



Trainers' Notes
Rural Transport Training Materials

Module 2: Planning, Design, Appraisal and Implementation

Part 1

Labour based works methodology

Part 2

Case study from Uganda

SESSION 2.4



SSATP
Africa Transport
Policy Program



DFID Department for
International
Development



theIDLgroup

<p>Session Objectives</p>	<p>By the end of the session participants will be able to:</p> <p>Technical paper</p> <ul style="list-style-type: none"> ④ Define the meaning of labour-based technology ④ Explore the economic, employment and social benefits of labour-intensive investments in transport ④ Analyse the issues necessary for the creation of an enabling environment for labour-based road works <p>Case study</p> <ul style="list-style-type: none"> ④ Describe the economic benefits of using labour-based methods in the Uganda scenario ④ Develop recommendations for increasing the scope of the use of labour-based methods for feeder road works
<p>Rural Transport Knowledge Base materials used with this session</p>	<p>Labour Based Works Methodology By: Jean Majeres and Jan de Veen, ILO</p> <p>Employment creation and labour-based technology in road works: Ugandan case study By: Gary Taylor, IT Transport, and Moses Bekabye (1999)</p>
<p>Training Materials</p>	<p><u>Presentations</u></p> <p>2.4a Labour Based Works Methodology</p> <p>2.4b Employment creation and labour-based technology in road works: Ugandan case study</p> <p><u>Activity Sheets</u></p> <p>39 The case for labour-based methods</p> <p>40 Contractual procedures for social aims</p> <p>41 Increasing the scope for the use of labour-based methods</p>

<i>Key Topics</i>	<i>Training Methods</i>
Part 1 1. Introduction 2. Definitions of labour-based technology 3. Economic, employment and social benefits of labour-intensive investments in transport 4. An enabling environment	Presentation Q & A Presentation Group Discussion Presentation with discussion Group Activity Presentation with discussion
Part 2 5. Case Study <ul style="list-style-type: none"> 5.1 Introduction 5.2 Background to the study 5.3 Findings of the study 5.4 Recommendations for increasing the scope of labour-based methods 	Presentation Presentation Case Study Activity Presentation
Summary of session 2.4	

Trainers' Summary

This session is divided into two parts:


Part 1 is based on the technical paper: Labour Based Works Methodology

Part 2 is based on the case study: Employment creation and labour-based technology in road works: Uganda



Session 2.4 Trainers' Notes



Part 1






1. Introduction

<i>Training Methods</i>	<i>Content</i>	<i>Materials</i>
Presentation 	<p>Introduce the first part of session by explaining the learning objectives and session structure.</p> <p>The first part of this session is based on the technical paper: Labour-Based Works Methodology.</p> <p>This session explores the evidence and experiences from around the world for using labour-based technology for road investments. Issues related to policy, macro-economic potential, employment and social benefits are examined.</p> <p>Overview of the first part of the session</p> <p>Key Points:</p> <ul style="list-style-type: none"> Definitions of labour-based technology Economic, employment and social benefits of labour-intensive investments in transport An enabling environment 	Presentation 2.4a Slides 1 - 5


2. Definitions of labour-based technology

Training Methods	Content	Materials
<p>Q & A</p> 	<ul style="list-style-type: none"> Facilitate a discussion on the topic of labour based technology. Begin the discussion by asking: <i>What is labour-based technology?</i> Note the points made by participants on flip chart. The key learning points are listed below. 	<p>Flip chart pens</p>
<p>Presentation</p> 	<p>Summarise the main points raised using the presentation slides.</p> <p>Key Points:</p> <ul style="list-style-type: none"> The use and management of locally available human and material resources for the construction and maintenance of infrastructure Flexible and optimal use of labour as the predominant resource Optimum vs. maximum use of labour 	<p>Presentation 2.4a Slides 6 - 7</p>





