



## Creating Jobs—Capacity Building for Local Resource-Based Road Works in Selected Districts in Nanggroe Aceh Darussalam and Nias

<b>Objective:</b>	Contribute to the restoration of the rural livelihoods in communities of disaster affected populations in Aceh.
<b>Immediate Objective:</b>	District governments and small-scale contractors in the project areas adopt and undertake local resource-based road works thereby providing access to socio-economic centres and creating job opportunities for rural people.
<b>Key Partners:</b>	<ul style="list-style-type: none"> <li>■ Ministry of Manpower and Transmigration</li> <li>■ National Development Planning Agency</li> <li>■ Provincial and District Development Planning Agencies</li> <li>■ Provincial and District Governments</li> <li>■ Program Nasional Pemberdayaan Masyarakat (PNPM) in Aceh Province</li> <li>■ Local Contractors Associations</li> <li>■ Local Communities</li> </ul>
<b>Duration:</b>	5 years (2006– 2011)
<b>Project Operational Districts:</b>	<p><b>Phase I</b> (March 2006 to March 2008): Aceh Besar, Pidie, Bireuen (Aceh Province) and Nias and Nias Selatan (Nias Islands, North-Sumatra)</p> <p><b>Phase II</b> (April 2008 to September 2010): Pidie, Bireuen, Aceh Jaya, Aceh Barat, Nagan Raya (Aceh Province) and Nias and Nias Selatan (Nias Islands, North-Sumatra)</p> <p><b>Phase II Extension</b> (October 2010 to June 2011): Pidie, Bireuen (Aceh Province).</p>
<b>Partner Agency:</b>	UNDP
<b>Implementing Agency:</b>	ILO
<b>Donor:</b>	 <p>Multi-Donor Trust Fund for Aceh and North-Sumatra (MDFANS)</p>
<b>Budget:</b>	USD 12,156,000
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## Project Background

The Project was formulated in response to the devastating tsunami of December 2004 and the major earthquake of March 2005, causing severe damages on Nias Islands, which caused a tremendous loss of lives and livelihood opportunities and resulted in extensive and major damage to roads and other infrastructure. To facilitate aid delivery and economic recovery, the rehabilitation and improvement of the rural road network through the use of employment-intensive approaches received high priority.

Prior to the tsunami and the earthquake, many roads in the road network were in a poor condition due to a lack of maintenance. In this context, an integrated project was formulated that sought to contribute to economic recovery by improving road connectivity, providing local employment opportunities, building skills among the workers and contractors involved in road works, and strengthening local capacities in the use of employment-intensive local resource-based (LRB) road construction and maintenance methods and approaches.

Following an initial demonstration project, Phase I of the Project (USD 6.42 million) was implemented by the ILO from March 2006 to September 2008 and covered the districts of Aceh Besar, Pidie, Bireuen, Nias and Nias-Selatan. The Project included a major, demand-driven, capacity building component, which was strongly focused on the active involvement of communities and gave special emphasis to the inclusion of women.

Starting October 2008, the Project entered into a phase II in order to extend and expand the capacity of district governments and small contractors to adopt and undertake LRB road works. An additional budget of USD 5.38 million was allocated and the implementation period was extended to September 2010. In September 2010 an extension of phase II till June 2011 was approved for the provision of technical assistance to put in place a basic exit strategy.

## Project Strategy

Whereas the main focus of the project until September 2010 was on the direct road rehabilitation/maintenance and associated capacity building activities, the implementation approach during the current extension of phase II has shifted from October 2010 onwards from direct support in rehabilitation and maintenance

of rural roads to the delivery of technical assistance to address key sustainability issues and the provision of the key elements of a basic exit strategy.

The project's basic exit strategy seeks to strengthen operational capacities for planning, budgeting, programming and implementing activities related to the maintenance of the rural road network in Aceh Province, particularly through the use of employment-intensive local resource-based methods. The project supports the identification and application of options for increasing resource mobilization for the village road network and putting in place effective models for the maintenance of village-level infrastructure. To support replication, the project seeks to share lessons learnt about the effectiveness and impact of various infrastructure investment strategies and approaches with policy makers and planners at various levels.

