



TIM-Works Project

Investment Budget Execution Support for Rural Infrastructure Development and
Employment Generation

Inception Report

October 2008

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Abbreviations

DEC	District Employment Centres
EU	European Union
FIDIC	Federation Internationale des Ingenieurs Conseils
GoTL	Government of Timor-Leste
ILO	International Labour Organization
LB	Labour Based methods for construction
MDG	Millennium Development Goals
MOI	Ministry of Infrastructures
SEFOPE	Secretariat of State for Vocational Training and Employment
SIMU	Labour Market Information System
TIM-Works	Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation (TIM-Works)
WB	World Bank

Summary Information TIM-Works

Title:	Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation (TIM-Works)
Code:	TIM/08/M01/MUL
Keywords:	Employment creation, labour-based infrastructure works, skills development, maintenance, rural infrastructure development, capacity building, contractor training, institutional development, technical education.
Timeframe:	July 2008 – June 2010
Budget:	Total: USD 8,304,670 Donor Contribution: Confirmed: USD 2,499,453 (TIM/08/M50/NOR) Pledged: US\$ 3,412,387 Government of Timor-Leste contribution: US\$ 2,392,800 (Labour Costs)
Implementing Agency:	International Labour Organization in partnership with the Secretary of State for Vocational Training and Employment and in collaboration with the Ministry of Infrastructure.
Support Sectors	Transport, rural development, employment, education & training, peace and reconciliation.

1 Introduction and background

1.1 Project Context

The Government of Timor-Leste and the ILO have implemented a series of rural infrastructure works programmes in Timor-Leste using labour-based work methods as a means of providing jobs to unemployed people in the country. Works activities have consisted of public works schemes, using labour-intensive work methods thus generating employment to the jobless as a means of contributing to the governments efforts to provide the disenfranchised with cash income and thereby reduce the incidences of civil unrest.

The past programmes have mainly focused on employment creation as a mitigating measure to reduce and avoid civil unrest in the country. The new rural development programmes are now attempting to give more emphasis on asset creation and building up a sustainable implementation capacity within public and private sectors.

Equipment-based (EB) technology The equipment-based (EB) technology is what is known as a “conventional” construction technology in developed countries where there is usually relatively high labour costs (\$100+ per day) and competitive costs associated with the purchase and use of construction equipment **and** where such equipment is usually easily able to be maintained and repaired. EB technology maximises the use of equipment while at the same time minimises the involvement of labour due to its high cost.

Labour-based, (equipment – supported) (LB) technology: Labour-based technology in rural infrastructure works optimises the use of productive labour and complements the use of labour with essential equipment necessary to meet the specified technical and engineering standards. LB methods result in at least 5 times the number of jobs being directly created, in say rural roads and irrigation works, as would be the case using conventional equipment based technology, where the use of equipment is optimised and the use of labour is intentionally minimised (as labour costs of \$100+ per day make labour relatively expensive in underdeveloped and developing countries). LB technology is therefore socio-economically ideal for use in countries where there is relatively low costs of labour and high levels of available unemployed or under-employed labour.

Labour-intensive (LI) technology: LI technology contrasts with LB in that no equipment is usually involved and the operations usually involve labour and hand tools only. Clearly this is a very limited technology but suitable for Cash for Work schemes where no technical inputs are usually available. It is **not** suitable for road construction other than for selected activities such as excavation works for drainage and loading and spreading of topsoil or aggregate by hand.

1.2 TIM-Works background

During consultation in May 2008, a Project proposal for a new rural road works programme using **Labour-based, (equipment-supported) (LB) technology** was prepared with funding sourced from Irish Aid, the Norwegian Government and the European Union.

The Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation (TIM-Works), with a duration of 18 months, will contribute to employment generation, poverty reduction, economic growth and peace building through the rehabilitation, construction and maintenance of rural infrastructure using labour-based (equipment supported) work methods.

The Project reflects the Government of Timor-Leste (GoTL) Development Strategy and will contribute to the achievement of the Millennium Development Goals (MDGs), by specifically addressing the following key challenges for poverty reduction in Timor-Leste:

- Providing sustainable and productive employment opportunities for a rapidly growing labour force;
- Improving poor access to social services and markets;
- Private sector development support;
- Improving and maintaining rural infrastructure; and
- Human resource development and institutional strengthening.

The Project forms part of an overall strategy which links to and evolves from recent Cash for Work programmes, which has provided temporary employment, to more sustainable employment in the infrastructure sector in which major GoTL investment is now being planned and which can result in significant additional jobs provided that a more labour-based approach is incorporated.

Recognizing the enormous twin challenges of job creation and need for infrastructure improvement, the Project aims to institutionalise labour-based technology and methodologies within the regular public works programmes. The rationale for this approach is that there is likely to continue a low labour cost situation in Timor-Leste and a demand for jobs which will keep LB methods viable well into the foreseeable future.

The Project will focus on work to develop national and local capacities to plan and programme road rehabilitation and maintenance using labour-based methods, review and optimise maintenance practices to intensify labour use, outsourcing implementation of works to local contractors and community groups. The Project will review, amend and introduce new procedures and techniques aiming at increasing the impact of rural infrastructure investments on poverty reduction, employment creation, crisis prevention, and community-level social stability. The Project will develop strategies and policy positions, procedures and guidelines for labour-based road maintenance and contracting, and advise, guide and support the government in these matters.

The Project is intended to act as an interim measure between the cash for works programme of last year and a larger WB coordinated Workfare programme starting next

year. WB expects to field a new mission in mid October or November during which they will continue the formulation of this programme. Originally the plan was to launch this programme in September this year. The Bank informed that the new Project effectiveness date has been set to second quarter of 2009.

The Norwegian Ministry of Foreign Affairs signed an agreement with the ILO in July 2008 for the funding of their contribution to TIM-Works. EU and Irish Aid have confirmed their support to this Project and are expected to sign similar funding agreements in the very near future. The various contributions from the donors and the government are as follows:

Agency/Country	USD
Norway	2,499,453
Irish Aid	984,245*
EU	2,428,142*
Government	2,392,800*
Total	8,304,640

*Pledged

The government has made available an allocation of USD 2.0 million to be spent on labour wages in employment intensive programmes in 2008. Some of this has been allocated to TIM-Works activities.

A Project launch meeting was arranged on 14 October 2008.

1.3 Geographical coverage

The TIM-Works interventions will serve to demonstrate the labour-based approach to road rehabilitation and maintenance albeit on a larger scale. It has therefore been decided to focus interventions to match available resources and at this stage not include all districts of Timor-Leste. The approach will however be expanded to all Districts when the larger Workfare programme is coming on stream. In discussions with SEFOPE the following seven districts have been identified for implementation of TIM-Works rehabilitation activities: Aileu, Baucau, Dili, Lautem, Liquica, Manatuto and Viqueque.

2 Project Objectives

The main emphasis of the Project will be to provide specific training and capacity building in order to scale up road maintenance and rehabilitation works. By applying labour-based works technology, the Project will achieve the desired employment generation.

The **Development Objective** is to contribute to economic development and poverty reduction whereas the Immediate Objective is the livelihood improvement and social

stability in rural communities through rural infrastructure development and employment generation

The following outputs are envisaged upon completion of the Project, and as a result of the contributions by the donors and the Government of Timor-Leste

Road Rehabilitation and Maintenance: 300 km rehabilitated/constructed, 36 km periodic maintenance and 1,500 km of routine road maintenance. In addition the civil works programme includes a limited provision for the rehabilitation of other public/community infrastructure identified by Project stakeholders at local level.

Employment Generation: 1,037,000 workdays generated providing short-term employment to 23,500 beneficiaries, at least 30% being women.

Capacity Building for Infrastructure Providers in the Private and Public Sectors: Capacity established within private and public sectors for the effective provision of rehabilitation and maintenance of national, district and rural roads and LB method training arrangement and materials, inclusive of appropriate technical standards, employment procedures, field manuals, planning procedures, contracting, community involvement, occupational safety and health, gender equality promotion, mitigation of negative social impacts, and HIV/AIDS.

Policy, Strategies, Guidelines, and Standards: Policies and regulations adopted and implemented for further scaling up labour-based work methods.

3 Project Management

3.1 Project Workplan

An overall workplan for implementation of the programme has been prepared as well as a more detailed 6 months workplan. They follow largely the activities as outlined in the logical framework of the Project document. These workplans are attached as Annex I.

3.2 Project procedures manual

With the objective of clarifying roles, procedures and responsibilities for the implementation of the Project, TIM-Works is developing a Project Procedures Manual to ensure an efficient, effective and transparent operation of the Project. The Procedures Manual primarily target is the Project staff, however it also represents a useful tool for public institutions, private institutions, like small contractors, NGOs, local communities associations and training providers, and etc.

