



TIM-Works

Progress Report No 4 October 2009 – March 2010



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Abbreviations

ADB	Asian Development Bank
BSPC Baucau	Black Smiths Production Centre
DCP	Dynamic Cone Penetrometer (to measure level of compaction)
DTT	District Technical Teams
EC	European Commission
GoTL	Government of the Republic of Timor-Leste
ILO	International Labour Organization
Labour-based (LB)	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.
M.T.	Metric Tonne
MDG	Millenium Development Goals
RDPII	Rural development Programme (EU/GTZ)
RDPIII	Rural Development Programme (EC)
SEFOPE	Secretariat of State for Vocational Training and Employment
SRSG	Special Representative of the Secretary General (of the UN)
STEC	Short Term Employment Department (within SEFOPE)
TIM-Works	Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation (TIM Works)
wd	work day

1. Introduction

The Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation (TIM Works), with a total duration of 24 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;
- Improving poor access to social services and markets;
- Private sector development support;
- Improving and maintaining rural infrastructure; and
- Human resource development and institutional strengthening.

Project Summary (TIM Works)

Title:	Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation
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.
Timeframe¹:	24 months (July 2008 – June 2010)
Budget²:	Total: USD 8,304,670 Donor Contribution: USD 5,911,870 (Norway, EC and Irish Aid) 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 Infrastructures.
Support Sectors	Transport, rural development, employment, education & training, peace and reconciliation.

¹ A no cost extension until end of 2010 has been requested

² Original planned budget June 2008. For details, see Section 5 of the report

The TIM-Works Project is implemented by the National Directorate of Employment of the Secretariat of State for Vocational Training and Employment (SEFOPE), with the technical assistance of the ILO. SEFOPE is the key government counterpart institution with strong links to the Ministry of Infrastructure, Directorate of Roads, Bridges and Flood control and the Ministry of Economy and Development.

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.

The TIM-Works interventions will serve to demonstrate the labour-based approach to road rehabilitation and maintenance and build capacity to manage such programmes. In discussions with SEFOPE the following seven districts were initially identified for implementation of TIM-Works rehabilitation and maintenance activities: Aileu, Baucau, Dili, Lautem, Liquica, Manatuto and Viqueque. In the latest Steering Committee Meeting it was agreed to add Bobonaro and Ermera for rehabilitation activities. The Project is undertaking routine maintenance in all districts on a rotational basis.

The Norwegian Ministry of Foreign Affairs signed an agreement with the ILO in July 2008 for the funding of their contribution to TIM-Works. EC signed an agreement with the ILO in December 2008 for their contribution to TIM-Works. Ireland signed an Agreement with the ILO in July 2009 for their contribution to TIM-Works. Additional contribution from the ILO Regular Budget Supplementary Account was added to the project budget. An MOU has been signed in 2010 with the Ministry of Agriculture and Fisheries and the Spanish Cooperation for implementation of road rehabilitation and maintenance activities in Liquica District within the TIM-Works framework. In addition, there are advanced discussions with AusAID for a contribution to TIM-Works, which would allow for an extension of the Project. A time extension of the Project until the end of 2010 has been officially agreed with Norway and is being explored with EC and Ireland who have given their principal clearance, in line with recommendations from the Mid Term Review of the Project.

Due to the appreciation of the US dollars since August 2008 the total budget available for project implementation has reduced. Despite an additional contribution by ILO of USD 196,508 and Ireland of Euro 100,000 in December 2009, the net loss against the original budget of August 2008 is as of March 2010 estimated at USD 260,486. The various contributions from the donors and the government are shown in Section 5 Project Budget.

2008 the government contributed USD 531,000 to TIM-Works activities. In 2009 budget the government has allocated USD 500,000 to SEFOPE for employment creation through TIM-Works activities, and for the 2010 financial year, SEFOPE has secured USD 832,500 for TIM-Works activities.

The launching Inception Workshop and 1st Steering committee Meeting was held on 14 October 2008. The 2nd Steering Committee Meeting was held 26 June 2009. The third Steering

Committee Meeting was held 16-17 November, combined with field visits to road projects in Lautem and Baucau. Minutes of the 3rd Steering Committee Meeting are presented in **Annex I**.

An independent audit of ILO's activities in Timor-Leste was carried out 20 September-02 October 2009. The Mid-Term Review of TIM-Works was carried out 26 September to 10 October 2009.

This report covers the overall progress and specific progress of the TIM-Works activities during the period October 2009 to March 2010.

2. Progress

The overall work plan for implementation of the programme has been updated and extended till the now proposed end of the project in December 2010. The work plan has been structured around key activities and includes administrative activities necessary for implementation of the project. The logical framework is included in **Annex II** and the overall work plan in **Annex III**. Detailed implementation plan for road rehabilitation and maintenance is included in **Annex IV**.

2.1 Project management, structure and recruitment

An effective structure within SEFOPE is in place to manage labour-intensive works. The work is being consolidated and efficiency improved where necessary. The STEC and District Technical Teams continue to work closely with the Local Authorities and Public Works Regional Engineers and District Supervisors of the Ministry of Infrastructure. This has facilitated identification of priority works on the road network and coordination with other ongoing or planned activities. There has like last reporting been some staff turnover, and the Project has recruited an additional two national engineers to support contracts management as more contracts are being let. In all, the Project now has 18 national engineers, who are all gaining in confidence and work more independently.

Some procedures are being reviewed and strengthened, such as recruitment processes, registration of beneficiaries and management of the musterroll. Several staff meetings have been conducted to share experiences and to provide common information to staff. New wage salaries have been introduced by SEFOPE in 2010 and with this a review of task rates and productivity on the Projects

There are continued modifications to the computerized database that was previously developed to manage and monitor Project activities and provide impact data.

2.2 Procurement

Whilst SEFOPE is establishing a procurement department, the ILO continues to 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 managing recruitment of all national staff and is also responsible for payment of the labour workforce.

The following suppliers and service providers were identified through a competitive bidding process and continue to provide services to the project.

Item	Supplier/service provider
Hand tools	BSPC Baucau
Hand tools and construction materials	Layshop Dili
Transport services Dili-Districts	Bechy Transport

In terms of equipment, individual agreements are being made for each sub project with local haulage contractors for haulage of construction material, and for the rental of necessary compaction equipment (in addition to the ten rollers procured by the Project).

2.3 Procedures development

The maintenance guideline, which includes technical aspects and contractual procedures has been finalised albeit not yet printed. All maintenance supervisors have been trained and implementing the strategy. The maintenance strategy is now being implemented on full scale in all 13 Districts.

Comprehensive bidding documents and procedures for rural road rehabilitation contracts have been prepared and tested through the first batch of contractors. A review of the documentation and procedures has been undertaken with input from ILO Procurement Department in Geneva. The new set of documentation and procedures is currently being tested with the second batch of contractors in training.

Detailed proposals for rural road rehabilitation for implementation through force account are prepared for each project.

The Project has developed a gender monitoring tool, which was tested in the reporting period. Procedures and methodologies for HIV/Aids awareness and Family Planning campaigns have been tested on a small scale and is expected to be rolled out.

The Project has prepared a post project impact assessment methodology, which is currently being piloted at a few selected completed road project sites.

The Project is preparing specific hand over procedures including completion reports for each road. The first official hand over is expected to coincide with a ceremony in Viqueque District in conjunction with the next Steering Committee Meeting.

Sections for the Project Procedures Manual have been developed, including procedures for record keeping, procurement processes, socialisation of sub projects etc.

