



TIM Works



Australian Government
AusAID



**TIM Works - Investment Budget Execution Support for
Rural Infrastructure Development and Employment Generation**



**TIM Works Project brief
August 2010**

TIM-Works (Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation), October 2008 to June 2011, is a Project which addresses the enormous twin challenges of *job creation* and the need for *infrastructure improvement* in Timor-Leste, by aiming to institutionalise labour-based technology within regular public works programmes. The capital component, capacity building and technical assistance receive external funding from the European Commission, the Governments of Norway and Ireland and AusAID whilst the Government of Timor-Leste provides funding for the labour cost component of the Project.



Labour-based technology (LBT) optimises the use of productive labour and complements the use of labour with essential equipment necessary to meet the specified technical and engineering standards.

Objectives and Outputs

The overall objective of the Project is to contribute to employment generation, poverty reduction, economic growth and peace building through the rehabilitation, construction and maintenance of rural infrastructure using LBT. The Project aims to improve 300 km of rural roads and provide routine maintenance on 1,800 km of roads. This should generate over 1.2 million person days of work, reaching some 26,000 beneficiaries of which 30% will be women. The project will also raise the capacity of the government and the private contracting sector to improve and manage the road network using appropriate sustainable labour-based techniques and procedures.

Organisation and project management

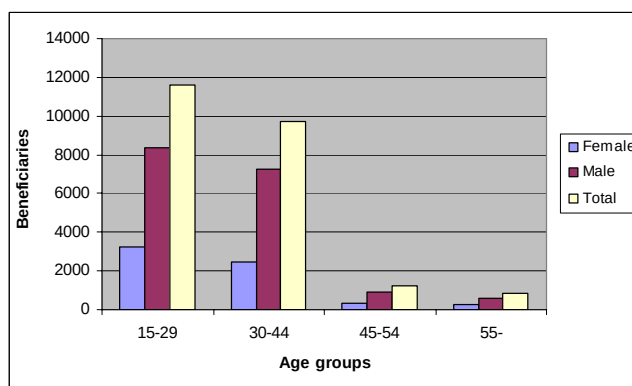
The Project is executed and implemented by the ILO with the National Directorate of Employment of

SEFOPE (Secretariat of State for Vocational Training and Employment) as the key government counterpart institution. A special Short Term Employment Department has been created within SEFOPE, which comprise a Central Team District Technical Teams which coordinates labour-based works activities at district level.

The Central Team comprises the Chief of Short Term Employment Department, International Project Coordinator, National Finance and Administration Officer, Procurement Officer, and two Central Operations Officers. Each District Technical Team comprise of two National Engineers, One Maintenance Supervisor, one Operations Officer and two Field Officers. In addition Three International Engineers are providing support to District Technical Teams. The District Technical Teams work closely with the District Administration, Public Works and community leaders in each district to identify priorities projects.

Recruitment and employment creation

Registration of workers is done in close consultation with the local authorities and local leaders to ensure target beneficiaries are reached. Workers on the project register on the specially developed registration forms which capture personal data, education and work history. All projects maintain a muster roll where daily attendance is recorded. Payment is done only for actual number of days worked (\$3/day for unskilled workers). All this information is entered into the Project database where it is possible to monitor and review who is participating in the works and that targets are achieved. To date the Project has generated over 700,000 worker days for 23,000 beneficiaries, injecting over \$2 million into rural communities.



The Project is achieving 30% women participation and more than 50% youth participation

Rehabilitation sites employ on average 100-200 workers with a labour cost component of around 40% whereas each maintenance contract employs around 20 workers with a labour cost component of 90%.

All the works in TIM-Works is output based. Task rates for various activities are based on previous experience from Timor-Leste and elsewhere. As an example, one worker is expected to complete excavation of 1.2m³ of soil per day. Tasks are measured and set out by the site supervisors. Tasks are monitored during the Project and adjusted if necessary so that they are fair. Workers normally complete one task a day, which equals one days pay.

Rural road rehabilitation

The project rehabilitates rural roads to gravel surface standard with a carriageway of 3.5 m, installs side drains and new cross drainage structures where necessary. Rehabilitation implies following an existing road alignment, however in many cases because lack of maintenance, the works is similar to new construction.



Roads for rehabilitation and maintenance are identified through a comprehensive and consultative process, which take into consideration priorities by the local authorities, labour and materials availability, connectivity aspects and access to social and economic amenities such as markets, schools and clinics.