3.3 Management information system

A computerized database that was previously developed has been modified to manage and monitor Project activities and provide impact data. Project staff responsible for data entry has received individual training in the operation of the system. A specific registration form has been developed to capture key information from each individual worker on the Project. All these tasks were conducted with the support of the Labour Market Information (LMI) Department of the SEFOPE and with the technical assistance of the LMI Project funded by the Irish Aid and implemented by the ILO in partnership with the Secretariat of State for Vocational Training and Employment.

3.4 Project structure

A structure within the Short Term Employment Department for implementation of the TIM-Works was drafted, discussed and agreed with Director of Employment Division. This structure includes a Central Team and District Technical Teams which will coordinate labour-based works activities at district level. This structure has been set up in seven Districts, namely; Aileu, Baucau, Dili, Lautem, Liquica, Manatuto and Viqueque.

The Central Team is responsible for management, support and coordination at all levels of implementation of the labour-based works, including technical and financial reporting on activities. The Central Team will approve of Projects and is responsible for timely and cost effective purchasing of all equipment, materials and services for the Projects and is responsible for managing the Project database. 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. All the national staffs were recruited under contracts with the Secretariat of State for Vocational Training and Employment.

Each District Technical Team comprise of a National Engineer, Operations Officer and two Field Officers. In addition Three International Engineers are providing support to District Technical Teams. The District Technical Teams works closely with the District Administration and community leaders in each district to identify priorities Projects. The District Technical Teams make the technical assessments for Project proposals. They will control tools and materials delivered to the districts and will facilitate all administration at district level. They will assist in recruitment and registration of workers and supervise the works undertaken.

To ensure sufficient implementation in house capacity before private contractors are fully onboard, SEFOPE is in the process of recruiting an additional seven National Engineers to manage specific rehabilitation Projects and Maintenance Overseers for the implementation of the maintenance strategy.

The District Technical Teams will also work with the District Employment Centres of the SEFOPE, which facilitate the contacts with local authorities (district and sub-district administrators, suco and aldeia chief). The DEC's support the Project staff in the

identification and selection of the beneficiaries that will participate in the different initiatives and assist the Project staff in the beneficiaries' registration process

District Technical Teams work closely with the Public Works Regional Engineers and District Supervisors. This will facilitate identification of priority works on the road networks and coordination with other ongoing or planned activities, including harmonisation of standards and procedures for labour-based work activities, harmonisation of contracting procedures and institutionalisation of certain more advanced labour based road rehabilitation and construction activities within the MOI

Project implementation will in the medium to longer term rely on the involvement of the private sector. This will be achieved by including private contractors in capacity building initiatives and in management and supervision of labour-based operations. Established contractors will be engaged in formal class room training, on the job training, negotiated trial contracts to ultimately compete for works. District Technical Teams will over time assume the role of contract manager.

3.5 Project staffing and recruitment

With the approved structure for implementation of the TIM-Works, job descriptions were developed for all new positions within SEFOPE. These posts have all been advertised and filled by SEFOPE by early August, with the exception of the additional National Engineers and Maintenance Overseers, who are now being recruited. All new staff is being inducted to their new duties, and upstart and follow up meetings have been organized with the team.

The International Project Coordinator recruited by the ILO was already in place upon the signing of the Contribution Agreement between the Royal Government of Norway and the ILO. Two additional International Engineers, recruited directly by the ILO arrived in Timor 26 September. A third International Engineer to provide long term input to help develop the maintenance strategy will be recruited once the full funding of TIM-Works has been secured. External consultants have provided short term inputs for road inventory, wage rate assessment and on the job training of national staff.

ILO Project staff works closely with SEFOPE teams at the Central and District levels.

At the Central level, SEFOPE's Central Team comprises the National Coordinator, who is also the Chief of Short Term Employment Division and the ILO International Project Coordinator. For the proposed management structure SEFOPE has for the Central Team recruited (1) Finance and Admin officer, (1) Procurement Officer and (2) Central Operations Officers. They are supported by the ILO administration team. Their responsibilities are as follows:

- The Finance and Admin officer assists the National Coordinator and the International Project Coordinator in the finance management, technical and financial reporting of the Project, supervise and assist the Central Operation

officers and is responsible for the overall administration and payment of the labour workforce.

- The Procurement Officer is responsible to support procurement and logistics for the implementation of the Project activities at central level. The Procurement Officer will assist and guide all procurement activities, including the planning, procurement and control of supplies in all districts of Timor-Leste, and will monitor Project implementation needs in terms of equipment, tools and materials.
- The Central Operations Officers are supporting the planning and execution of all issues related with the enrolment and payment of workforce, accounting, premises, logistic, supply, inventory, transport, materials, procurement procedures, etc. They are responsible for the entry of data in the Project Management Information System and ensure the liaison between the District and central level administration.

At the District level, SEFOPE has for the seven District Technical Teams recruited (7) National Engineers (7) Operations Officers and (14) Field Officers. The ILO has recruited three International Engineers. This staff will have the following key functions.

- The International Engineer will cover more than one District and will review proposals and identification of Projects, undertake project appraisal, design of proposals and supervision of road rehabilitation works, and support development of the maintenance strategy, which will be implemented by contracting communities. They will also provide on the job training to national staff. The International Engineer assists in securing high quality outputs in the roads and other infrastructure construction and maintenance activities.
- The National Engineer supports the Districts with operational logistics, the review of proposals and identification Projects, Project appraisal and supervision of works. They assist in securing high quality outputs in the roads and other infrastructure construction and maintenance activities. They are supported by the International Engineers.
- The district Operations Officers are directly responsible for the planning and execution of all issues related with the enrolment of workforce, accounting, premises, logistic, supply, inventory, transport, materials, procurement procedures, and is the liaison between the District and central level administration, particularly in all aspects related with payments to the workforce involved in the implementation of the community works.
- The Field Officers support the Operations Officer in the planning and execution of all issues related with the enrolment of workforce, accounting, premises, logistic, supply, inventory, transport, materials, procurement procedures, etc.

3.6 Coordination mechanism with Ministry of Infrastructure and MSA and other

Public infrastructure works generating employment is the first Priority Area of the “2008 National Priority 4 Working Group - Employment and Income Generation”. This Working Group coordinates key actors and is chaired by the Secretary of State for Vocational Training and Employment, with the ILO assistance.

The Priorities set by the Government to be supported through the activities of this Working Group include creating jobs and income-earning opportunities particularly for young people, implement public works programs that can create significant short term employment and which deliver infrastructure services essential for growth and development, and development of a vibrant private sector for long term sustainable job creation

In addition regular meetings are held with the Ministry of Infrastructure, in particular the Secretariat of State for Public Works to ensure coordination and harmonisation. Although SEFOPE will continue to be the main institution responsible for employment creation through public works, activities are discussed and coordinated with Ministry of Infrastructure. The District Technical Teams work closely with the Regional Engineers and Supervisors of Public works, who are consulted in all activities

3.7 Procurement

Whilst SEFOPE is establishing a procurement department, the TIM-Works will manage the budget for procurement of tools, materials and services for the Project but will ensure participation and full information to SEFOPE procurement department, in order for this department to over time take more responsibility for procurement. SEFOPE is recruiting national staff and is also responsible for payment of the labour workforce.

The Project will need to procure tools, materials and services for the duration of the Project. A competitive bidding process to identify suppliers and service providers for the main items has therefore been undertaken with the following result:

Item	Supplier/service provider
Hand tools	CDC Baucau
Hand tools and construction material	Layshop Dili
Transport services Dili-Districts	Bechy Transport
Equipment rental	Calthech

Note that CDC is a local blacksmith association based in Baucau and they produce quality tools although not all needed items. They have also been selected in order to promote and encourage local production and development. Local transport will be identified for each of the projects and items not carried by the above suppliers will be sourced from elsewhere.

The Project will need to access some light equipment, notably for transport and compaction. Rollers have been included in the Project budget for purchase. The Project originally intended to purchase rollers through ILO central procurement, but it was later decided to go for local suppliers. This process is underway and the rollers are expected in Dili in November. In the meantime the Project has managed to identify a few rollers which will be rented locally.

3.8 Gender equality perspective

The gender perspective is an integral component of the TIM-Works Project, during the planning, implementation and monitoring of activities. The Project will involve the Gender Unit of the Division of Employment in SEFOPE in all steps of development of the programme contributing decisively to the gender balance of the Project. More than 40% of the staff of the District Technical teams is women. Gender awareness workshops will take place at the beginning of the implementation. In the works, a target of at least 30% women will be achieved.

4 Activities relating to the Project Outputs

Output 1 Road rehabilitation and maintenance

Activity 1.1: Rapid assessment for design of the initial training programme

The Project conducted a plan of rapid identification of rural infrastructure works in the seven Project districts in close cooperation with the respective district administrations. The initial round of consultations allowed for the definition of maintenance and repair of national, district and rural road maintenance and a few irrigation canal repairs. All district identified road works as top priority due to their high degree of deterioration. Their maintenance and repair will ensure that the roads will be serviceable representing an important contribution to the improvement of the living conditions of the populations, while creating short term employment opportunities to the local communities.