2.4 Coordination with key ministries and donors

In the second half of 2009, SEFOPE and ILO continued to participate in National Priority Working Group 2 on Rural Development, which brings together the Ministry of Economy and Development, the Secretariat of State for Vocational Training and Employment, and the Ministry of Infrastructures. In 2010, SEFOPE and ILO are represented in the National Priorities Working Group 1, which focuses on roads, water and sanitation.

The Priorities set by the Government to be monitored by these Working Groups include creating jobs and income-earning opportunities particularly for young people, implement public works programmes 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.

ILO and SEFOPE has actively participated in the Timor-Leste Working Group for rural roads policies, standards and procedures, and made a comprehensive presentation, sharing experiences and materials developed through the TIM-Works Project.

One very important policy decision by SEFOPE was to increase the daily wage rate for unskilled workers from \$2 per day to \$3 per day, starting from January 2010. This is in line with what is paid by the Ministry of Infrastructure and others and a move towards harmonizing government policy for this type of work. Income at the individual levels will with this increase be significantly higher and can make a better impact at household level. Workers are also more motivated, which has an impact on quality and productivity levels. However, it also means that the total allocation of government budget for labour wages will reach less beneficiaries.

Spain is implementing an agriculture development project in Liquica District through the Ministry of Agriculture and Fisheries. For their roads component there have been several consultations to implement this component through the TIM-Works framework and an MoU has been prepared in this regard.

In terms of the future for the rural roads sector, SEFOPE and ILO have participated in several policy and strategy discussions and have discussed, with in particular EC and AusAID, various options for upscaling of TIM-Works activities.

2.5 Gender equality promotion and life skills training

The gender perspective is an integral component of the TIM-Works Project, during the planning, implementation and monitoring of activities. The Project is actively involving the Gender Unit of the Directorate of Employment in SEFOPE and specific gender training for the SEFOPE field staff has been organized. In the works, a target of at least 30% women is being achieved.

The STEC carried out a range of activities with regards to gender awareness during the reporting period. A comprehensive questionnaire was developed and interviews implemented in seven districts covering over 120 workers. Specific gender awareness workshops were held in eleven locations in seven districts with over 680 participants and some promotional materials developed to increase awareness and ultimately women's participation in the works.

Linking up with SEFOPE and its partner national organisations, a series of basic literacy and numeracy training has been launched since December 2008. In addition, the Project carried out HIV/Aids awareness training with Sharis Haburas Comunidade (SHC), a local NGO specialized in HIV/Aids, STD training and family planning. The pilot round covering four sites and 200 participants was completed in early March 2010, and following the current evaluation of the results, it is expected that the training will be rolled out to cover more project sites.

2.6 Project visibility

Districts Administrators have been requesting official launching as rehabilitation activities are ongoing in their District. The TIM-Works have received significant media attention during these launching ceremonies which so far have been held in Baucau, Manatuto, Lautem, Dili, and recently in Liquica.

The TIM-Works sign boards are strategically located at rehabilitation sites and most of them visible from a connecting national road and all TIM-Works vehicles carry the TIM-Works logo.

TIM-Works is also visible through advertisements for project positions and tenders for equipment and service providers etc, and lately through banners advertising the training for contractors strategically located in the Dili.

The project has facilitated several visits to road work sites including for the Project Donors, World Bank, SEFOPE, Ministry of Economy and Development, Ministry of Infrastructures, UNDP etc

On the international scene, the Project was reported and recognised as a good example in the British Weekly, *The Guardian*, and a team from Timor-Leste, presented the TIM-Works Project and the work in Timor-Leste at an International Seminar for Labour-based Practitioners in Uganda.



Ceremony for TIM-Works in Liquica

2.7 Physical works and employment creation

There has been progress on routine road maintenance and periodic maintenance, 329 km completed during the reporting period, or 1,127 since the start of the Project, with 209 km ongoing, and another 200 km being planned. The rehabilitation works started at the end of 2008, and approximately 150 km had been completed by the end of March. Significant employment has been generated for 17,088 beneficiaries or 604,074 worker days out of which 30% for women and 59% for youth. See details below on progress reporting.

3. Challenges and proposed actions

The TIM-Works Project defined very ambitious targets over a relatively short duration and tight budget. This is indeed challenging and whilst the aim is to achieve to the extent possible the set targets, it is important to highlight the challenges below.

3.1 Project budget

The actual average cost from 10 completed rehabilitation projects implemented through force account is now \$20,500 per km, with wide variations from project to project. The main reason for the increased cost is more structures and more labour input. The revised wage rate also has an impact on the total cost although as discussed in section Activity 1.2 below, improved productivity will offset some of this cost increase. The indication from issued rehabilitation contracts is that the cost will be even higher, taking profit margins into consideration.

The revised wage level has a more significant impact on the maintenance works since as much as 80-90% of the maintenance cost is wage costs. The planned average for 2010 is around \$700 per km and year for routine maintenance, noting that in many instances the maintenance backlog requires more than routine input. It is still expected that the average cost per km will go down as roads are brought back into good condition.

Further, the approved government budget for labour wages for 2010 (\$832,500) is well below what is needed for full implementation of the programme. This contribution is already committed for the ongoing works, and as roads are completed there will be a need to secure additional wage funding to commit to full implementation throughout the year. As reported in the previous progress report, government contribution was exhausted by October 2009, and with the 2010 only budget becoming available in March, the Project has so far covered wages to the tune of \$430,000.

Additional budget constraints are mounting due to the depreciation of the EURO and NOK against the US Dollar. Since the beginning of the Project and as of March 2010, the net budget loss is estimated at USD 260,486.

3.2 Rollers

In order to meet implementation targets, the Project is carrying out works at many locations at the same time. However, this is stretching available resources, in particular the compaction equipment. The Project is renting 4-6 rollers in addition to the 10 rollers procured by the Project. This is the absolute minimum for smooth implementation of the works. However, there are break downs and down time and this seriously affects implementation. The Project has made various attempts in sourcing additional rollers on the market, but these are scarce and with implementation of the referendum package there is competition for available equipment.

3.3 Rainy Season



Old bridge washed out in Ossu de Cima



Washed out culvert in Bashae

The wet season has been unusually wet even for Timor-Leste standards. In many locations, people have not experienced this much rain since 2001. This has had a serious impact on the Project, with many down days and also a lot of extra repair works. There have been many large landslides along the projects which have been removed where possible. In one location, the sliding is so extreme it has to be done with heavy machinery, and this section has therefore been cancelled from the Project plan. In another location, an existing bridge collapsed and will have to be replaced by the Project. The extreme weather condition has in particular been an issue for the contracts where bids were submitted just before the onset of the rains, and where the conditions have changed dramatically for the contractors.



Damaged road in Benunuk

3.4 Imported materials

Timor-Leste has faced a shortage of construction materials during the reporting period. In particular difficult to access cement, and cement was rationed during for several months. The reason stated by the importers is that the stock has run out in Indonesia and also that the problem was compounded by the extremely wet condition, and not possible to safely transport cement to Timor-Leste. The project also had to wait for supply of steel culverts to be delivered to Timor-Leste. The situation has improved however, although prices of construction materials are going up.



Overcoming challenges in Toci Tolu. Road raised to avoid future flooding. Implemented by trained contractor

4. Progress against Outputs

The following section reports on progress made to date against each output as defined in the updated Project Log Frame in **Annex II** below, as well as the progress made during the reporting period, status of the activities and remarks as to whether the output is likely to be achieved as planned.

(i) **Activities in relation to output on physical achievement for road rehabilitation and maintenance**

Activity 1.1 Carry out, prioritization and appraisal in close collaboration with local authorities for roads to be included in maintenance and rehabilitation programme.