Training Methods	Content	Materials
<p>Group Discussion</p> 	<p>The following activity explores the benefits of using labour-based methods for RTI developments, drawing on participants experiences.</p> <ul style="list-style-type: none"> ④ Divide participants into groups of 3 or 4, and give them Activity Sheet 39 ④ Ask participants to discuss: <p><i>What are the benefits (at micro and macro levels) of labour-based methods as part of the strategy to improve rural transport infrastructure?</i></p> ④ Ask the groups to prepare their findings on flip chart and to elect a person to present the finding. ④ Each group presents their findings to the plenary. ④ Facilitate a discussion on the findings and draw out the key learning points. The key learning points are discussed below. 	<p>Presentation 2.4a Slide 8</p> <p>Activity Sheet 39</p> <p>Flip chart, pens</p>
<p>Presentation</p> 	<p>Summarise the Key Points raised in the discussion above by using the presentation slide.</p> <p>Key Points:</p> <ul style="list-style-type: none"> ④ Inject cash into the local economy ④ Generate rural employment in a cost-effective manner ④ Reduce damage to the environment ④ Produce gravel roads of equal quality to those produced using equipment-based methods <p>Continued...</p>	<p>Presentation 2.4a Slide 9</p>


<i>Training Methods</i>	<i>Content</i>	<i>Materials</i>
	<p><i>...Continued</i></p> <ul style="list-style-type: none">  Save on foreign exchange  Facilitate access to markets and social services  Contribute to the alleviation of poverty  Transfer knowledge about road works to the local community - useful for maintenance  Increase incomes 	



3. Economic, employment and social benefits of labour-intensive investments in transport

<i>Training Methods</i>	<i>Content</i>	<i>Materials</i>
<p>Presentation with Discussion</p> 	<p>Introduce this part of the session by explaining that there are seven key areas related to economic and social benefits of labour-intensive investments in transport. This section also highlights a variety of experiences from around the world.</p> <p>Explain each of the main areas. Facilitate a discussion using Q & A to draw on participants experiences and facilitate discussion where appropriate. Ask question like: How may labour-based programmes improve employment? What is the macro-economic potential of the labour-based approach? What is the role of government in labour-based investment approaches?</p> <p>Key Points:</p> <p>A. Policy issues and poverty</p> <ul style="list-style-type: none"> ✓ employment programmes need to be linked more <i>explicitly</i> to economic growth ✓ longer-term employment generation, poverty alleviation and more equitable income distribution requires cost-effective investments for the poor ✓ investment policies should have employment creation and social objectives <p>B. Strategic importance of the infrastructure and construction sector</p> <ul style="list-style-type: none"> ✓ makes a significant contribution to economic development <p>Continued...</p>	<p>Presentation 2.4a Slides 10 - 35</p>


Training Methods	Content	Materials
	<p>...Key Points continued:</p> <p>C. Macro-economic potential of the labour-based approach</p> <ul style="list-style-type: none"> ✓ working hypotheses can be used to predict the potential impact on economic factors such as employment. <p>D. Sectoral and multi-sectoral infrastructure investments</p> <ul style="list-style-type: none"> ✓ sectoral: Government controlled and supply-driven ✓ local-level multi-sectoral investments: Demand-driven <p>E. Road Sector</p> <ul style="list-style-type: none"> ✓ current focus of the Employment investment Programme (EIP) of the ILO - has two aspects: ✓ - development of domestic small-scale contractors able to execute labour-based works ✓ - establishment of administrative and financial procedures enabling contractors to compete for and execute public works contracts <p>F. “AGETIPE” approaches</p> <ul style="list-style-type: none"> ✓ main objective is to create employment through infrastructure works by sub-contracting to the private sector ✓ issue of concern: there is a need to promote training, capacity building and sustainable employment ✓ to address this sub-regional support programmes to provide technical assistance, training and advisory services, are being established by ILO, World Bank and Agencies <p>G. Contractual procedures for employment and social objectives*</p> <p><u>Trainers’ Note</u></p> <p><i>* For the topic “Contractual procedures for employment and social objectives” a group activity may be carried out (below).</i></p>	