The Project developed methodologies to ensure that activities are selected through a community driven process and reflecting local needs involving local authorities at the district, sub district, village and sub village levels. During the initial consultation process District Administrators were briefed about the Project objectives and mechanisms. As a result all districts identified initial activities in early August 2008.

The local engineers with the support of the Project coordinator carried out the field assessment and developed the initial plan for road maintenance activities.

District plans for the first package of works has been developed for seven Districts in consultation with local authorities and in consultation with Ministry of Infrastructure and where relevant with Ministry of Agriculture. Routine and periodic maintenance works under TIM-Works is underway in six of the districts currently included in the

programme, namely Aileu, Baucau, Lautem, Liquica, Manatuto and Viqueque. In total 28 Projects routine and periodic maintenance Projects have been launched under the TIM-Works programme by September.

Two initial roads for rehabilitation are being assessed, one in Manatuto District and one in Baucau District. Works is planned to start by the end of October. These two road Projects will serve as training ground for in house staff, in particular the local engineers.

The full programme of road rehabilitation is currently being identified through consultation and assessment in the seven districts. A plan for all roads to be included in the rehabilitation programme for 2009 will be available by mid November.

Activity 1.2 A trial training programme on rehabilitation, contracting procedures, and maintenance

Technical training is considered to be a vital component of the Project and accelerated capacity building on labour-based techniques will be organized for national engineers and staff from public works on design, implementation, and supervision of the works. On the job training will be a continuous component of the Project for Project staff, community workers and other stakeholders like public works ministry and local administration. A draft training strategy for management of labour-based works has been developed. (Annex II)

An orientation training workshop was conducted for two days in July for local engineers, and regional engineers of Public Works to provide a general understanding of the objectives of the TIM-Works, to provide a better appreciation of technical and organizational aspects of labour based operations, to ensure good coordination with Public works, but also served as capacity and resource assessment exercise for the Project. The importance of a transparent process in identifying Projects and criteria for beneficiary selection was also discussed.

Intensive on the job training will be conducted to national engineers on road rehabilitation works that will start on two sites in October, with the arrival of the International Engineers.

Structured training for private sector involvement is planned to start in January with the contractor development programme, which will include awarding of negotiated contracts to successful trainees. Training will also include contract managers from the public sector in managing and administering contracts.

Maintenance works are already underway and some on the job training to the District Technical Teams has been provided in this regard. A comprehensive maintenance strategy will be developed by the programme and which will include training of maintenance overseers.

Activity 1.3 With central and local government authorities, appraisals and surveys of targeted roads conducted to effect the road rehabilitation and maintenance programme for implementation by the Project, e.g., road condition surveys, preliminary and detailed designs, quantity surveying, traffic surveys, applying agreed selection and appraisal criteria.

With government funding of \$2 million becoming available to the Secretariat of State for Vocational Training and Employment from September until the end of the year for employment creation, i.e. labour wages, a quick appraisal and detailed assessment of priority roads for maintenance was carried out for the first package of works. Routine and periodic maintenance works included as TIM-Works activities is underway in six districts namely: Aileu, Baucau, Lautem, Liquica, Manatuto and Viqueque. Activities include routine road maintenance, such as bush clearing, drainage cleaning and repair. In total 28 routine and periodic maintenance Projects have been launched under the TIM-Works programme by September (see Annex III).

The full programme of road rehabilitation is currently being identified through consultation and assessment in the seven districts. 30-50 km of rural roads are currently being assessed in each of the project Districts. A final plan for all roads to be included in the rehabilitation programme for 2009 will be available by the end of October. The detailed assessment of these roads will be undertaken in by January and works planned to start in all Project districts in early 2009.

Activity 1.4 Rehabilitation and maintenance programme implemented through competitive bidding process

It is envisaged that the involvement of contractors in the rehabilitation works will commence early next year. In order for this to take place, the Project will in October start the process of identifying the first group of contracting firms which will be selected for the initial batch of training and award of contracts. This process will follow a fair and transparent process, soliciting the market for the appropriate type of firms, preferably the ones who can already demonstrate a certain level of capacity and entrepreneurship skills. A selected group of firms will then be offered staff training. After successful training, these firms will be qualified to participate in the road construction works. The Project will announce its intentions to involve the private sector through advertisements in the local press, and thereafter organise an information workshop. After soliciting interest from the contractors, a selection of the first batch of firms to receive training will be carried out, based on their technical skills, financial capacity and past experience. This contractor development scheme seeks to identify existing contractors who, through a training programme, is given access to work in TIM-Works. There is no intention to create new contracting firms for this component of the Project.

Output 2 Employment Generation

Activity 2.1 Labour-based methods, using a balanced mix of labour and equipment with equipment only being used where labour is not effective, implemented in rehabilitation and maintenance activities to maximize employment outputs.

Maintenance works is currently ongoing, organized with the support of the District Technical Teams who assist in recruitment and logistics. Maintenance gangs are in this, the first package of works, supervised by Chefe Aldeia with Chefe Suko having a coordinating role. The District Technical Teams provide overall supervision and support to the works. The maintenance approach will under TIM-Works change when the maintenance strategy has been fully developed (see 3.2 below).

Short term employment is hence being generated in the districts through labour-based public works. Currently for TIM-Works, routine maintenance is underway for some 323 km of national, district and rural roads, and including periodic maintenance in some instances, engaging over 2,800 people

Activity 2.2 Labour from local villages close to the work sites will be engaged to carry out works on the roads with equal employment opportunities given to men and women. The Project will ensure that recruitment and employment practices are in line with national labour standards and basic standards of the ILO, and enforce these through the on-the-job training and supervision provided throughout the Project.

Local authorities have been informed that the target groups is young people (above 15 and not in school), and with at least 30% women participating. Meetings have been organized with local authorities and community leaders to inform of the approach and the target group. Community leaders have been requested to help identify young women and men to be recruited for the works and are assisted by the District Technical Teams in the recruitment process. Equal opportunity is given to men and women to participate and target of one individual per household to distribute the income throughout the community.

Each worker completes a registration form where all personal data is captured and where additional information such as education, work history and other competencies are recorded. All Projects maintain a muster roll where daily attendance is recorded. Payment will only be done for actual number of days attended. All this information is entered into the Project database where it will be possible to monitor and review who is participating in the works and that targets are achieved. (See Annex IV)

Currently there are a number of donors and government funded Projects engaging unskilled labour for public works as a means of providing cash employment in the rural areas and paying different wage rates. In TIM-Works, the remuneration continues to be US\$ 2/day for unskilled labour. However, the ILO initiated a labour wage rate assessment survey in August to examine the issue of remuneration of unskilled labour employed on a temporary basis in employment-intensive infrastructure works programmes. The table and discussion box below is an extract from the draft report

Types of programmes and their implications

	<i>Safety net (implies universality)</i>	<i>Employment generation (labour intensive)</i>	<i>Labour-based (LB) TIM-Works</i>
<i>Brief description</i>	Employment guarantee of a given number of days for all who claim the right	Creation of maximum employment for a given level of resources	Appropriate labour and light equipment combination for efficient infrastructure works
<i>Resource commitment and implications</i>	Generally high and dependent on the wage rate and take up	Number of jobs created depends on the budget and wage rate.	Labour-based methods used if technically satisfactory and cost effective. Wage rate affects cost
<i>Implications for the wage rate</i>	Must be low in relation to prevailing wage rates and opportunity cost of labour. Also for budget reason. But less impact on welfare if too low.	Needs to be low in relation to prevailing wage rates and opportunity cost of labour. Also for budget reason. But less impact on welfare if too low.	Needs to be set in relation to prevailing wage rates and opportunity cost of labour. Also budget and cost effectiveness considerations. Efficiency wage premium may be required.
<i>Beneficiary targeting</i>	Self targeting	Self targeting if wage rate sufficiently low. Otherwise, additional criteria needed for beneficiary selection or rationing.	Self targeting if wage rate sufficiently low. Efficiency wage premium may imply need for beneficiary selection or rationing.
<i>Effectiveness in asset creation and maintenance</i>	Generally low - difficulty of providing adequate technical support and supervision.	Generally low - difficulty of providing adequate technical support and supervision.	Very effective if adequate technical support and well implemented.

Labour-based programmes are generally less labour intensive than safety nets approaches or employment generation programmes. The choice of technology, while preferring to use labour is determined by the effectiveness and efficiency. Typically, for rural road rehabilitation and construction, the choice of technology which is found to be most appropriate is labour supported by light equipment.

Maintenance is by its nature generally more labour intensive but the appropriate combination of labour and tools and equipment is determined technical and cost effectiveness considerations.

Clearly, for a given amount of resources, the labour-based approach will not create the same amount of employment. However, the approach is more effective in creating and maintaining assets than safety net or employment generation programmes.