Progress: *Identification and assessment for routine and periodic maintenance*

District plans for the first packages of maintenance works were developed for eight districts (Aileu, Baucau, Dili, Lautem, Liquica, Manatuto, Ocusse and Viqueque) 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 was carried out on these roads. In all 35 projects of routine and periodic maintenance were launched under the TIM-Works Project totalling 444 km.

The second package of routine maintenance work was identified in early 2009 in close consultation with local authorities and the Ministry of Infrastructure. In all 44 contracts were awarded and completed with a total of 354 km covered in eight Districts (Aileu, Baucau, Dili, Lautem, Liquica, Manatuto, Ocusse and Viqueque). Routine and periodic maintenance was carried out through community contracts.

The third package of routine maintenance work was identified in mid 2009 in close consultation with local authorities and the Ministry of Infrastructure. In all 62 contracts were awarded and completed by the end of 2009 covering 329 km in eight districts (Ainaro, Baucau, Bobonaro, Covalima, Ermera, Lautem, Manufahi and Viqueque). Routine and periodic maintenance was carried out through community contracts.

The fourth package of routine maintenance has been identified during the reporting period. This package includes roads in eight districts (Ainaro, Baucau, Bobonaro, Covalima, Ermera, Lautem, Manufahi and Viqueque). and includes roads which have been rehabilitated by the Project. 33 contracts have been awarded covering 209 km.

The fifth package is being planned and will include roads in the remaining five districts (Aileu, Dili, Liqueica, Manatuto and Oecusse), including roads rehabilitated by the Project. It is estimated that another 200 km will be added through this package, which will be completed by the third quarter of 2010. The Project will have capacity to maintain more roads but this is contingent on more funds being available for maintenance activities.

Identification and assessment for rural road rehabilitation

The majority of roads for inclusion in the rehabilitation programme were identified at the beginning of the Project (approximately 230 km), leaving some room for flexibility. These were identified through consultation and assessment in the seven districts included for rehabilitation (Aileu, Baucau, Dili, Lautem, Liqueica, Manatuto and Viqueque). Detailed assessment and preparation of proposals and bidding documents have been prepared for 38 of these roads or 217 km. The Project is currently identifying and making detailed proposals for another 21 km, including in the added districts of Bobonaro and Ermera. Before the upstart of each specific sub-project, meetings are conducted with local authorities and with the community to ensure they fully understand the objectives and the approaches used.

A list of roads, totalling 238 km included in the rehabilitation programme is included in **Annex IV**.

Rural roads selected for rehabilitation under the TIM-Works programme meet the following criteria:

- Priority list of rural road by the District authorities
- Road rehabilitated should be to all whether road
- Road rehabilitated must be connected to all whether road
- Rural roads shall be given first priority
- District or rural roads included should be only gravel roads for the whole section of the road
- At least one Aldeia should be situated along the route, or the route leads to social facilities such as clinic, schools or local Government office
- Construction materials i.e. gravel, stone, and sand available along the route or in the vicinity areas
- Rural roads to be selected shall have reasonable length
- Labour should be available along the road or in vicinity areas

Status %	0				50					100
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Remark: Good progress in terms of identification and selection of rehabilitation and maintenance projects.

Activity 1.2 *Implement road rehabilitation programme (300 km)*

Progress: Detailed assessment and preparation of project proposals and bidding documents have so far been completed for 38 projects or 217 km and which have been completed or are ongoing through force account and through contracts. Another 24 km is being assessed for inclusion in the Project, including preparation of bidding documents for the second batch of trained contractors.

The National Engineer is overall responsible for work on the force account sites and supported by the Field Officer and the District Operations Officer. The ILO Regional Engineer provides overall guidance and support to the local team on site. Gang leaders and setting out teams are recruited from the villages to help manage project activities and receive intensive on the job training at the start of activities. The local staff is growing in confidence and can more independently manage the works.

The local contractors are supervised by SEFOPE Contracts Engineers with overall guidance and support of the ILO Contracts Engineer. The SEFOPE Contracts Engineers are now with little support carrying out quantity survey and assessment for preparation of bidding documents for the new trial contracts to be issued to the second batch of trained contractors.

Work through force account has been completed on ten roads or 62 km and is now ongoing on 14 roads, or 130 km in various stages of completion as per table below, and nearing completion on several of them. Contracts have been issued for 20 km of roads and completed to 80% at the end of March. In all, the completion rate for the Project at the end of March is 150 km of roads.

In order to meet the target outputs the Project continue to operate 14 project sites simultaneously under force account regime. The Project has now included roads in Ermera and also some spot improvement work in Bobonaro following the recommendations from the Steering Committee Meeting as work is being completed and scaled down in Manatuto District. This level of implementation is however straining the project resources and in particularly the rollers. The Project has procured 10 rollers and rent another 4-6 rollers on a continuous basis. This is an absolute minimum and whenever there is a problem with the roller this has an impact on the implementation. The rains have impacted on the roller performance, as rollers have been working extra hard in these conditions. This has resulted breakages. Some spare parts have to be sourced from outside of Timor-Leste, with long down times as a result of this.

In addition to force account operations the Project has issued and supervised 9 trial contracts for the trained contractors, covering 20 km of roads in five locations, in Liquica and Dili districts. There were delay in awarding the contracts, which had two major impacts; (i) because of the heavy rains the conditions changed substantially compared to the submitted bids and (ii) the new

policy of increased wage levels for unskilled workers. These changes were addressed and the implementation has been going very well, completed to 80% at the time of reporting.

The average cost for the completed roads for the force account operations is 20,500 per km. The cost varies widely much depending on the terrain, with roads in mountainous terrain being more expensive than roads rehabilitated in flat or rolling terrain. The higher cost is attributed to more structures and more labour input per km than originally envisaged. The average cost of the awarded contracts before the amendments was 17,500 per km but without cross drainage structures. It was decided that since this is part of the training for management of labour-based works, the focus should be on the road works, and not on structures as most construction companies already have experience in carrying out structure works.



Gabion works in Bazartete

The labour output has been improved, following the incentive of increase in wage levels, reinforced socialisation process and strict monitoring and enforcement of achieving the daily targets. In general workers are now working around six hours per day and complete reasonable levels of work, eg 1.2-1.5 m³ of excavation per person. This improvement is to a significant degree offsetting the increased labour cost. The revised task rates can be found in **Annex V**.