Road maintenance

The Project engage community contractors who carry out maintenance works based on simplified contracts and who are paid on the basis of measured completed works. The contracts cover the costs of their labour

inputs only, with tools and materials provided separately.

Selection of contractors is done based on community consultation, the work quantities based actual assessment and monthly outputs on established standard task rates. These community contractors are allocated work on road sections of 5 to 15 km located in the vicinity of their villages.



Capacity building

Whilst the most important capacity building is taking place every day through on the job training the more structured training is also very important. All Project staff has received formal training on organising and managing labour-based works and on gender and socialisation aspects.

One key component of TIM-works is to build capacity in private sector to undertake rural road rehabilitation and maintenance works. In terms of training for rehabilitation works, interested companies register with the Project and following a comprehensive screening process some are selected to participate in training provided by the programme. Contractors for maintenance are mainly trained on the job by the Maintenance Supervisor.

The main objective of the training is to provide the knowledge of labour-based technology, the task based approach to implementation, supervision, management and quality control.

Contractor training for rehabilitation works

A seven week training for contractors in labour-based rural road rehabilitation was undertaken May to July 2009. Nine companies participated in the training which

comprised both class room training and practical field training. Each contractor had to enrol three supervisors, one engineer and the company owner for the training. All nine companies were afforded a chance to carry out trial contracts, and have successfully completed these. A second batch of contractors underwent their classroom training February to April 2010 and are now preparing to undertake trial contracts. All contractors who have successfully gone through the full circle of training and trial contracts will be given a certificate and will be eligible to bid for works which will be contracted out under TIM-Works project.



Practical training, calculating quantities

Procedures and materials development

An important aspect of the Project is to develop guidelines and procedures which can be institutionalised and used in future programmes. The project has so far developed:

- ✓ Technical Manual for rural road rehabilitation
- ✓ Training Materials for rural road rehabilitation
- ✓ Guidelines for routine maintenance and contracting procedures
- ✓ Bidding documents for rural road rehabilitation works

Impact

The preliminary results from post impact assessment carried out on some of the completed Project sites indicate that the Project reaches the target beneficiaries, ie the poorest households. It also indicates that most households have at least one person participating in the Project. However, in locations with bigger population, work opportunities were rotated to provide more people the opportunity to participate, and this also meant that each individual receive less income.

Most participants use the money to buy food, but some have also started a small business like setting up a kiosk in the community.



New kiosk in Metagou (Liquica) following the Project

The improved road provides better access to facilities and services and in several sites there is now evidence of public transport and vendors servicing the rural communities. Several people in the communities bring in construction materials to improve their houses. Another notable impact is that the roads now facilitate access to other development programmes, as it is easier to bring in goods and materials in big quantities.



Aquiles in Ossorooa (Viqueque) said: *"Hau mos serbisu iha projetu ne'e no osan manan ne'e mak rai hodi sosa kalen taka uma ne'e."* which translated means *"I worked in this Project and with the money I received I could buy zink sheets to build my house"*

Financial contribution

Norway US\$ 2,499,453

European Commission US\$ 2,022,403

Ireland US\$ 1,230,211

AusAID US\$ 1,887,583

Government of Timor Leste (labour wages) \$ 2,392,800

"Labour-based approach"

Employment generation

- Rehabilitation 30-50% of investment cost
- Maintenance 70-90% of investment cost
- 2-5 times more employment than conventional methods

Quality infrastructure

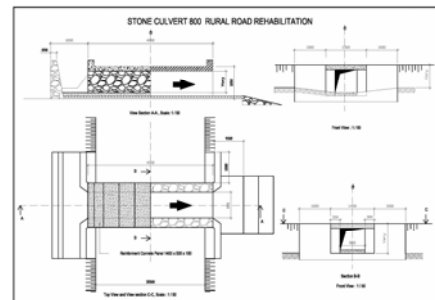
- Design and technical specifications
- Well organised work site
- Output based
- Light equipment where necessary
- Cost effective (generally 10-30% less costly than conventional methods)



Proper identification and prioritization



Planning of construction activities



Design drawings



Appropriate equipment to achieve quality and cost effectiveness

Some Project Photos



Fahilebo, Liquica Before rehabilitation



During rehabilitation



Taci Tolu, Dili before rehabilitation



During rehabilitation



Bedquira, Metinaro before rehabilitation



After rehabilitation



Ossurua, Viqueque during construction



After construction