This is partly because of the objectives of the latter two type programmes (greater emphasis on employment creation than output) and partly because of the difficulty of managing and providing the technical inputs and supervision on such programmes. From international experience, motivation of workers if wage rates are too low is also a problem.

Another important difference between the labour-based and the other two approaches is that the former offers a long-term sustainable approach to rural road construction, rehabilitation and maintenance with the benefits of local employment creation and cost-effectiveness (until of course the economy has developed to such an extent that the labour cost are too high to justify the labour-based approach).while the latter two provide income support through employment.

In summary, the implications of wage rates being too high, (especially on large scale employment intensive programmes) are:

- Fewer jobs created and therefore fewer people benefit
- Less effective targeting of poor
- Distorting effects on other sectors
- Loss competitiveness of the private sector

Possible implications of wage rates being too low

- Insufficient welfare impact (especially for workfare type of programmes)
- Low morale, high turnover and low productivity on labour-based programmes and Projects

Activity 2.3 In order to secure good work outputs, the supervisory staff will be trained in the effective organisation of large groups of workers. An essential part of this training will be the introduction of incentive schemes such as task and piece work.

Task work will be the norm in all rehabilitation Projects and introduced also for maintenance activities. Task rates for various activities are based on previous experience from Timor and elsewhere. Tasks are measured and set out by the site supervisors. Tasks will be 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.

Activity 2.4 Government staff and contractors trained in the essential regulations pertaining to employment of skilled and un-skilled labour.

Government staff and contractors will participate in training on labour regulations and working conditions. Contract documents will include clauses relating to labour management

Output 3 Capacity Building for Infrastructure Providers in the Private and Public Sectors

Activity 3.1 Training materials developed and tailored to contractors, government counterpart engineers, technicians, and inspectors

The Project will to the extent possible use and adapt existing training material. Training material will be tailored to suit the local context and available in Tetun for the training.

Activity 3.2 Government counterpart engineers, technicians and inspectors trained in LB methods

The draft training strategy include formal and on the job training programme which will cover planning, design and works execution, contracts management, administration and supervision of rural road rehabilitation and maintenance using labour-based work methods. Training will be provided for effective routine maintenance management procedures, implementation, and preparation of annual workplans and budgets.

Activity 3.3 Contractors trained in LB methods

The draft training strategy include formal training for rural road rehabilitation of existing private contractors which will cover labour based techniques and organization, contract management and bid preparation. Successful contractors will be awarded trial contracts and eventually bid in competitive environment.

Artisans will be identified and if necessary provided with training in carpentry works, masonry works by local vocational training providers.

The Project intends to develop a maintenance strategy by organise routine road maintenance works through the mobilisation of community-based contractors. These “contractors” will be allocated works on road sections of 5 to 10 km located in the vicinity of their villages. The contracts will cover the costs of their labour inputs only, with tools and materials provided separately by the Project. The system of organising the workers into groups also entails that remuneration will be based entirely on outputs performed, as the contract will include a Bill of Quantities. Routine maintenance overseers will be recruited for each District. Their tasks will be to carry out road inventory and assessment, prepare the BOQ and measure works actually done. They will be trained in these systems by the Project. The project will also train the communities, *Chefe Aldeias* and *Chefe Sukos* in these systems so that they are fully understood.

Activity 3.4 LB technology will be developed and incorporated into current course curricula at the appropriate technical faculties at the universities and polytechnics.

Following the contractor training programme, labour-based technology modules will be developed for incorporation into course curriculum at tertiary learning institutions. This will be based on existing training package developed by the ILO but tailored and simplified to serve the purpose.

The Project will offer industrial attachment to students wishing to gain experience on labour-based road Projects

Activity 3.5 The Project will regularly organise awareness raising and briefing seminars for Project stakeholders such as government officials, donor representatives, private sector associations, and community groups.

The Project has had meetings with all local authorities in the Project area to inform about the purpose and objectives of the Project.

A presentation was made on the findings of the labour wage rate assessment to key stakeholders

Activity 3.6 Study tours will be organised for key technical and managerial staff to other similar Projects and works in the region as well as outside the region.

This activity is planned to be executed in the second half of the Project and when suitable occasions or events occur. The target group will be key technical staff in Public Works and SEFOPE

Output 4 Policies, Strategies, Guidelines and Standards

Activity 4.1 Review existing technical standards applied in TL for rural road works and assess their appropriateness in general as well as in relation to the use of LB work methods, and on this basis make recommendations for future standards for rural roads.

There are currently no definite standards for rural roads in Timor-Leste, although Public Works intends to develop these over the next year. Standard cross sections appropriate for rural road construction using labour based technology has been discussed and accepted and will be used in the TIM-Works Project (See Annex V)

Activity 4.2 Review technical specifications currently in use for road construction and maintenance and assess their appropriateness for the application of LB methods with the objective of creating a set of national standard specifications which will eventually allow for the mainstreaming of these practices and work methods.

Appropriate Technical Manual for road rehabilitation works have been developed by the ILO and will be used in TIM-Works and reviewed as the work progresses

Activity 4.3 Contract documentation and management procedures already under development by MoI will be adopted to the specific requirements of LB rehabilitation and maintenance works and disseminated to both government and contractors' staff.

The Project intends to organise routine road maintenance works through the mobilisation of community-based contractors. These “contractors” will be allocated works on road sections of 5 to 10 km located in the vicinity of their villages. The contracts will cover the costs of their labour inputs only, with tools and materials provided separately by the

Project. The system of organising the workers into groups also entails that remuneration will be based entirely on outputs performed, as the contract will include a Bill of Quantities. Payments will then be calculated on the basis of the quantities performed and the established task rates for the given activities. As the source of funding under TIM-Works for labour costs is from the government, it is proposed that this contracting procedure is established within the government system, in the medium term at district level. The maintenance overseers will be tasked with preparing the contracts based on road condition surveys. Hence, when fully established, the district administrations act as the client, issuing the contracts and ensure that works are implemented and paid for (inspected and approved by the maintenance overseers). The Project will prepare guidelines and procedures for the selection of the community contractors and any targeting of particular groups (youth, women etc.). The system will be initially established in two of the Project districts and thereafter replicated in the other districts.

FIDIC conditions of contracts for civil works are universally accepted by road agencies and have become model for many developing countries. FIDIC Short form of Contract, which is suitable for works of relatively small capital value and relevant to the TIM-Works project, will be translated into Bahasa by the ILO and the Project will test this material in the contracting for rehabilitation works, in close consultation and cooperation with Public Works.

Activity 4.4 Assessment and documentation of the initial experience of the contractor selection procedures, through public awareness meetings; detailed questionnaires to interested companies; technical and financial assessment and subsequent performance, a documented procedure will be established for the government for future use.

Private contractors in the construction sector in Timor will be invited to an orientation meeting where the Project will explain the objectives of the training programme. This will be advertised in the newspapers. A questionnaire will be prepared collecting information about the companies, in terms of staffing, resources etc. The selection of the first batch for training will be based on this information. This process will then be evaluated and improved for future selection rounds.

Activity 4.5 Introduction and technical assistance to government staff in the use of progress monitoring and reporting system.

The operations officers from SEFOPE use the Project database for entry of Project data and labour, materials etc. This database will store all pertinent information on all projects and information can be easily extracted for progress reporting

Activity 4.6 Reporting and dissemination of Project results and outputs to all stakeholders involved with rural infrastructure development and maintenance.

Project reports including this inception report will be distributed to key stakeholders involved with rural infrastructure development and maintenance

Activity 4.7 The training programme, technical support and training literature, manuals and procedures will be made available to other Projects involved in rural infrastructure development. As part of this, provide access to work sites for purpose of training staff from other Projects.

Technical manuals and training material will be made available to other Projects involved in rural infrastructure development. Project partners will be invited to ongoing road rehabilitation sites

Activity 4.8 Preparation of appropriate rural infrastructure policies and strategies for the inclusion in national development plans. As part of this exercise, ensure active participation in current Government discussions and development work pertaining to sustainable infrastructure provision in the rural areas.

Draft policy guidelines for short term employment creation through labour-intensive works have been developed within the Secretariat of Vocational Training and Employment. The purpose of this policy is to provide a safety net for the poorest young unemployed. These are however only applicable to employment programmes or safety nets,

Procedures, technical manuals and best practices for the Labour-based approach developed under TIM-Works will feed into policy discussions and development of sustainable systems for the provision of sustainable infrastructure.

5 Visibility

The Project has developed profile material with logos of Project partners that will be easily recognisable and displayed where appropriate. This will include information material, posters, Project documentation. Sign boards describing the Project will be placed in each District and at Project sites, identifying the main activities carried out by the Project.

The Inception Workshop will be organized to comprehensively explain Project objectives, the scope of work and implementation arrangements. All press releases and other media or promotional material will highlight the different partners' contribution to the Project.

6 Monitoring and Evaluation

Monitoring and evaluation for TIM-Works will follow the overall M&E strategy for ILO in Timor-Leste, which is implemented in partnership with SEFOPE. They are a set of

interrelated processes for data collection and analysis that all provide information required for quality critical reflection processes.