Drift in Loihono, before, during construction and after



Box culvert in Viqueque, before, during construction and after

The Table below shows ongoing/completed rehabilitation projects

District	Sub-district	Suko	Road name	Km	Status	Remarks
Target				300		revised to 225 Km
Aileu	Remexio	Maumeta	Fahisoï-Mameta	6	100%	
Aileu	Laulara	Madabeno	Madabeno-Lesimori	2	100%	
Aileu	Remexio	Fatuk Bloco	Maumeta-Fatuk Bloco	4	75%	
Aileu	Aileu Vila	Fatubosa	Hali Okos-Erhetu	4	50%	
Ainaro	Hatu-Builico	Mau Chiga	Hatukero-Mau Chiga	7	40%	Req by MOF
Baucau	Baucau	Gariwai	Gariwai-Watuva	4	100%	
Baucau	Vemasse	Ustico	Wailacam-Ustico	7	100%	
Baucau	Venilale	Bado Hoo	Caicoli-Liabala	7	100%	
Baucau	Laga	Soba	Dailaru-Boleha	9	10%	
Baucau	Baucau	Gariwai	Gariwai-Powerstation	1.3	0%	
Bobonaro	Balibo	Leohito	Vill-Mohac	6	35%	
Bobonaro	Lolotoe	Leber	Buci-Lebertas	6	35%	
Ermera	Letefoho	Estado	Estado-Raimehae	8	5%	
Ermera	Railaco	Lihu	Lihu	7	45%	
Dili	Cristo Rei	Becora	Kualaletek-Tangkae	7	100%	
Dili	Cristo Rei	Camea	Darlau-Fatu Ahi	7	60%	
Dili	Vera Cruz	Dare	Dare-Ielaus	8	25%	
Dili	Metinaro	Duyung	Benunuk-Bedquira	6	80%	Contracts
Dili	Metinaro	Duyung	Sahan-Bashae	2.3	80%	Contracts
Dili	Cristo Rei	Camea	Ailelhum-Manumata	2.3	80%	Contracts
Dili	Dom Alexio	Comoro	Toci Tolu-Masin Lidum	2.2	80%	Contracts
Lautem	Lautem	Ilalai	Dasidara-Liquidiga	11	100%	
Lautem	Lospalos	Muapatine	Muapatine-Malahara	9	80%	
Lautem	Iliomar	Iliomar	Arara_Ira Darate	8	5%	
Liquica	Bazartete	Metagou	Fatumasi-Maometa	11	100%	
Liquica	Maubara	Vaviquinia	Maubara-Lautatabi	9	75%	
Liquica	Liquica	Hatuquesi	Nunuhau-Hatuquesi	8	60%	
Liquica	Bazartete	Fahilebo	Libalao-Fahilebo	6.3	80%	Contracts
Liquica	Bazartete	Ulmera	Ulmera-Quasit	2	100%	
Manatuto	Laclubar	Sananain	National road-Sananain	2	100%	
Manatuto	Laclubar	Manelima	Laclubar-Manelima	8	95%	
Manatuto	Laclubar	Funar	Laclubar-Funar	9	90%	
Manatuto	Soibada	Leohat	Leohat-Manlala	2	100%	Contracts
Viqueque	Ossu	Loihonu	Loihonu-Weeulaek	5.2	100%	
Viqueque	Ossu	Ossu de Cima	Ossu de Cima-Builale	9	60%	
Viqueque	Viqueque	Kraras	Sukaer oan-Kraras	4	10%	
TOTAL			<i>Compl. and ongoing</i>	217	150	<i>Km Completed</i>

The table above shows all the 38 projects that have been started, covering in total 217 km and with an estimated 150 km fully completed at the end of March 2010. A schedule for completion of these projects and the plan for the additional works can be found in **Annex IV**.

The table below is cost analysis of completed projects (force account)

District	Sub-district	Road Name	Km	Total cost	Cost per km	Labour		Equipment		Materials		Worker days
						Cost	%	Cost	%	Cost	%	
Aileu	Remexio	Fatumasi-Maumeta	6	110,259	18,377	57,549	52%	36,350	33%	16,360	15%	25,952
Aileu	Laulara	Madabeno-Lesimori	2	49,030	24,515	17,432	36%	20,180	41%	11,418	23%	6,802
Baucau	Baucau	Gariwai-Watuva	4	75,800	18,950	29,128	38%	35,500	47%	11,172	15%	12,451
Baucau	Vemasse	Wailakama-Ustico	7	122,533	17,505	59,073	48%	41,200	34%	22,260	18%	24,824
Baucau	Venilale	Caicoli-Liabala	7	140,883	20,126	73,814	52%	50,982	36%	23,468	17%	30,153
Dili	Cristo Rei	Kulau-Tangkae	7	186,186	26,598	70,596	38%	82,035	44%	33,555	18%	29,806
Lautem	Lautem	Dasidara-Liquidiga	11	181,293	16,481	95,358	53%	58,325	32%	27,610	15%	36,862
Liquica	Bazartete	Fatumasi-Maometa	11	193,304	17,573	108,123	56%	51,630	27%	33,551	17%	43,572
Manatuto	Laclubar	Sananain	2	40,079	20,040	14,832	37%	17,000	42%	8,247	21%	6,911
Viqueque	Ossu	Weeulaek-Loihonu	5.2	129,063	24,820	54,753	42%	38,005	29%	36,305	28%	18,848
<i>Total/Average</i>			62	1,228,430	20,499	580,658	45%	431,207	37%	223,946	19%	236,181

The information in the table above shows that on average the cost per km is 20,500 per km, the labour component 45%, the equipment 37% and the materials cost 19%. The number of worker days per km is 3,800, which is substantially higher than in the original design and an indication that productivity for these projects was lower than expected. Productivity rates have since improved and should be evident from the final numbers in future reports.

A projection has been made for the remaining works to be completed before end of December 2010. Based on actual progress so far, considering the tight works budget (see challenges above), a revised total target of approximately 240 km will be achieved, which still assumes that progress of works can be further improved. See **Annex IV** for details of rehabilitation progress and planned work plan for 2010.

Status %	0				50					100
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Remark: The maintenance targets will be met and the revised rehabilitation targets (225 km) are likely to be met.

Activity 1.3 Implement road maintenance programme (1,500 km)

Progress: Routine road maintenance is being effectively organised by the Project through a contracting approach (see section below). The Project in close cooperation with the local authorities identified and carried out condition surveys on 329 km of roads for routine maintenance for the third package of works in eight districts (Ainaro, Baucau, Bobonaro, Covalima, Ermera, Lautem Manufahi and Viqueque). In total 62 contracts were let with the majority implemented from October to December, spanning two to three months each.

The fourth package of 209 km was identified in the first months of 2010 and is implemented through 33 contracts in eight districts. (Ainaro, Baucau, Bobonaro, Covalima, Ermera, Lautem Manufahi and Viqueque). The majority of contracts were started in March and are ongoing. As roads are rehabilitated by the Project, they are also included in the maintenance plan.



Bobonaro before and after maintenance

A fifth package of around 200 km is being planned and will cover the remaining five Districts of Aileu, Dili, Liquica, Manatuto and Oecusse

Road identification and condition survey is the responsibility of the Maintenance Supervisor in each district who is supported by the Regional Engineer. In principle, roads eligible for routine maintenance are all maintainable roads in the project area, as identified and recommended through the road condition survey carried out by the Project staff. However, because of the enormous maintenance backlog in the country, the Project is also working on roads which require substantially more inputs but opens up access to isolated communities. In maintenance the labour cost component in maintenance is between 80-90%. Therefore, the increase in wage level has a significant impact on the total cost. The average cost for the fourth package is estimated at \$700 per km per year, because rehabilitated roads have been included requiring substantially less input, which also shows that the maintenance cost will come down as roads are brought back to maintainable condition.

The TIM-Works Project has at the end of the reporting period completed 1,127 km of roads for routine and periodic maintenance, and has issued contracts for another 209 km, which are currently ongoing. See **Annex IV** for details. A further 200 km is planned to be included for 2010, reaching a total of 1,536 km of roads receiving maintenance under the Project.

Status %	0				50					100
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Remark: Targets are likely to be achieved.

Activity 1.4 *Involve contractors in implementation of road rehabilitation and maintenance*

Progress: *Contracting for maintenance*

In terms of routine maintenance the project has developed guidelines for implementation of works using community contractors as well as templates for contract agreements (refer also to Maintenance Guideline for technical and contractual procedures).

The preferred approach to routine road maintenance thus includes the mobilization of community contractors carrying out maintenance works based on simplified contracts and paid on the basis of measured completed works. The contracts cover the costs of their labour inputs only, with tools and materials provided separately. Selection of contractors is done based on community consultation, the work quantities based actual assessment and monthly outputs on established standard task rates. These community contractors are allocated work on road sections of 5 to 15 km located in the vicinity of their villages. All routine road maintenance works is now done through contracts and 132 contracts have so far been issued.