<i>Training Methods</i>	<i>Content</i>	<i>Materials</i>
<p>Presentation</p> 	<p>G. Contractual procedures for employment and social objectives</p> <p>Introduce this part of the session by explaining the rationale behind developing contractual procedures with social objectives, and ways in which the tendering system may be adapted and built upon.</p> <p>Key Points</p> <ul style="list-style-type: none">  The operational system being set up by the ILO's Employment-intensive Programme (executed by private sector) is based on capacity building in the private & public sectors, and a "strategic" use of the tendering and contract system  Examples of social objectives include employment creation, local participation and sub-contracting/ training of small local entrepreneurs  Tendering systems are modified to include specific clauses for conditions of work, contracts adjusted to accommodate labour-based technology, and training programmes for agency staff, engineers and entrepreneurs. 	<p>Presentation 2.4a Slides 36 - 38</p>

Training Methods	Content	Materials
<p>Group Activity</p> 	<p>Advantages of socially focussed contract procedures</p> <p>The following activity examines the benefits and advantages for various stakeholders of contractual procedures that are focussed specifically on social objectives, such as employment.</p> <ul style="list-style-type: none"> ④ Divide participants into four groups and give them Activity Sheet 40 ④ Each group will work on a different stakeholder group: <ul style="list-style-type: none"> ✓ employers ✓ workers ✓ governments and donors ✓ new and <i>constructive</i> role of Labour Ministry and social partners (employers and workers' organisations) ④ Ask participants to discuss: <p><i>What are the advantages to various actors of a contractual system that is targeted towards social objectives?</i></p> ④ Ask the groups to prepare their findings on flip chart and to elect a person to present the finding. ④ Each group presents their findings to the plenary. ④ Facilitate a discussion on the findings and draw out the key learning points. The key learning points are listed below. 	<p>Presentation 2.4a Slide 39</p> <p>Activity Sheet 40</p> <p>Flip chart, pens</p>


<i>Training Methods</i>	<i>Content</i>	<i>Materials</i>
<p>Presentation</p> 	<p>Summarise the key learning points from the activity above using the presentation slides.</p> <p>Key Points</p> <ul style="list-style-type: none">  Advantages re: contractual procedures for employment and social objectives with regard to: <ul style="list-style-type: none"> ✓ employers ✓ workers ✓ governments and donors 	<p>Presentation 2.4a Slide 40 - 42</p>


4. An Enabling Environment








<i>Training Methods</i>	<i>Content</i>	<i>Materials</i>
Presentation with Discussion 	<p>Facilitate a discussion on the key issues related to creating an enabling environment that allows for the use of labour-based methods in road works. Ask questions like:</p> <p>How may an enabling environment be created that allows for the development of labour-based methods for roads works?</p> <p>How can labour-based methods be used to influence policy?</p> <p>Key Points</p> <ul style="list-style-type: none"> Decentralised organisational framework Institutional and capacity building Analysis of best practice and lesson learnt – which should feed into policy making Policy advice & decisions on technology choice, and creating an environment that enabling labour-based road contractors to effectively compete within an open market economy Expand the knowledge of alternative technological approaches through collaboration with universities & learning institutions The challenge for governments is to facilitate real market-driven growth and competition for the contracting industry 	<p>Presentation 2.4a Slides 43 - 46</p>


Part 2


5. Case Study: Uganda

<i>Training Methods</i>	<i>Content</i>	<i>Materials</i>
<p>Presentation</p> 	<p>5.1 Introduction</p> <p>Introduce the second part of this session explaining the objectives and provide a brief overview of the topics to be covered.</p> <p>This part of the session focuses on empirical evidence collected from a series of feeder road projects in Uganda. The study provides evidence to show the economic benefits to the poor and to the country as a whole from using labour-based methods compared to equipment based road works.</p> <p>Overview of Part 2 of the session</p> <p>Key Points</p> <ul style="list-style-type: none">Background to the case studyKey findingsRecommendations for increasing the scope of labour-based methods	<p>Presentation 2.4b Slides 1 - 3</p>