6.1 Labour Market Information

The development of the Labour Market Information System (SIMU) within SEFOPE provides the Government with a powerful management tool for both monitoring broad labour market developments and trends as well as the performance monitoring of its District Employment Centres (DEC), the primary interface between SEFOPE and its range of stakeholders for employment and technical and vocational education coordination functions. The SEFOPE Labour Market Information Department within the National Division of Employment manages the information system.

Each labour-based project activity will be entered into the Project database, where information on resources and labour requirement is also recorded. The TIM-Works field Project staff register data about all workers on the labour-based Projects on the comprehensive registration form. Data is transferred to the central team who enters this into the central database. Data from muster rolls are equally entered on a regular basis. This database can produce various reports necessary for monitoring of Project progress, as well as the overall summary analysis that will be utilised for both government and donor reporting

6.2 Stories of change

The collection of change stories is an adaptation of the “Most Significant Change” methodology and will systematically provide a qualitative picture of the impact of the program activities, including on the lives of the beneficiaries. The ILO Monitoring and Evaluation Officer, Information and Communications Officer and their SEFOPE counterparts will lead the process. (see annex VI)

While there is a lot of quantitative data collected through the registration process, the “Stories of Change” will complement the quantitative measurements by:

- Providing information of the impact of the program on the lives of the beneficiaries – an aspect that is not picked up by the numbers.
- Provide information of the impact of the program on the organisational development processes both within SEFOPE and key partners.
- Can highlight impacts that have not been anticipated.

6.3 Field Monitoring

Regular field monitoring will be undertaken by the Project backstoppers and coordinators. It provides the opportunity to see the activities in action, talk to the implementers, beneficiaries and other key stakeholders and to contribute an ‘outsider’ and ‘insider’ perspective to program implementation.

The field monitoring visit will allow the verification of written reports, provide support to implementation staff and use the time to build relationships.

6.4 Reviews and Evaluation

The TIM-Works will have a mid term review and a final evaluation. These will be carried out by independent consultants and planned together with project partners. All review and evaluation events will be linked with critical reflection processes, so as to maximise learning and ensure that insights gained from the evaluations are applied in programme implementation

Review schedule	
Mid term review	Aug/Sept 2009
Final Evaluation	June/July 2010

6.5 Critical Reflection Processes and Events

The critical reflection processes and events are the key strategy for making sense of the data that is collected through the monitoring processes and ensuring that they are analysed and fed into the continuous improvement of the program.

Critical reflection means the interpretation of experience and data to create new insights and agreement on actions. Making analysis “critical” means moving beyond collecting, processing and reviewing data. After asking “What is happening?” critical reflection involves the discussion of the following questions:

- Why is it happening?
- What are the implications for this program?
- What do we do next?

7 Reporting

Report Name	Content Outline	Resp	Frequency	Recipient
Donor Reports				
Six Monthly Progress Report	Report against Outputs and Activities. <u>Annexes:</u> 1. Quarterly Updates produced during the period. 2. Risk Monitoring Matrix 3. Training Summary Report. 4. Story of Change 5. List of documents generated. 6. Financial report	CTA	Six Monthly	Donor ILO
Annual workplan	Revision of program logic, activities, task for the next year.	CTA	Annual	Donor ILO

Labour Intensive Public Works internal Project reporting				
LB Daily Report	1. Construction activity progress 2. Muster roll summary (sex and age disaggregated)	Supervisor	Daily	ILO regional engineers
LB Weekly Report	1. Construction activity progress 2. Muster roll consolidation (sex and age disaggregated)	Technician/Engineer	Weekly	ILO regional engineers DET Coordinator ILO Adviser
LB Monthly Report	1. Construction activity progress 2. Muster roll consolidation (sex and age disaggregated)	ILO regional engineers	Monthly	DET Coordinator DNE ILO Adviser
LB Six-monthly	1. Construction activity progress 2. Muster roll consolidation (sex disaggregated). 3. Financial report	ILO Adviser	Six Monthly	CTA

8 Challenges and way forward

8.1 Coordination of inputs

The full TIM-Works proposal is based on funding from three donors and government contribution for labour wages. As of writing of this report the Norwegian component has been secured whereas the EU contribution is expected shortly and the Irish is expected to come onboard in early 2009. This means management of several budgets and reporting requirements and that inputs are being phased. This all needs to be duly taken into consideration in Project implementation. The phased funding arrangement has a few important implications on the project. It will push the end date as output delivery is based on the combined basket being available. From there follows that staffing of technical assistance component will have a longer duration than in the design and therefore have a cost implication on the project.

8.2 Technical and logistical issues

The TIM-Works Project presents technical and logistical challenges in that the Project is ambitious in its objective and expected output in a rather short duration. On the technical side, the implementation of labour-based techniques require specific skills in terms of planning, organization and supervision of the field activities that are crucial for the quality and quantity of the work to be accomplished. The Project receives significant technical inputs of a number of international engineers and short term external inputs. However, simultaneous implementation in seven districts requires a high level participation of national staff to allow appropriate organization and supervision of the works. On the job training to all national staff is imperative in order to build an enlarged capacity to manage the Project.

8.3 Security conditions

The TIM-Works is launched when the situation in the country is relatively stable. However, the Project and its staff have to be vigilant to local conditions or a change of situation and prepared to take corrective measure should this be required.

8.4 Procurement of rollers

The procurement of rollers for the road rehabilitation was initiated in July. However, the process has been lengthy and the Project had to resort to renting locally for the initial Projects.

- Annex I: Overall Workplan**
- Annex II: Training strategy**
- Annex III: Ongoing Maintenance Projects**
- Annex IV: Beneficiaries registration form**
- Annex V: Standard Cross sections**
- Annex VI: Story telling format**

ANNEX I: Project Work Plan

TIMWORKS Overall Work Plan

Activity	2008					2009												2010							Remark
	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Project Administration																									
A.1 Set up management structure		X																							
A.2 Staff recruitment	X	X	X																						
A.7 Operational procedures	X	X	X																						
A.11 Confirm project districts	X																								
A.12 Establish reporting and monitoring system			X																						
A.13 Consultation process	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
A.14 Reporting				X			X						X						X						X
A.15 Mid term and final evaluation														X											X
Road rehabilitation and maintenance works																									
1.1 Rapid assessment for design of the initial training programme				X																					
1.2 A trial training programme on rehabilitation, contracting procedures and maintenance							X	X	X	X	X														
1.3 Inventory and assessment of project roads				X	X																				
1.4 Rehabilitation and maintenance programme implemented through competitive bidding												X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.5 Identification and assessment of roads for routine and periodic maintenance		X			X	X																			
1.6 Labour based maintenance implemented through force account			X	X	X																				
1.7 Development of maintenance strategy					X	X																			
1.8 Implementation of maintenance strategy, contracting of communities and petty contractors							X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.9 Road rehabilitation and periodic maintenance through force account 2 training sites appr 10 km				X	X	X	X	X																	Limited activities rainy season
1.1 Road rehabilitation and periodic maintenance through force account expanded to all project Districts							X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Limited activities rainy season
Employment generation																									
2.1 LB methods used in rehabilitation and maintenance			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.2 Recruitment of local men and women for road works			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.3 Supervisory staff trained in organisation and implementation of LB works					X	X	X	X																	
2.4 Government staff and contractors trained labour regulations								X																	
Capacity building																									
3.1 Training materials for government staff and contractors developed Consultant							X																		
3.2 Government counterpart engineers, technicians trained in LB methods in house					X	X	X	X																	Incl training for maintenance
3.3 Contractors trained in LB methods CONSULTANT							X	X	X	X	X							X	X	X	X				

ANNEX I: Project Work Plan

[illegible]