The average cost of such Community Labour Contract, for labour cost only, is with the increased wage rates now in the range of US\$ 3,500-5,300 per maintenance contract, normally covering 5-15 km with around 20 labourers employed. The Contractors are now paid 10% overhead (reduced from 15%) on labour costs plus a base salary of US\$ 30 per month for their supervision inputs. The project supplies all the hand tools, which should be returned to the Project at the end of the contract, and gravel to these contractors through separate procurement.



The Maintenance Supervisor plan and supervises the work and organizes on job training sessions on labour-based routine maintenance for the Community Contractors on site. Most of the Maintenance Supervisors now manages the works independently, with little input from the ILO Regional Engineer. One Maintenance Supervisor, equipped with a motorbike, can usefully manage up to 10 contracts. A very important aspect of the training is to ensure that the contractor fully understands the task work approach and is able to define and supervise tasks. The basic maintenance activities include: bush/grass cutting, lined drain cleaning, Side-drain excavation (including setting out dimension: slope, depth, bottom and top width), Side slope repair, Rut & and erosion repair in carriageway, levelling, cambering and drainage structure cleaning.

Contracting for rehabilitation

The Project has developed contracting procedures, which have been tested, reviewed and revised following the tender process for the first batch of trained contractors. These contracting procedures are specific to ILO's rules and regulations but have been adapted for the local context in Timor Leste. The bidding documents include:

- ✓ Invitation for bids
- ✓ Instruction to bidders
- ✓ Evaluation methods
- ✓ Bidding forms
- ✓ Terms of Reference and Specifications
- ✓ ILO Service Contract
- ✓ Form of bank guarantees

The bidding documents include several clauses specific to implementation using labour-based techniques such as requirements to keep employment records, stipulations with regards to recruitment of workers, and limited use of plant. It should be noted that the procedures and processes will be further refined as more experience is gained. Copies of the bidding documents are available and can be provided separately. In terms of contracting for rehabilitation, nine trial contracts were prepared and let for the trained contractors. These contracts of about 2 km each were awarded in early January and are ongoing.



Contract in Benunuk, before and after, DCP testing carried out

A second batch of 11 contractors is undergoing formal training and trial contracts are being prepared for this batch. The Project will have trained in total 20 local companies in rural road rehabilitation works using labour-based approaches. This capacity will be utilised to the extent funding allows.

Status %	0				50					100
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Remark: Contracting now well underway.

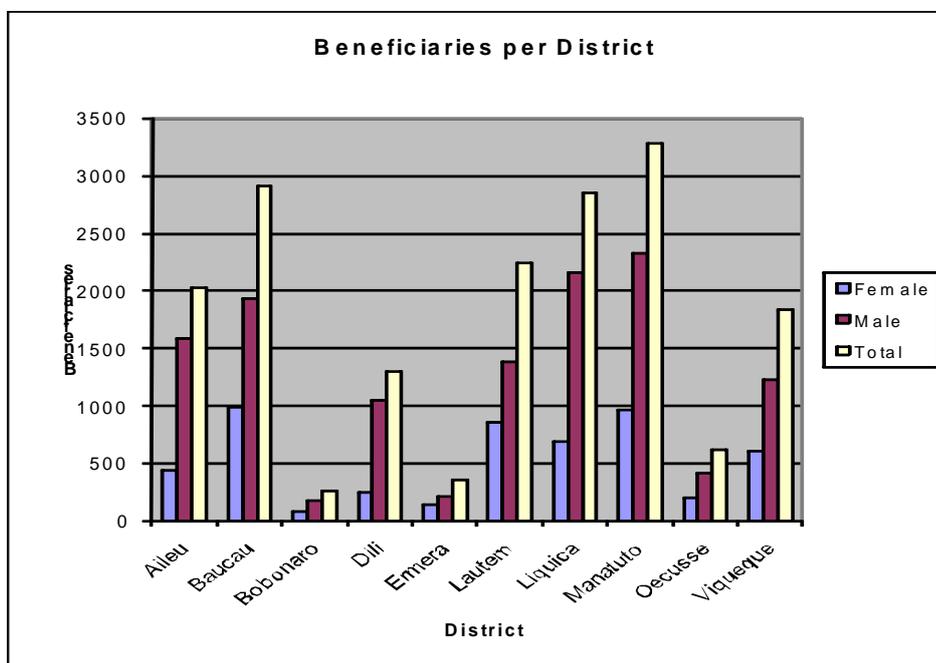
(ii) Activities in relation to output on Employment Generation

Activity 2.1 *Collect gender and age disaggregated information on employment generation through labour-based rehabilitation and maintenance (23,500 beneficiaries, 1,037,000 worker days, 30% women)*

Progress: As each project is approved, SEFOPE District Technical Teams initiate the registration process. This is done in close consultation with the local authorities and local leaders to ensure target beneficiaries are reached and to ensure participation in the project. Workers on the project register on the specially developed registration forms which capture personal data, education and work history. Presence is recorded on a daily basis, and workers are only paid for days actually worked on the project.

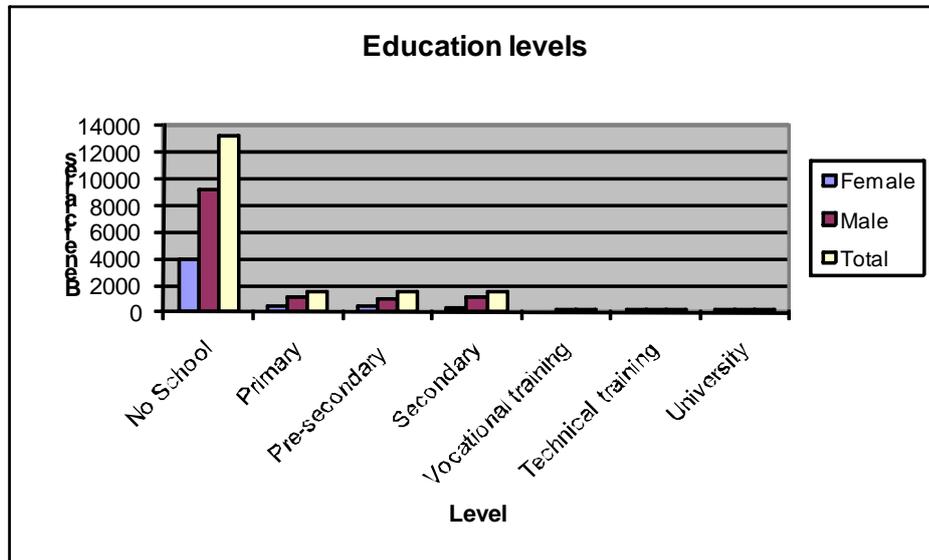
At the end of the reporting period the following employment data has been recorded:

	Worker days cum	Beneficiaries cum
Project Target	1.037,000	23,500
Men	422,852	12,225
Women	181,222	4,863 (30%)
(Youth 15-29)	355,799	10,031 (59%)
Total	604,074	17,088



Manatuto and Baucau have the most beneficiaries, as these were the two first districts where works were implemented. Following recommendations in the 3rd Steering Committee Meeting TIM-Works is now also working in Bobonaro and

Ermera Districts. It should also be noted that the number of beneficiaries depend on the rotation frequency, which may vary from project to project.



Most beneficiaries fall in the no school category, indicating that the project is reaching its intended target group.

Status %	0				50					100
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Remark: The number days of work for each beneficiary vary, normally between 30 and 60 days.

Activity 2.2 *Put in place procedures to ensure participation and recording of target group in terms of women and youth (30% women)*

Progress: Meetings continue to be organized for each sub-project with local authorities and community leaders to inform of the approach and the target group, ie young people (above 15 and not in school), and with at least 30% women participating. 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 completed of tasks. All this information is entered into the Project database where it is possible to monitor and review who is participating in the works and that targets are achieved.



