizations, NGOs and others to ensure sustainable knowledge and skills development. Each institution plays a distinct role, with governments offering policies and support, training authorities setting standards, employers coordinating HR development, training institutions providing education and skills development, and NGOs bridging gaps between communities and training programmes.

Training by Scope of Work - Key Competencies and Skill Requirements

The scope of work depends on involvement, project phases, and implementation arrangements. LRB practitioners typically fill these roles:

- ▶ Planning Engineers and Managers at ministry headquarters or local agencies handle project appraisal, planning, and monitoring.
- ▶ Work Design and Supervision Engineers/Technicians from ministries, local governments, or consultants manage project design, contract preparation, and supervision.
- ▶ Contractors (including managing directors, engineers, technicians, and site supervisors) are responsible for on-site LRB contract implementation.

Capacity Building for Public Officials and Engineering Consultants:

Training crucial for effectively managing Local Resource-Based infrastructure projects, covering areas like decision-making, stakeholder engagement, appropriate design, LRB work methods, costing, contract management, environmental and social sustainability and labour regulations. Key training topics include balancing technical, social, and environmental factors, using local materials, ensuring fair labour practices, and promoting social inclusion. A comprehensive training programme should be tailored to specific competencies, involving job profiling, needs assessments, curricula development and certification from recognised institutions. This ensures that officials and consultants can successfully manage the complexities of LRB projects.



Skill training for stone pavers and adobe brick masons. Erbil, Iraq. 2022. © Bashar Elsamarneh/ILO

Capacity Building for Contractors: Local contractors play a crucial role in the success of LRB projects, but many face challenges such as limited resources and lack of formal training. Targeted training is needed to help contractors understand and use contract documents, pricing, labour management, quality control and safeguard implementation. Supervisory staff also require training to organise and manage all site activities, instruct and supervise the workers, enforce safety and engage with clients. Training programmes should be linked to ongoing projects, address the challenges faced by small scale contractors, and include clear roles, competencies and recognition to ensure effective learning and on-site application.



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Practical training on environmental and social safeguards in Jordan, since 2012. @ILO EIIP

Training Providers: The most sustainable approach to training for LRB projects involves collaborating with existing institutions, like TVET providers, to enhance their capacity and integrate LRB-specific training into existing education systems. Key areas of focus include assessing the strengths of national education systems and ensuring they can deliver relevant training, as well as integrating LRB topics into curricula for formal recognition and effective delivery.

Training Recognition and Certification: Accrediting training programmes and incorporating LRB methods into existing National Qualification Frameworks (NQF) will ensure formal recognition of LRB practitioners and contractors and their skills within the industry. Integrating LRB topics into established curricula and training trainers to deliver specialized content will further enhance the recognition and effectiveness of LRB training.

Integrated Skills Development and Employability: Skills development in construction should focus not only on project-based employment but also on creating long-term career opportunities, particularly in infrastructure maintenance, due to the temporary nature of construction work. LRB projects offer employment to marginalised groups, such as young people, subsistence farmers, and refugees, ensuring fair wages, job security and opportunities for skill development. Public works programmes provide a platform for developing both skilled and semi-skilled workers, especially in construction, maintenance and supply activities. A thorough skills

analysis should assess local needs, identify skill gaps and evaluate the potential for these skills to contribute to long-term employment or entrepreneurship, ensuring that workers are prepared for sustainable, ongoing work in the sector.

Financing Opportunities for Climate Change Adaptation and Green Works

Sources of Green Financing: Green financing supports environmental sustainability and climate resilience through mechanisms like international climate funds, green bonds and public-private partnerships (PPPs). Governments and private investors collaborate in PPPs to fund projects such as renewable energy and waste-to-energy systems, while grants, carbon offset funds and subsidies support early-stage and innovative green initiatives.

Incentives for Private Investment: Governments can incentivise private investment in climate-resilient infrastructure through tax incentives, green bonds and loan guarantees. Policies such as carbon pricing, performance-based incentives, green procurement and research and development support encourage businesses to invest in sustainable infrastructure, aligning financial goals with environmental objectives.

Financing Mechanisms for Climate Adaptation: Key mechanisms for funding climate adaptation include resilience bonds, impact investing, blended finance and climate adaptation funds, all designed to align financial returns with climate resilience outcomes. Pay-for-performance schemes and climate insurance products further incentivise private sector investment by linking financial rewards to measurable climate outcomes and offering financial security against risks.

Cost-Benefit Analysis: Low-carbon, climate-resilient infrastructure projects offer economic, environmental and social benefits, including job creation, reduced energy costs and improved public health. They attract investment by providing long-term returns and align with strong environmental, social and governance criteria. These projects also mitigate risks from climate change, reducing future costs and ensuring essential services, making the cost of inaction higher



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