ANNEX I: Project Work Plan

TIMWORKS 6 Months Work Plan

Activity	August				September				October				November				December				January				Remark
	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	
Project Administration																									
A.1 Agree on a structure within SEPOE to manage the LB works	XXXX																								
A.2 Recruit District Technical Teams	XXXX	XXXX																							
A.3 Recruit Finance and Admin staff			XXXX	XXXX																					
A.4 Recruit International engineers	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX																	
A.5 Recruit project engineers and supervisors								XXXX	XXXX	XXXX															
A.6 Establish procurement procedures	XXXX	XXXX	XXXX	XXXX	XXXX																				
A.7 Procurement of tools, materials and logistics						XXXX			XXXX	XXXX															As projects are starting up
A.8 Sourcing of local equipment						XXXX	XXXX	XXXX																	
A.9 Revisit operational procedures and project database	XXXX	XXXX								XXXX															
A.10 Revisit beneficiaries registration form			XXXX																						
A.11 Confirm project districts	XXXX																								
A.12 Establish reporting and monitoring system								XXXX	XXXX																
A.13 Consultation with relevant government entities	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	Continuous
A.14 Reporting										X											X				
A.15 Monitoring and evaluation																									2009/2010
Road rehabilitation and maintenance works																									
1.1 Rapid assessment for design of the initial training programme								XXXX	XXXX																
1.2 A trial training programme on rehabilitation, contracting procedures and maintenance																					XXXX	XXXX	XXXX	XXXX	Continue in 2009
1.3 Inventory and assessment of project roads for rehabilitation									XXXX	XXXX	XXXX	XXXX													
1.4 Rehabilitation and maintenance programme implemented through competitive bidding																									Following contractor training
1.5 Identification and assessment of roads for routine and periodic maintenance		XXXX	XXXX	XXXX																					
1.6 Labour based maintenance implemented through force account appr 300 km					XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX									
1.7 Development of maintenance strategy													XXXX	XXXX	XXXX	XXXX									
1.8 Testing maintenance strategy through community contracting 2 Districts appr 150 km																	XXXX	XXXX			XXXX	XXXX	XXXX	XXXX	To be replicated in other Distr.
1.9 Road rehabilitation and periodic maintenance through force account 2 training sites appr 10 km											XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	Limited activities rainy season
1.1 Road rehabilitation and periodic maintenance through force account expanded to all project Districts																	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	Limited activities rainy season
1.11 Minor contracts, eg culvert installation																					XXXX	XXXX	XXXX		
Employment generation																									

ANNEX I: Project Work Plan

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ANNEX II TIM-Works Training Strategy

TIM-Works Training Strategy

This document outlines the training strategy for labour based road maintenance and rehabilitation works for implementation under the TIM-Works programme (18 months).

1 Training objectives and needs assessment

The objective of the training is the basis for the training programme and determines how the training programme will be designed and organized and what input of resources will be required.

1.1 The training objective for TIM-Works is:

Sufficient in-house and private sector capacity able to deliver labour-based rural road rehabilitation and maintenance outputs as stipulated in the Project document (300 km rural road rehabilitation, 1,500 km routine maintenance and 36 km periodic maintenance). Based on initial assessment there is the necessity to:

- Increase the in-house capacity to prepare, manage and supervise labour-based works. This means training of engineers and site supervisors who will be recruited directly by the programme (or SEFOPE)
- Training and orientation of existing small scale local contractors, who are already in business and who have a minimum required equipment fleet and core staff. They will have to be able to carry out contract work using labour-based methods.
- Training of community contractors and petty contractors in routine maintenance management and small works. They will have to be able to carry out contract work using labour-based methods.

1.2 Analysis of training prerequisites

Some important aspects to be considered in developing the training strategy include:

Identification of the road work which will be worked on, including training sites

- An assessment of the roads to be included for the whole programme is underway, and which will include identification of suitable training and demonstration roads

Identification and prequalification of trainees to be engaged directly by the programme:

- A number of engineers already participating in earlier programmes will be invited to the training programme.
- For site supervisors training a minimum of completed secondary school will be required. They may be identified within the communities where the Project is implemented and receive intensive on the job training.

ANNEX II TIM-Works Training Strategy

Screening and selection procedures for participating private contractors

- There exist a good number of small contractors in Timor-Leste capable of carrying out road works using conventional methods. These will be invited to an orientation seminar about the programme, where they will be requested to provide information on their resources, capacities and willingness to participate. A transparent selection process will be undertaken based on certain criteria to identify a number of companies to be invited to participate in training.

Labour based contract specifications, contract procedures and contract documentation suitable for small contractors and

- Contracting procedures will be discussed and harmonized with the procurement section of Public Works (or vice versa). The ILO is in the process of developing suitable contracting procedures for rural road rehabilitation works, which will be tested in the programme. Simple contracting format for routine maintenance and petty works already exists and will be used.

Appropriate technical manuals and operational procedures

- Appropriate manuals exist in local language. However, additional material may be needed, and will be identified and developed during the course of the programme

Maintenance management system

- The Project intends to organise routine road maintenance works through the mobilisation of community-based contractors. These “contractors” will be allocated works on road sections of 5 to 10 km located in the vicinity of their villages. The contracts will cover the costs of their labour inputs only, with tools and materials provided separately by the Project. The system of organising the workers into groups also entails that remuneration will be based entirely on outputs performed, as the contract will include a Bill of Quantities.

The policy framework and enabling environment for labour based small contractors, e.g. access to equipment and credits

- It is anticipated that the approach has full support and that necessary light equipment is readily available on the market, with the possible exception of rollers for compaction

1.3 Analysis of training needs

A training programme for labour based road work usually includes the engineer and site supervisor and in the case of contracting, the contract managers, the contractors and their site supervisory staff. Often awareness creation seminars for other stakeholders are also required. Study tours to similar programmes elsewhere for programme managers are also

ANNEX II TIM-Works Training Strategy

effective. There will be an emphasis on the job training throughout the programme to reinforce initial training.

The programme will in collaboration with universities and other tertiary education develop modules to be introduced into their course curriculum to cater for the future cadre of labour-based practitioners

- In terms of TIM-Works it is estimated that there is a need to engage some 25 private contractors for rural road rehabilitation and small structures, some 50 private contractors to carry out periodic maintenance activities and some 100 community contractors to manage routine maintenance.
- At least 30 government engineers and technicians will be trained for implementation of the works.
- A more in depth needs assessment will be done early in the programme (and in conjunction with the first training event). Currently contracts are carried out using conventional methods, and additional new technical staff has to be recruited to increase government capacity to manage the works. It is therefore anticipated that:
 - Engineers and technicians engaged by the government will need training in road inventory, assessment of quantities and preparation of BoQ for Project documents and in the extension preparation of full bidding documents.
 - Engineers and technicians engaged by the government will have to learn how to plan, manage and supervise labour based road works
 - Engineers and technicians engaged by the government will need to learn how to handle logistics for labour based works in terms of materials, recruitment of labour and equipment needs.
 - Contractors will need to understand the labour based approach (output based) how to assign tasks and organize the works and manage a large work force efficiently, how to calculate contracts, and importantly how to effectively supervise and secure quality of the works.
 - Contractors will need to know contracting procedures and may need additional business management skills

1.4 Inputs for the training programme

Below is a checklist of the required (not exhaustive) list of inputs to the training programme

Inputs to training programme	
Training management	• Central team will plan and coordinate all training, including monitoring and evaluation. • Liaison with other organizations, training providers and potential master trainers

ANNEX II TIM-Works Training Strategy

Trainers	• International trainers will be engaged for technical classroom and on the job training. Interpreters to be engaged as necessary • In country training providers for entrepreneurial and business management skills • Training of Trainers for contract management and business training and potentially include technical aspects as well
Support services	• Will be provided by ILO and SEFOPE support staff
Training material and curricula development	• Existing training material will be used and adapted as necessary. • Translation and copies well in advance • A final set of country specific training material will be published by the end of the Project • Materials should be available in Tetun and copied well in advance of training
Premises	• No fixed venue. Has to be organized for each training event and in conjunction with ongoing road works
Equipment	• Training aids
Participants	• Criteria for selection of in house as well as private sector participants and subsequent invitation • Allowances
Experts and consultants	• Specific inputs
Training site	• Identification, design and planning of training site, ideally ongoing road rehabilitation Project

2 The overall training requirements

Contract managers/supervisors:

- To be capable of carrying out all overall programme planning, control and monitoring of activities
- To ensure efficient management support
- To be capable of issuing and supervising labour based routine maintenance contracts
- To be capable of issuing and supervising labour based rehabilitation contracts

Contractors/Engineer

- To be capable of organizing and carrying out labour based routine maintenance work
- To be capable of organising and carrying out labour based rehabilitation works
- To be capable of successfully managing contracts (contracts manager/contractor)

ANNEX II TIM-Works Training Strategy

- To know how to acquire labour based road work contracts and successfully conduct the company's business and to organize and control all required resources (contractor)

Site supervisors (contractors' supervisors/government technicians):

- To be capable of organising and planning, carrying out and controlling all site work activities for routine maintenance
- To be capable of organising and planning, carrying out and controlling all site work activities for rehabilitation works
- To be capable of supervising the labour force and to carry out on the job training
- To be capable of carrying out the site administration; planning, reporting and recording.

In addition to the above courses the training support will include:

- Awareness seminars
- Study tours for programme managers
- Training of trainers on contractor training techniques as well as labour based methods
- Follow up courses and problem orientated courses for practicing contractors
- Facilitation of industrial attachment on ongoing Projects

3 Curricula development

Training will initially be based on existing material, manuals and guidelines. Some are available in Tetun, whilst other needs to be translated in advance of courses. However during the course of the training new material will be added. At the end of the Project a revised set of course curricula and training material will be prepared by the programme.

Development of modules for inclusion into curriculum of universities and other tertiary education.

Below follow a proposed initial outline for the training for the various categories identified above.

4 Proposed training activities

The following course outlines have therefore been proposed in this training strategy.

NB: the content and duration will be assessed following each training event.