In both maintenance contracts and rehabilitation contracts there is a stipulation about targets of women and youth and adherence is monitored by the project staff.

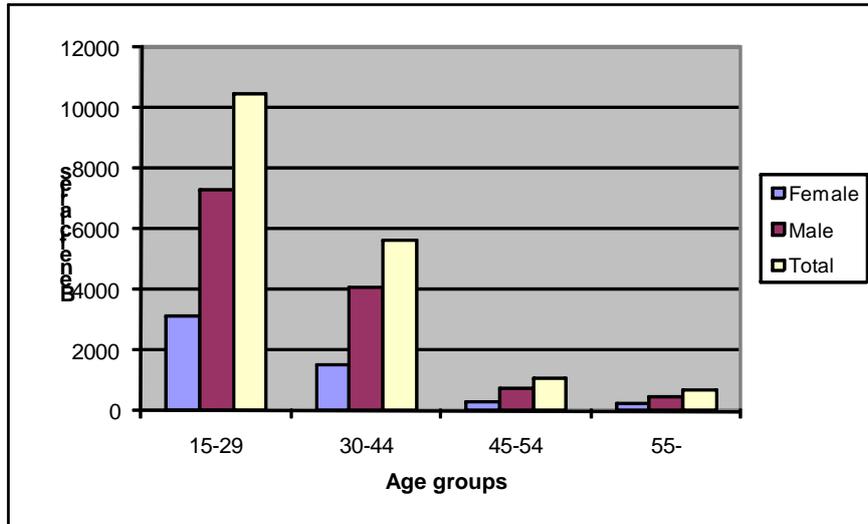
The recorded labour cost component in rehabilitation contracts is 34% whilst the women participation is lower than average, at about 21%. This situation will be further monitored and improved to the extent possible.

The Project has intensified the work on gender awareness to better understand the obstacles to women's participation in order to remove these obstacles and increase the number of women working on the projects.

A recent field survey conducted by SEFOPE, covering 129 respondents identified a number of constraints to women participation in the works, such as:

- lack of time to make use of new opportunities;
- responsibilities for taking care of the household and children
- cultural barriers: employment in construction work,
- lack of mobility, and lack of clean water and toilet facilities on work sites

As a response to these constraints, all field staff has undergone more training on gender aspects and women's participation in the works. The programme has carried out awareness and information campaigns in all Project districts attended by 686 people, including dissemination of leaflets and brochures in communities with ongoing road works. In addition, the programme is now introducing drinking water on the rehabilitation sites and looking into the feasibility of child care arrangements for women who want to work but unable to do so because of this responsibility.



Overall, the Project is achieving 30% women and 59% youth (15-29) participation

Status %	0				50					100
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Remark: Recruitment process and targeting can still be improved, and the team is continuously working to make improvements in this area.

Activity 2.2 *Ensure that recruitment and employment practices are in adherence to core ILO labour standards and providing decent work*

Progress: Task work is the norm in all rehabilitation projects and introduced also for maintenance activities. Task rates for various activities are based on previous experience from Timor-Leste and elsewhere. Tasks are measured and set out by the site supervisors. Tasks are monitored during the Project and adjusted if necessary so that they are fair. Workers normally complete one task a day, which equals one days pay. Following the increase in wage rates, the project has reviewed the tasks and generally improved the adherence to the productivity targets.

Contracts documents for maintenance and rehabilitation works include clauses relating to labour management. Project staff and contractors have received information with regards to some of the key aspects of labour management on construction projects. With regards to contractors, the Project monitors closely that wages are paid in full and on time and that workers are not being exploited by setting unreasonable tasks.

The project has carried out more intensive gender monitoring ensuring that no discrimination or sexual harassment occur on site. The Project is also looking into improving working conditions by providing drinking water on site.

Core labour standards have been introduced and monitored in the works which relate to

- *Non-discrimination*
- *Freedom of forced labour*
- *Freedom of association*
- *Minimum age (>15)*
- *Minimum wage*
- *Protection of wages*
- *Safety and health*

Status %	0				50					100
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Remark: More is planned in this regard.

(iii) Activities in relation to Outputs on Capacity Building for Infrastructure Providers in the Private and Public Sectors

Activity 3.1 Develop and tailor training materials to contractors, government counterpart engineers, technical supervisors and field officers.

Progress: The Project is to the extent possible using and adapting existing training material. Training material is tailored to suit the local context and as much as possible made available in Tetun for the training.

A Technical Manual for implementation of rural road rehabilitation using labour-based techniques, adapted to the specific context of Timor Leste is available and used in the project for training purposes. All engineers have received on the job training on rehabilitation projects. Engineers have also received on the job training in inventory, appraisal and project design.

A Guide for implementation of routine maintenance has been developed and introduced in the programme. The document has been finalised in the reporting period, albeit not finally laid out and printed. This document forms the basis for training of maintenance supervisors and government counterparts and community contractors. All Maintenance Supervisors have undergone the training, which also include training in the field.

Curricula and training materials have been reviewed in the reporting period for training of contractors in labour-based road rehabilitation techniques and is being used in the second round of training. (comprehensive training report and training manual available).

Training modules and materials have also been prepared for socialisation and gender training, which was tested in the reporting period. Gender awareness training workshops were carried out at eleven project locations reaching 686 beneficiaries in seven districts (Aileu, Baucau, Dili, Lautem, Liquica, Manatuto and Viqueque).

Training modules and materials have been developed for HIV/Aids and Family Planning awareness. This was done by a local NGO, Sharis Haburis Comunidade. They undertook pilot training in four locations (Liquica and Ermera) reaching 202 beneficiaries. The pilot phase is being evaluated with a view to roll out the training to more labour-based project sites.



*Awareness raising workshop
HIV/Aids and family planning*

Status %	0				50					100
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Remark: Need to finalize, synthesise and where necessary translate training materials

Activity 3.2 *Train sufficient number of government counterpart engineers, technical supervisors and field officers, in labour-based techniques, organisation and management. (30)*

Progress: An effective structure for management of the labour-based work activities is in place within Short Term Employment Department of SEFOPE. The project has added two National Engineers to work with the new batch of trained contractors. The Central team has also been strengthened with two staff with the main objective of continuing the work on gender and project monitoring, and also supporting the general administration at the central level.

All new staff is being inducted to their new duties, and upstart and regular follow up meetings have been organized with the team. The International Engineers provide continuous on the job training to national staff, which is the most effective training.

All Field Staff has participated in formal technical training for management of labour-based works activities, to strengthen their operational capacities and to improve planning and reporting on site. Improvements in planning, record keeping and quality of works is evident on most sites. All staff has participated in gender awareness and socialisation training.

The two newly recruited Engineers will be specifically tasked with contracts management as the work with contractors is expanded. They participate fully in

the ongoing training for contractors on rural road rehabilitation. They will also received comprehensive on the job training as they work on preparation of bidding documents with the ILO Contracts Engineer for the second batch of trial contracts.

Training has been provided for effective routine maintenance management procedures, implementation, and preparation of annual workplans and budgets. All the Maintenance Supervisor can now manage their work with minimal supervision.

In terms of the Central Team STEC staff is taking more responsibility for operations and logistics and for the management of the Projects Database.

As of now, The STEC Central Tem comprises the Coordinator, the Procurement Officer, the Finance Officer, two Operations Officers and two Monitoring Officers. The STEC District Teams comprise 18 Engineers, 16 Field Officers, 8 Maintenance Supervisors, 8 Operations Officers. The STEC staff is supported by the ILO Project Coordinator and three International Engineers, as well as ILO Administration and Finance for procurement of materials and services.

