

# RURAL TRANSPORT TRAINING MATERIALS

TRAINER'S NOTES

## MODULE 2 PLANNING, DESIGN, APPRAISAL AND IMPLEMENTATION

### Part 1

Labour based works  
methodology

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### Part 2

Case study from Uganda

SESSION 2.4



The World Bank



**DFID**

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<p><b>Session Objectives</b></p>	<p>This session enables participants to:</p> <p><b>Technical paper</b></p> <ul style="list-style-type: none"> <li>④ Define the meaning of labour-based technology</li> <li>④ Explore the economic, employment and social benefits of labour-intensive investments in transport</li> <li>④ Consider the issues necessary for the creation of an enabling environment labour-based road works</li> </ul> <p><b>Case study</b></p> <ul style="list-style-type: none"> <li>④ Describe the economic benefits of using labour-based methods in the Uganda scenario</li> <li>④ Provide recommendations for increasing the scope of the use of labour-based methods for feeder road works</li> </ul>
<p><b>Rural Transport Knowledge Base materials used with this session</b></p>	<p><b>Labour Based Works Methodology</b> By: Jean Majeres and Jan de Veen, ILO</p> <p><b>Employment creation and labour-based technology in road works: Ugandan case study</b> By: Gary Taylor, IT Transport, and Moses Bekabye (1999)</p>
<p><b>Training Materials</b></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>25 The case for labour-based methods</p> <p>26 Contractual procedures for social aims</p> <p>27 Increasing the scope for the use of labour-based methods</p>

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

## 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>
<p><b>Presentation</b></p> 	<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: <b>Labour-Based Works Methodology</b>.</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><b>Overview of the first part of the session</b></p> <p><b>Key Points:</b></p> <ul style="list-style-type: none"> <li> Definitions of labour-based technology</li> <li> Economic, employment and social benefits of labour-intensive investments in transport</li> <li> An enabling environment</li> </ul>	<p>Presentation 2.4a Slides 1 - 5</p>

## 2. Definitions of labour-based technology


<b>Training Methods</b>	<b>Content</b>	<b>Materials</b>
<p><b>Q &amp; A</b></p> 	<ul style="list-style-type: none"> <li>③ Facilitate a discussion on the topic of labour based technology. Begin the discussion by asking:  <i>What is labour-based technology?</i></li> <li>③ Note the points made by participants on flip chart. The key learning points are listed below.</li> </ul>	<p>Flip chart pens</p>
<p><b>Presentation</b></p> 	<p>Summarise the main points raised using the presentation slides.</p> <p><b>Key Points:</b></p> <ul style="list-style-type: none"> <li>③ The use and management of locally available human and material resources for the construction and maintenance of infrastructure</li> <li>③ Flexible and optimal use of labour as the predominant resource</li> <li>③ Optimum vs. maximum use of labour</li> </ul>	<p>Presentation 2.4a Slides 6 - 7</p>

Training Methods	Content	Materials
<p><b>Group Discussion</b></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"> <li>④ Divide participants into groups of 3 or 4, and give them Activity Sheet 25.</li> <li>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> </li> <li>④ Ask the groups to prepare their findings on flip chart and to elect a person to present the finding.</li> <li>④ Each group presents their findings to the plenary.</li> <li>④ Facilitate a discussion on the findings and draw out the key learning points. The key learning points are discussed below.</li> </ul>	<p>Presentation 2.4a Slide 8</p> <p>Activity Sheet 25</p> <p>Flip chart, pens</p>
<p><b>Presentation</b></p> 	<p>Summarise the Key Points raised in the discussion above by using the presentation slide.</p> <p><b>Key Points:</b></p> <ul style="list-style-type: none"> <li>④ Inject cash into the local economy</li> <li>④ Generate rural employment in a cost-effective manner</li> <li>④ Reduce damage to the environment</li> <li>④ Produce gravel roads of equal quality to those produced using equipment-based methods</li> </ul> <p><b>Continued...</b></p>	<p>Presentation 2.4a Slide 9</p>


<b>Training Methods</b>	<b>Content</b>	<b>Materials</b>
	<p><b>...Continued</b></p> <ul style="list-style-type: none"> <li>③ Save on foreign exchange</li> <li>③ Facilitate access to markets and social services</li> <li>③ Contribute to the alleviation of poverty</li> <li>③ Transfer knowledge about road works to the local community - useful for maintenance</li> <li>③ Increase incomes</li> </ul>	






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

<b>Training Methods</b>	<b>Content</b>	<b>Materials</b>
<p><b>Presentation with Discussion</b></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 &amp; 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><b>Key Points:</b></p> <p><b>A. Policy issues and poverty</b></p> <ul style="list-style-type: none"> <li>✓ employment programmes need to be linked more <i>explicitly</i> to economic growth</li> <li>✓ longer-term employment generation, poverty alleviation and more equitable income distribution requires cost-effective investments for the poor</li> <li>✓ investment policies should have employment creation and social objectives</li> </ul> <p><b>B. Strategic importance of the infrastructure and construction sector</b></p> <ul style="list-style-type: none"> <li>✓ makes a significant contribution to economic development</li> </ul> <p><b>Continued...</b></p>	<p>Presentation 2.4a            Slides 10 - 35</p>


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

<b>Training Methods</b>	<b>Content</b>	<b>Materials</b>
<p><b>Presentation</b></p> 	<p><b>G. Contractual procedures for employment and social objectives</b></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><b>Key Points</b></p> <ul style="list-style-type: none"> <li>③ 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 &amp; public sectors, and a “strategic” use of the tendering and contract system</li> <li>③ Examples of social objectives include employment creation, local participation and sub-contracting/ training of small local entrepreneurs</li> <li>③ 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.</li> </ul>	<p>Presentation 2.4a Slides 36 - 38</p>