This basic exit strategy aims at ensuring the adoption and continuation of efforts to up-scale and mainstream the project's outputs post-project. The approach embeds technical assistance within the local Government structure and builds on prevailing Government capacities, models, systems, procedures and regulations. The basic exit strategy focuses on:

- The development of basic systems and capacities for the planning and budgeting of investments in the development and maintenance of the road assets in the project operational areas;
- The development of strategies and operational approaches for up-scaling and mainstreaming local resource-based approaches in the roads sector and other sectors in Aceh province.

Policy development support through the development of a monitoring system that aims at improving the quality of decision making regarding infrastructure investment strategies by providing relevant information to key decision makers.

### Formulated Project Outputs:

1. The capacity of district government and small-scale local contractors in undertaking road works is satisfactory.
2. Techniques, standards, systems and strategies for local resource-based road works are refined to conditions in Aceh and Nias.
3. Community participation in rural road development and maintenance strengthened.

## Achievements to Date

As of 30th September 2010 the project had rehabilitated 155 km of roads (141 km district roads and 14 km village roads), provided maintenance for 229 km of roads (periodic on-carriageway maintenance was undertaken by contractors and off-carriageway routine maintenance was done involving local communities) and constructed 10 bridges (six concrete motorable bridges and four pedestrian suspension bridges).

Over 410,000 work-days of short-term employment opportunities for local people were created (of which 28 per cent for women) through the rehabilitation and maintenance works. Technical assistance was provided in the rehabilitation of 30 km of district roads financed by the local government and NGOs. Limited irrigation works were also undertaken by the project, including the rehabilitation and maintenance of three km of irrigation canals and the rehabilitation/construction of eight irrigation intakes.

The project developed and tested a community-based routine maintenance model and demonstrated the feasibility and viability of engaging communities in routine maintenance – including the involvement of women.

Approximately 34,200 trainee-days of training were provided to 341 contractors and their staff and 178 staff of district Public Works offices. Training covered various technical, supervisory and management aspects related to the planning, implementation and supervision of the works. Through the collaboration with PNPM, 74 PNPM facilitators were trained on the planning and implementation of community-based road maintenance and coaching support was provided to 367 PNPM facilitators (20 per cent of the trainees were women). In addition 530 village maintenance workers received training (with 28 per cent women).

## Effects and Impacts

A beneficiary impact study that was conducted in May 2010 indicated significant positive effects and impact of the project, including:

- A substantial reduction in travel time to markets and other important local social and economic infrastructure facilities and services;
- A significant reduction of travel costs along the main origin-destination routes used by the



people living in the area of influence of the roads;

- An increase in the area under agricultural cultivation;
- A substantial increase in the value of agricultural land along the improved road;
- Increased school attendance;
- Increased business opportunities for small business entrepreneurs along the roads;
- More diverse and increased availability in the locality of consumer goods;
- Reduced prices of local consumer goods;
- Uninterrupted road accessibility (before the improvement, the roads were often impassable after rains);
- The provision of temporary employment during the construction period (high unemployment was mentioned as a serious constraints along a number of the roads where interviewed were conducted); and
- Improved security.

A Contractors' Tracer study that was carried out among the contractors that had received by the project showed that the provided training was



perceived as very useful by 91 per cent of the interviewed contractors whereas 9 per cent of them considered the training useful. The training that they had received had made them more competitive and had allowed them to get more business for their company. The training had increased their abilities to produce qualitatively better – and more cost-competitive – bids, improved their management skills, had given them a better knowledge and understanding of financial, administrative and bidding requirements and had improved their technical knowledge of construction techniques and work methods.

## Guidelines and Publications

The project developed various guidelines and prepared publications about the effects and impacts of the project, including:

- Handbooks for PNPM road routine maintenance training (available in English and Bahasa Indonesia)
- Trainers guide for routine maintenance (available in English and Bahasa Indonesia)
- Maintenance handbooks routine maintenance of district roads (available in English and Bahasa Indonesia)
- LRB training manuals, technical guidelines and formats

- Curriculum development guide (available in English and Bahasa Indonesia)
- LRB Report on Force Account (only available in English)
- Pavement study – emulsion bitumen trials (only available in English)
- Study on Labour Productivities (only available in English)
- Contractor Tracer Study (only available in English)
- Beneficiary Satisfaction and Impact Study (only available in English)
- Synopsis cost-benefit study ((available in English and Bahasa Indonesia)
- Gender toolkit (under preparation – only in English)
- Project brochures 2006 and 2008 (available in English and Bahasa Indonesia)

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