Whilst the most important capacity building is taking place every day through on the job training the more structured training is also very important. A table of key training events under TIM-Works is presented in **Annex VII**.

Status %	0				50					100
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Remark: Targets in terms of numbers have been exceeded, however, there is continuous need for training and follow up.

Activity 3.3 *Train contractors in labour-based methods for routine maintenance (100) and rehabilitation (20).*

Progress: Training for routine road maintenance

Training has been provided for effective routine maintenance management procedures, implementation, and preparation of annual workplans and budgets. All the Maintenance Supervisor can now manage their work with minimal supervision.

132 contracts have so far been let for routine maintenance. Each contractor is trained on the job to manage the contract. This training comprise of training in basic routine maintenance activities, labour management, setting out of tasks and measurement of quantities. An additional 20-40 contracts will be let in 2010.

Training for road rehabilitation

The first batch of contractors participated in the bidding process for trial contracts. All nine had completed the formal training successfully and were eligible to bid for the works. To make the process as realistic as possible, the contracts were divided into three packages, and the contractors were divided into three groups and each company was allowed to bid on all road sections within one package. Since the bidding process is part of the training there were several



Trial contract in Duyung

meetings with the companies to clarify and explain various issues throughout the bidding process. All companies attended the pre-bid meeting and obligatory site visit and submitted three bids each. These were evaluated and in the end each contractor was awarded with one road section of approximately 2 km. The average cost of the submitted bids was 17,500 per km, however, without cross drainage or protection works included. The reason for not including this in the contracts was to focus on the specifics of the labour-based approach.

The actual implementation started in January 2010. The contractors are supervised by SEFOPE contracts engineers and supported by the ILO Contracts Engineer. Progress is satisfactory and most of the contracts will be completed by the end of April. Contractors are mentored in the field and getting advice and further training in various construction activities. DCP testing to verify that compaction been achieved is carried out before certifying payment.



Setting out curve section in Sahan

DCP testing in Fahilebo



The second batch of contractor training started in February 2010, with 11 companies participating. This is, like for the first batch, over seven weeks and still ongoing at the time of reporting. The training comprises both class room training and practical field training. Each contractor had to enrol three supervisors, one engineer and the company owner for the training



Training in setting out centerline

The main objective of the training is to provide the knowledge of labour-based technology for rural road rehabilitation to the contractors' personnel in works implementation, supervision, management and quality control by imparting theoretical and field practical training with due consideration to the quality improvement aspect. The training materials have been reviewed since the first batch and amended. Attached as **Annex VI** is the training schedule for the second batch.

The training for the second batch is, as for the first batch, divided into four separate courses based on the category of staff and their duties and responsibilities. The number of trainees in the table below.

Training	Staff Category	No of Participants	Institution
Training on Labour-based technology (Classroom & Field Exercises)			
No 1	Road Supervisors	33	11 Companies
No 2	Engineers	13	11 Companies + 2 SEFOPE Engineers
Field Practical Training on rural Road Rehabilitation (on road site)			
No 3	Engineers & Supervisors	46	11 Companies + 2 SEFOPE Engineers
Training on contracts Management (Classroom)			
No 4	Directors & Engineers	24	11 companies + 2 SEFOPE Engineers

The project has trained 20 companies in total, of which 9 are undertaking their trial contract and 11 are in the formal training. It is considered to add a business management module to the training, in order to strengthen the overall business management capacity of the companies. Below is the list of companies participating in the TIM-Works Project.

List of companies participating in the TIM-Works Project

No	Company Name	District of origin	Remark
1	Espada Negra	Aileu	Trial, Fahilebo-Liabala III
2	Manulain Caboran	Dili	Trial, Sahan-Bashae
3	Nizeval	Dili	Trial, Fahilebo-Liabala I
4	Maubere Spirit	Baucau	Trial, Toci Tolu-Masin Lidum
5	Leste Planalto	Baucau	Trial, Ailelehum-Manumata
6	Savira Construction	Liquica	Trial, Fahilebo-Liabala II
7	Cramat Construction	Manatuto	Trial, Benunuk-Bedquira I
8	Surprise Construction	Manatuto	Trial, Benunuk-Bedquira II
9	Linoel	Manatuto	Trial, Benunuk-Bedquira III
10	Raicau	Aileu	In training
11	Fegimar	Bobonaro	In training
12	Tafara Construction	Covalima	In training
13	Nulia Construction	Dili	In training
14	Sigatululi	Dili	In training
15	Imperial	Dili	In training
16	Loysau	Lautem	In training
17	Luro Indah	Lautem	In training, drop out
18	Deo Juvante	Manatuto	In training
19	Ilatun	Manatuto	In training
20	Zena Construction	Manatuto	In training

Status %	0				50					100
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Remark: Targets of trained rehabilitation and maintenance contractors will be achieved

Activity 3.4 *Expose technical faculties at universities and polytechnics to labour-based technology.*

Progress: Discussions have been continued with various training providers and the UNTL for institutionalising labour based training. However, the most significant progress has been with SENAI Vocational Training Centre for the institutionalising of the training for labour-based contractors for road rehabilitation. These discussions will be continued in the next few months and a formal proposal prepared for funding.

Students from the faculty of economy have been recruited to assist with post project impact studies.

Status %	0				50					100
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Remark: There will be continued exchanges with tertiary training institutions

Activity 3.5 *Raise awareness and conduct briefing seminars and site visits for project stakeholders such as government officials, donor representatives, private sector associations, and community groups.*

Progress: The Project is conducting meetings with all local authorities and communities in advance of each maintenance and rehabilitation project to inform about the purpose and objectives of the Project.

A number of project briefs have been made in preparation for high level visits, and the project has enjoyed both print and broad cast media coverage. Notably, the project was reported as a success story in the British Weekly, *The Guardian*.

TIM-Works and SEFOPE made a comprehensive presentation of the Project activities in the Timor-Leste Technical Working Group on Rural Roads.

Participation in the 13th Regional Seminar for Labour-based practitioners provided a platform for networking, experience sharing and raised awareness about Timor-Leste and the TIM-Works Project. The Project has facilitated a number of visits to ongoing projects, notably:

- The 3rd Steering Committee Meeting was held 16-17 November at COM Beach Resort and combined with visits to roads projects in Ilalai and Venilale.
- Visit roads in Liquica, Bazartete with EC Team on 2nd February
- Visit to roads Aileu (Maumeta and Laulara) and Dili (Kulau) with EC Team 4th February
- Visit to road contractor in Metinaro, Sahan with EC Team on 12th February
- Visit to road contractor in Metinaro, Duyung with Norwegian delegation on 17th February
- Field visits were conducted to road projects in to Ossu Loihonu and Ossu de Cima in Viqueque District with EC Chief Engineer on 23rd February
- A ceremony was held in Hatuquesi for the TIM-Works project activities in Liquica district on 4th March, including the EU Ambassador, the Secretary of State for Public Works, Representatives from Norway, Ireland and AusAID and SEFOPE.
- A visit to contractor field training site and road project in Liquica with the Portuguese Corporation on 25th March
- Visit to contractor site in Toci Tolu with Regional Engineer Public Works, Dili Region



Ceremony with the villagers in Hatuquesi, Liquica

Status %	0				50					100
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Remark: This is by nature an ongoing and continuous activity.

Output 3.6 *Organise study tours for key technical and managerial staff to other similar projects and works in the region as well as outside the region.*

Progress: The Project supported two government officials to participate in the 13th Regional Seminar for Labour-based Practitioners and Policy Makers in Uganda, Kampala 30 November to 4 December, Jose Maria da Costa Soares, Secretariat of State for Vocational Training and Employment Estevao de Carvalho, Secretariat of State for Public Works.