Awareness seminars for managers and stakeholders

Duration: 1 day

Code: AWS

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Who: Managers (contractors, government, donors, learning institutions, etc)
No of participants: 20-30
Contents • Choice of technology • Policy framework • Labour-based work methods • Small scale contracting • The role of government • Lessons learnt from other countries/Projects • Progress in Timor-Leste • Field visit

Routine maintenance operation and business course for contractors and supervisors
Code: RMC
Who: Community Contractor, Chefe Aldeia/Suko, Maintenance Overseer
Duration: 3 days
No of participants: 20
Contents • Simple mathematics: areas, volumes, units • Roads, their purpose, terminology and standards • Introduction to labour based road work methods • Appropriate road maintenance technology • Appropriate road maintenance management systems • Equipment and tools for routine maintenance • Labour based routine maintenance activities • Work programming • Work productivity • Labour recruitment and labour management • Labour legislation and labour law • Payment of labourers • Contract procedures • Contract specifications and conditions of contract • Pricing and submitting a bid

Rehabilitation works course for contractors engineers and supervisors
Duration: 4 weeks, 2 in classroom 2 in field
Code: RWC
Who: Engineers, Technicians, Contractor and their site supervisors
No of participants:20-30
Contents • Simple mathematics: areas, volumes, units • Roads, their purpose, terminology and standards • Appropriate road works technology • Equipment and tools for rehabilitation works

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• Equipment management and maintenance • Soil mechanics • Materials for rehabilitation work • Estimating quantities, road inventory, assessment of and preparation of BoQ • All labour based road rehabilitation operations (mobilization, site establishment, earth road construction, gravelling, structures, demobilization) • Labour based road rehabilitation operations and activities • Work programming • Work productivity • Site planning, control and reporting • Introduction to pricing principles • Labour recruitment and human management • Labour legislation and labour law • Payment of labourers • Training operations on actual road (2 weeks)
--

Contract management course for rehabilitation contractors and contract managers
Code: CMC
Duration: 1 week
Who: Contract managers (engineers), Contractor who have attended RWC
No of participants: 15-20
Contents • Contract procedures • Site inspection • Tender and award of contracts • Contract specifications and conditions of contract • Work quantities (work scheduling) • Pricing and submitting a bid • Contract implementation • Contract variations • Work measurement and preparation of payment certificates • Bank guarantee

Trial contracts
Code: TC
Who: Contractors who have successfully completed RWC and CMC or RMC
Duration: 2-4 months
Content • Negotiated contract • Mentoring

ANNEX II TIM-Works Training Strategy

5 Tentative training schedule

Activity	Q4 2008	Q1 2009	Q2 2009	Q3 2009	Q4 2009	Q1 2010	Q2 2010
ON JT	XXXXXXXX	XXXXXXXX	XXXXXXXX	XX	XX	XXXXXXXX	XX
AWS	X		X		X		
RMC	X	X	X	X			
RWS		XX			XX		
CMC		X				X	
TC		XXX	XXXXXXXX			XXXXX	XXXXXXXX
Curricula dev				XXXXXXXX	XXXXXXXX	XXX	

ON JT: On the Job Training: Continuous activity

AWS: The first will be the launch of TIM-Works in October

RMC: will be run in all project districts total number of trainees 100

RWS: will be run two times: total number of trainees 50

CMC: will be run two times: total number of trainees 50

TC: Trial contracts will be awarded to selected companies

Special courses to be determined based on needs, second half of programme.

Curricula development: Will start in 2009 following contractor training.

ANNEX III: Ongoing Road Maintenance Works

The following maintenance Projects were identified as priorities by the Districts and are undertaken through TIM-Works from September to November 2008. A total of 28 Projects covering 323 km.

AILEU

No	Code	Type of activity	Sub district	Suco(s)	Aldeia(s)	Km
1	AIL/TNO/0001	National road maintenance 12 km P.M. (Periodic Maintenance) Side drain repair 1.5 km	Aileu Vila	1. S Kraik Malere 2. Malere	8	13.5
2	AIL/TNO/0002	District road maintenance 12 km P.M. Side drain construction 0.6 km Irrigation canal repair 1.5 km	Aileu Vila	1. Aisirimou Maurusa 2. Aisirmou 3. Dudata Daisoli	12	14.1

BACAU

No	Code	Type of activity	Sub district	Suco(s)	Aldeia(s)	Km
1	BAU/TNO/0001	National road maintenance 5.1 km District road maintenance 3.6 km P.M. Side drain repair	Baucau Vila	Uailili	Afagua Waturodesima	8.7
2	BAU/TNO/0002	National road maintenance 2.7 km District road maintenance 10 km P.M. Side drain repair	Baucau Vila	Baibua	Samadiga Belavista	12.7
3	BAU/TNO/0003	National road maintenance 6.5 km Rural road maintenance 6 km P.M. Side drain repair	Baucau Vila	Gariuai	Maucale	12.5
4	BAU/TNO/0004	Rural road maintenance 8 km P.M. Side drain repair	Venilale	Fatulia	Bahadatu	8
5	BAU/TNO/0005	Rural road maintenance 5 km P.M. Side drain repair	Venilale	Bahamori	Waicana	5
6	BAU/TNO/0006	District road maintenance 9 km	Venilale	Umanaulu	Lakhuma	9

ANNEX III: Ongoing Road Maintenance Works

		P.M. Side drain repair			Osohula	
7	BAU/TNO/0007	Rural road maintenance 4 km P.M. Side drain repair	Baguia			4
8	BAU/TNO/0008	Rural road maintenance 12 km P.M. Side drain repair	Baguia			12
9	BAU/TNO/0009	Rural road maintenance 14 km P.M. Side drain repair	Baguia			14

LAUTEM

No	Code	Type of activity	Sub district	Suco(s)	Aldeia(s)	Km
1	LAU/TNO/0001	District road maintenance 36.75 km	Lospalos	Maupitine Lore 1 Lore 2	5	36.75
2	LAU/TNO/0002	District road maintenance 12 km Rural road clearing and levelling new 5 km	Tutuala	Mehara	2	17
3	LAU/TNO/0003	National road maintenance 32.4 km	Lautem	Eukisi Ililai Daudere Maina 1	7	32.4
4	LAU/TNO/0004	District road maintenance 47 km	Lautem	Parlamento Serelau Maina 2 Baduro	8	47

LIQUICA

No	Code	Type of activity	Sub district	Suco(s)	Aldeia(s)	Km
1	LIQ/TNO/0001	National road maintenance 9 km Rural road maintenance 2 km P.M. Side drain repair	Bazartete	Tibar Ulmera	Quasit	11
2	LIQ/TNO/0002	Irrigation canal construction 0.45 km lined stone masonry	Liquica	Leotela	Lepa	0.45

ANNEX III: Ongoing Road Maintenance Works

MANATUTO

No	Code	Type of activity	Sub district	Suco(s)	Aldeia(s)	Km
1	MAN/TNO/0001	District road maintenance 2 km P.M. Side drain repair	Laleia	Hatu Ralan	Uma Klalan	2
2	MAN/TNO/0002	District road maintenance 2 km P.M. Side drain repair	Laclo	Uma Kaduk	Hahi Ho	2
3	MAN/TNO/0003	National road maintenance 1.2 km P.M. Side drain repair	MTT Vila	Aitias	Biuak	1.2
4	MAN/TNO/0004	National road maintenance 2.7 km P.M. Side drain repair	MTT Vila	Sau	Sau	2.7
5	MAN/TNO/0005	National road maintenance 2 km P.M. Side drain repair	MTT Vila	Ailili	Ailili	2
6	MAN/TNO/0006	Rural road maintenance 4 km New side drain 300 m	Soibada	Samoro	Uma Kreke	4
7	MAN/TNO/0007	National road maintenance 5 km New side drain 250 m	Laclubar	Mane Lima	Kalohan	5
8	MAN/TNO/0008	National road maintenance 5 km New side drain 300 m	Laclubar	Funar	Funar	5

VIQUEQUE

No	Code	Type of activity	Sub district	Suco(s)	Aldeia(s)	Km
1	VIQ/TNO/0001	District road maintenance 7 km P.M. Repair of side drain 900 m Construction side drain 300 m	Viqueque City	Caraublo Umakik	15	7
2	VIQ/TNO/0002	National road maintenance 11.2 km	Viqueque City	Maluro Watudere	9	11.2
3	VIQ/TNO/0003	National road maintenance 22.8 km	Viqueque City	Bahlarawi Umakik Luga Caraubalo	21	22.8