Training Methods	Content	Materials
<p>Presentation</p> 	<h2>5.2 Background to the study</h2> <p>Explain the background of the Uganda study.</p> <h3>Key Points</h3> <ul style="list-style-type: none"> The study focussed on the economic aspects rather than technical aspects Hypothesis of the Uganda study was '<i>Labour-based approaches are viable, offer high employment potential and combat poverty, greater indirect benefits to the national economy - compared to conventional, equipment-based technology</i>' A comparative study of the use of labour-based and equipment-based methods for feeder road rehabilitation The study was carried out as part of the Labour-Based Policy Promotion Initiatives and the broader context of poverty reduction through employment creation The study examined data from feeder road programmes 1993-1997 	<p>Presentation 2.4b Slides 4 - 6</p>

Training Methods	Content	Materials
<p>Presentation</p> 	<h3>5.3 Findings of the Study</h3> <p>Explain the key findings of the case study.</p> <p>Key Points</p> <ul style="list-style-type: none">  Economic growth rates (highest in the sub-region) have not been matched with positive social indicators – such as employment, and as shown by poverty indicators. There is a need to spread the benefits to a wider section of the population.  Labour-based methods are cheaper in direct financial terms and economic terms than equipment based methods,  Increasing employment through labour-based works, would contribute to the goals of the <i>Poverty Eradication Action Plan</i> includes -- which includes increasing wage employment and income generating activities as a way of stimulating local demand and production.  Labour-based methods and less use of heavy equipment are the best option for increasing income of the poor and reconstruction of infrastructure.  The evidence of benefits from using labour-based methods compared to equipment based methods is economic, direct costs (labour & wages), creation of employment through the multiplier effect, increase in GDP, stimulus to private investment.  Labour-based methods cannot be used in all scenarios – and equipment based methods must be used where appropriate. 	<p>Presentation 2.4b Slides 7 - 11</p>

Training Methods	Content	Materials
<p>Case Study activity in groups</p> 	<h3>5.4 Recommendations for increasing the scope of labour-based methods</h3> <p>The purpose of this activity is to draw on the findings of the Uganda case study to make recommendations for ways in which the use of labour-based methods can be promoted and increased.</p> <p>During this activity participants are asked to draw on their experiences of labour-based methods for feeder road works.</p> <ul style="list-style-type: none"> ④ Divide participants into small groups and give each group a copy of Activity Sheet 41 ④ Ask the groups to discuss: <p><i>What recommendations would you make for increasing the scope for the use of labour-based methods in feeder roads?</i></p> ④ Ask the groups to prepare their findings on flip chart and to elect a person to present the finding. ④ Each group presents their findings to the plenary. ④ Facilitate a discussion on the findings and draw out the key learning points. The key learning points are discussed below. 	<p>Presentation 2.4b Slide 12</p> <p>Flip chart, pens</p> <p>Activity sheet 41</p>

Training Methods	Content	Materials
<p>Presentation</p> 	<p>Summarise the recommendations from the Uganda case study using the presentation slides.</p> <p>Key Points</p> <ul style="list-style-type: none"> Build partnerships between government and the private sector. Develop project evaluation criteria employment creation potential, shadow pricing of labour assessment of the indirect costs and benefits of public investments. Remove existing bias in conditions of <i>Tender and Contract</i> provisions which favour equipment-intensive contractors. Increase the use of subcontracting to provide more work opportunities for small, local contractors. Feasibility studies and designs should consider the use of labour-based methods. Relax tight construction time constraints where possible. Change attitudes to labour-based methods. 	<p>Presentation 2.4b Slides 13 - 16</p>
	<p>Summary of Session 2.4</p> <p>Conclude this session by reviewing the issues explored and the key lessons learnt, highlighting areas that may need further investigation or discussion.</p>	