<b>Training Methods</b>	<b>Content</b>	<b>Materials</b>
<p><b>Group Activity</b></p> 	<p><b>Advantages of socially focussed contract procedures</b></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"> <li>④ Divide participants into four groups and give them Activity Sheet 26.</li> <li>④ Each group will work on a different stakeholder group: <ul style="list-style-type: none"> <li>✓ employers</li> <li>✓ workers</li> <li>✓ governments and donors</li> <li>✓ new and <i>constructive</i> role of Labour Ministry and social partners (employers and workers' organisations)</li> </ul> </li> <li>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> </li> <li>④ Ask the groups to prepare their findings on flip chart and to elect a person to present the finding.</li> <li>④ Each group presents their findings to the plenary.</li> <li>④ Facilitate a discussion on the findings and draw out the key learning points. The key learning points are listed below.</li> </ul>	<p>Presentation 2.4a Slide 39</p> <p>Activity Sheet 26</p> <p>Flip chart, pens</p>





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


## 4. An Enabling Environment

<b>Training Methods</b>	<b>Content</b>	<b>Materials</b>
<p><b>Presentation with Discussion</b></p> 	<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><b>Key Points</b></p> <ul style="list-style-type: none"> <li>③ Decentralised organisational framework</li> <li>③ Institutional and capacity building</li> <li>③ Analysis of best practice and lesson learnt – which should feed into policy making</li> <li>③ Policy advice &amp; decisions on technology choice, and creating an environment that enabling labour-based road contractors to effectively compete within an open market economy</li> <li>③ Expand the knowledge of alternative technological approaches through collaboration with universities &amp; learning institutions</li> <li>③ The challenge for governments is to facilitate real market-driven growth and competition for the contracting industry</li> </ul>	<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><b>Presentation</b></p> 	<p><b>5.1 Introduction</b></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><b>Overview of Part 2 of the session</b></p> <p><b>Key Points</b></p> <ul style="list-style-type: none"> <li> Background to the case study</li> <li> Key findings</li> <li> Recommendations for increasing the scope of labour-based methods</li> </ul>	<p>Presentation 2.4b Slides 1 - 3</p>

Training Methods	Content	Materials
<p><b>Presentation</b></p> 	<p><b>5.2 Background to the study</b></p> <p>Explain the background of the Uganda study.</p> <p><b>Key Points</b></p> <ul style="list-style-type: none"> <li>③ The study focussed on the economic aspects rather than technical aspects</li> <li>③ 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>'</li> <li>③ A comparative study of the use of <b>labour-based</b> and <b>equipment-based</b> methods for feeder road rehabilitation</li> <li>③ The study was carried out as part of the Labour-Based Policy Promotion Initiatives and the broader context of poverty reduction through employment creation</li> <li>③ The study examined data from feeder road programmes 1993-1997</li> </ul>	<p>Presentation 2.4b Slides 4 - 6</p>



Training Methods	Content	Materials
<p><b>Presentation</b></p> 	<p><b>5.3 Findings of the Study</b></p> <p>Explain the key findings of the case study.</p> <p><b>Key Points</b></p> <ul style="list-style-type: none"> <li>⦿ 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.</li> <li>⦿ Labour-based methods are cheaper in direct financial terms and economic terms than equipment based methods,</li> <li>⦿ 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.</li> <li>⦿ Labour-based methods and less use of heavy equipment are the best option for increasing income of the poor and reconstruction of infrastructure.</li> <li>⦿ The evidence of benefits from using labour-based methods compared to equipment based methods is economic, direct costs (labour &amp; wages), creation of employment through the multiplier effect, increase in GDP, stimulus to private investment.</li> <li>⦿ Labour-based methods cannot be used in all scenarios – and equipment based methods must be used where appropriate.</li> </ul>	<p>Presentation 2.4b Slides 7 - 11</p>

Training Methods	Content	Materials
<p><b>Case Study activity in groups</b></p> 	<p><b>5.4 Recommendations for increasing the scope of labour-based methods</b></p> <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"> <li>⦿ Divide participants into small groups and give each group a copy of Activity Sheet 29.</li> <li>⦿ 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> </li> <li>⦿ Ask the groups to prepare their findings on flip chart and to elect a person to present the finding.</li> <li>⦿ Each group presents their findings to the plenary.</li> <li>⦿ Facilitate a discussion on the findings and draw out the key learning points. The key learning points are discussed below.</li> </ul>	<p>Presentation 2.4b Slide 12</p> <p>Flip chart, pens</p> <p>Activity sheet 29</p>

Training Methods	Content	Materials
<p><b>Presentation</b></p> 	<p>Summarise the recommendations from the Uganda case study using the presentation slides.</p> <p><b>Key Points</b></p> <ul style="list-style-type: none"> <li>③ Build partnerships between government and the private sector.</li> <li>③ Develop project evaluation criteria employment creation potential, shadow pricing of labour assessment of the indirect costs and benefits of public investments.</li> <li>③ Remove existing bias in conditions of <i>Tender and Contract</i> provisions which favour equipment-intensive contractors.</li> <li>③ Increase the use of subcontracting to provide more work opportunities for small, local contractors.</li> <li>③ Feasibility studies and designs should consider the use of labour-based methods.</li> <li>③ Relax tight construction time constraints where possible.</li> <li>③ Change attitudes to labour-based methods.</li> </ul>	<p>Presentation 2.4b Slides 13 - 16</p>
	<p><b>Summary of Session 2.4</b></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>	