ANNEX IV: Beneficiaries Registration Form

1. Dados Pesuais		Atividade: _____ Kodiku Atividade: ____ - ____ - ____		
A. Identifikasaun Kliente		B.1 Enderesu Primeiru		
Númeru Rejistu: ____ / ____ / BU / 08 / ____ - ____ - ____ SED Rejistu: ☐ Baucau ☐ Bobonaro ☐ Oecusse/Ambeno ☐ Dili Data Rejistu: ____ / ____ / ____ Naran Primeiru: _____ Naran Apelidu : _____ Seksu: ☐ Mane ☐ Feto Data Moris: ____ / ____ / ____ Estadu Civil: ☐ Kaben nain ☐ Klosan ☐ Faluk ☐ Divorsiadu ☐ Separadu Nasionalidade: _____ Númeru ID: ____ . ____ . ____ . ____ . ____ . ____ . ____ . ____ . ____ . ____		Distritu: _____ Sub Distritu: _____ Suku: _____ Vila: _____ Dalan: _____ Telefone: _____ E-mail: _____		
		C. Kliente Nia Situasaun		
		☐ La serbisu ☐ Servisu família, laiha salariu ☐ Temporariu, tuir estasaun ☐ Auto Empregu ☐ Tempu Nakonu (> 5 oras,loron) ☐ Tempu Parsial (< 5 oras, lora)		
D. Kliente Buka apoiu iha área. ☐ Empregu Rai Laran ☐ Empregu Rai Liur ☐ Formasaun Profisionál ☐ Auto Empregu ☐ Empregu Temporariu				
2. Perfil Profisionál				
Husi (Fulan – Tinan)	To'o (Fulan – Tinan)	Okupasaun (hare lista)	Sektor (hare lista)	Nível
____ / ____ / ____	____ / ____ / ____	____ Kodiku: __ __ __	____ Kodiku: __ __ __	____
____ / ____ / ____	____ / ____ / ____	____ Kodiku: __ __ __	____ Kodiku: __ __ __	____
3. Rekursus Akademikus				
A.1 ☐ La Eskola A.2 ☐ Ensinu Primáriu A.3 ☐ Pré – Sekundáriu A.4 ☐ Sekundáriu – Akadémiku Status: ☐ Kompletu ☐ La Kompletu				

ANNEX IV: Beneficiaries Registration Form

A.5 ☐ Sekundáriu -Tékniku	Husi: ____/____/____	Too: ____/____/____	Instituisaun/Eskola: _____	Kursu: _____
A.6 ☐ Formasaun Profisionál	Husi: ____/____/____	Too: ____/____/____	Instituisaun/Eskola: _____	Kursu: _____
	Husi: ____/____/____	Too: ____/____/____	Instituisaun/Eskola: _____	Kursu: _____
A.6 ☐ Superior	Husi: ____/____/____	Too: ____/____/____	Instituisaun/Eskola: _____	Kursu: _____

4. Kompetensia, Koñesementu, Atitude

A. Kompetensia lian fuan

Lia Fuan Sira	Lia Materna	Nivel Le'e	Nivel Hakerek	Nivel Koalia	Nivel Comprensaun	Observasaun
	☐					[0] Laiha [1] Fraku [2] Natoon [3] Diak
	☐					
	☐					
	☐					
	☐					

B. Kompetensia & Koñesementu Komputador ☐ Laiha ☐ Fraku ☐ Nato'on ☐ Diak

C.3 Lisensa Kondusaun ☐ Laiha ☐ Iha, **Kategoria:** ☐A ☐B ☐C ☐D

5. Analisa Defisiensia

A. Deskrisaun Defisiensia

Wainhira hetan Defisiensia ne'e? ☐ Dezde Moris, ☐ Tempu Labarik, ☐ Adultu **Tinan Defisiensia:** _____

Tanba Sa Hetan Defisiensia? ☐ Moris la Normal, ☐ Moras Dezastre, ☐ Asidente **Problema ita nia Defisiensia:** ☐ Diak Ona ☐ Nafatin ☐ Hetan ona Tratamentu

Servisu ou Treinamentu Saida maka Par ho ita nia Kondisaun? _____

ANNEX IV: Beneficiaries Registration Form

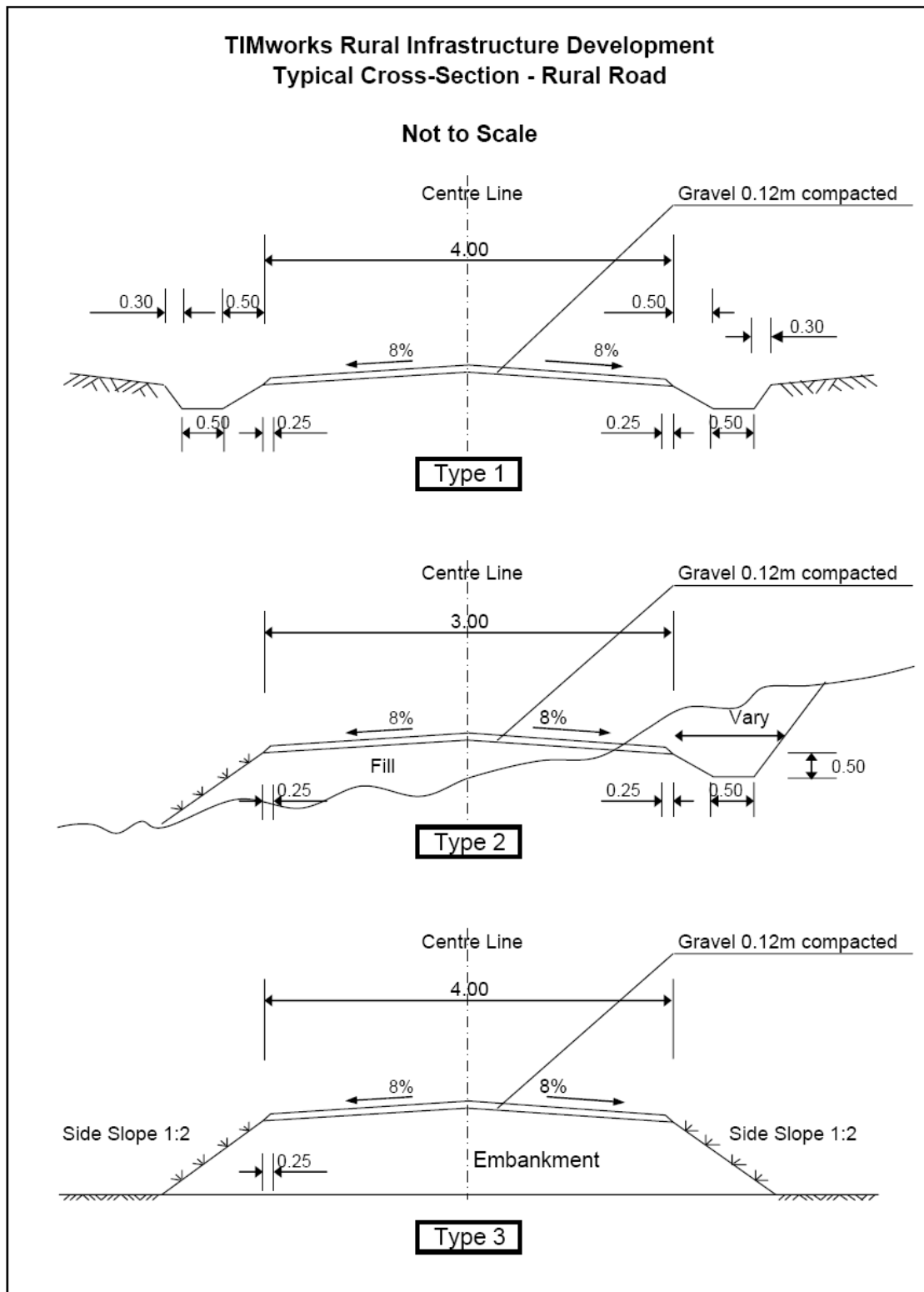
B. Parte Defisiensia . (Ita nia defisiensia iha parte nebe?)

☐ Ain
 ☐ Matan
 ☐ Ulun
 ☐ Komunikaun
 ☐ Liman
 ☐ Kotuk
 ☐ Saude Mental
 ☐ Tilun
 ☐ Komprensaun

6. Familia

Ema	Númeru	Númeru Servisu	Númeru La Servisu	Númeru Auto Empregu
Fe'en				
La'en				
Oan				
Inan				
Aman				
Seluk				
Total				

ANNEX V: Standard Cross Sections Rural Roads



ANNEX VI: Guideline for Implementing “Stories of Change”

Draft format for the recording of the story.

Background:

ILO and SEFOPE are collecting stories about important changes that have resulted from the TIM-Works programme. This will help us improve the programme and to celebrate our successes together. The stories will be used to share the achievements in the Project area since the last visit.

Story Details:

District:

Name of storyteller:

Name of story writer: _____ Position:

Name of Storyteller:

Date:

Title of the “Story of Change”**Domain of Change:****Story:**

(more space needed)

Reasons why this story was selected.**Confidentiality:**

We may like to use your story for reporting or sharing with other people. Do you, (the storyteller)

- | | | |
|---|-----|----|
| • Want to have your name on the story (circle one) | Yes | No |
| • Consent to us using your story for publication (circle one) | Yes | No |

Signed:

storyteller