This is a forum for practitioners and policy makers in the field of employment intensive investment approaches, which gathers every second year. The Seminar reviews progress through a structured follow up to the Seminar Statement issued in the previous Seminar. It provides a platform for sharing of country experiences, research and best practices in the field of employment intensive investment approaches, including field visits. The overall objective is to upscale and mainstream employment intensive approaches in participating countries,

ensuring that the work is of good technical quality, cost effective and maximizes the benefits to the countries, in particular to the vulnerable groups in rural areas. In all about 450 participants had registered for the Seminar with approximately 20 countries participating, with Ministers present from Angola, Cameroon, Ghana, Liberia, Mozambique, South Africa and Uganda.

Two of the key points that came out were

- (i) the need to firstly have strong policies in place which support the labour-based approach and to have a Champion that can ensure operationalizing of the policies throughout different sectors and
- (ii) the need to expand employment intensive approaches into other sectors than roads, to fully realize the employment potential of the investments made.

The Timor-Delegation and country presentation was well received, being a new addition to the labour-based fraternity and also an exotic country to most of the delegates. The event and participation was useful to the Delegation as it showcased good practices and long term experiences from different countries.

Status %	0				50					100
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Remark: Completed

(iv) Activities in relation to Output on Policies, Strategies, Guidelines and Standards

Activity 4.1 Develop and introduce appropriate technical standards and procedures for construction and maintenance using labour-based methods with a view of mainstreaming these approaches into national standards.

Progress: 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 have been discussed and accepted and is being used in the TIM-Works Project.

A Technical Manual appropriate for rural road rehabilitation works in Timor Leste has been developed and is used in TIM-Works and regularly reviewed as the work progresses

The Project has developed comprehensive bidding documents and contracting procedures for rural road rehabilitation.

A Guideline for routine road maintenance with a focus on rural unpaved roads in Timor Leste has also been developed. This guideline includes technical aspects

of routine maintenance, including task rates and measurements as well as contracting procedures for engaging local community contractors.

TIM-Works and SEFOPE participate actively in the policy discussions taking place with regards to Rural Roads Policy being drafted by the Ministry of Infrastructure as well as the framework for rural development being drafted by the Ministry of Economic Development. TIM-Works has actively been promoting and sharing the procedures and other development work carried out under Project.

Status %	0				50					100
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Remark: Continuous activity to share and discuss experiences in relevant fora

Activity 4.2 *Develop appropriate contract documentation and management procedures for inclusion of private contractors in labour-based rehabilitation and maintenance works in collaboration with relevant government agencies.*

Progress: In terms of routine road maintenance the Project continues to organise routine road maintenance works through the mobilisation of community-based contractors. These “contractors” are allocated works on road sections of 5 to 15 km located in the vicinity of their villages. The contracts covers 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. The Project has prepared guidelines and procedures for the selection of the community contractors and any targeting of particular groups (youth, women etc.), as well as the contract forms to be used. Following successful testing, the approach is now used for all routine maintenance works carried out by the Project throughout the country, and in principle managed by SEFOPE counterpart staff.

The Project has developed comprehensive bidding documents and contracting procedures, which are being piloted through the first round of Trial contracts for trained contractors. These documents are based on an existing format used by the ILO in Indonesia. The bidding documents have been reviewed and revised following the first round of tenders. The bidding procedures are specific to ILO procedures and financial regulations, and as the bidding process more and more is managed by SEFOPE there is a need to ensure that procedures can be adapted to government procedures. Contracts procedures have been discussed with Public works, but continued work is needed in this regard.

Status %	0				50					100
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Remark: In principle completed, however there needs to be continue discussion on harmonisation of procedures with Public Works and other institutions.

Activity 4.3 *Document procedures for contractor identification and selection for participation in labour-based rehabilitation and maintenance based on an agreed set of criteria*

Progress: In terms of rural road rehabilitation contractors training, private contractors in the construction sector in Timor-Leste are through open invitation (newspaper ads) and through direct targeting encouraged to participate by submitting their company profile and a specific questionnaire prepared by the Project outlining information about the companies, in terms of staffing, resources etc. The selection for training is based on this information and is conducted by a selection committee comprising SEFOPE and ILO officials.

A comprehensive evaluation methodology has been established by the Project in terms of awarding works contracts, and is fully outlined in the bidding documentation, which has been reviewed following the first batch of construction contracts. The whole process will be documented when the trial contracts have been completed.

In terms of routine maintenance contractors, these are selected in consultation with sub-district and Suko Chiefs and should meet a minimum set of criteria [the contractor should be able to read and write, live near the road, have a good standing in the community, etc]. This process is fully documented in the Maintenance Guideline.

Status %	0				50					100
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Remark: Procedures established and will be documented when training cycle fully completed.

Activity 4.4 *Develop project management database and ensure this is in use by counterpart management for progress monitoring and reporting.*

Progress: The Operations Officers and other staff in SEFOPE are fully conversant with the Project Database and responsible for data entry and production of reports. This is a comprehensive Access Project database for entry of Project data and labour, materials etc storing all pertinent information on all projects, and information can be easily extracted for progress reporting.

There are however continued challenges to keep the Projects Database fully up to date as the system is down from time to time, and there is continued development on the database to improve the interface and to ensure that key

information can be captured and easily accessed. The TIM-Works Project is therefore maintaining excel spreadsheets as a backup.

Status %	0				50					100
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Remark: Data base fully managed by counterpart staff, however there is still room for improvement and some modifications will be done to the database.

Activity 4.5 *Document and disseminate project results in terms of outputs, training literature, manuals and procedures to all stakeholders involved with rural infrastructure development and maintenance.*

Progress: Project reports including progress reports and evaluation reports are distributed to key stakeholders involved with rural infrastructure development and maintenance.

Technical manuals, contracts procedures, training materials, reports and project briefs have been prepared. These documents have been made available to other projects and stakeholders involved in rural infrastructure development.

The project has developed a comprehensive methodology for post project impact assessment which will be piloted in April on completed road projects. This will provide subjective information about the changes the Project has brought to the communities.



Taxi on new road in Toci Tolu



Food vendor on new road in Toci Tolu

It is evident that the improved roads have an impact on people’s lives. The post impact study aims to measure this impact both in terms of the improved infrastructure and in terms of how working on the project and earning an income have impacted on people and the local economy.

Project partners and other development actors are regularly invited to ongoing road rehabilitation and maintenance sites to view works and how the Project is impacting on the rural communities.

Status %	0				50					100
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Remark: Continuous activity

Activity 4.6 *Provide input to current Government discussions and development work, with the aim to mainstream labour-based strategies into National Development plans and rural infrastructure policies pertaining to sustainable infrastructure provision in rural areas*

Progress: In the second half of 2009, SEFOPE and ILO continued to participate in National Priority Working Group 2 on Rural Development, which brings together the Ministry of Economy and Development, the Secretariat of State for Vocational Training and Employment, and the Ministry of Infrastructures. In 2010, SEFOPE and ILO are represented in the National Priorities Working Group 1, providing input to the National Priorities Monitoring Framework.

The Priorities set by the Government to be monitored by these Working Groups include creating jobs and income-earning opportunities particularly for young people, implement public works programmes 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.

Procedures, technical manuals and best practices for the Labour-based approach developed so far under TIM-Works are shared with partners and are feeding into policy and strategy discussions. ILO and SEFOPE have actively participated in the Timor-Leste Working Group for rural roads policies, standards and procedures, and made a comprehensive presentation, sharing experiences and materials developed through the TIM-Works Project.

SEFOPE and ILO meet regularly with policy makers and programme designers and provide pertinent inputs to policy and strategy based on implementation of the TIM Works programme. Based on the TIM-Works experience, ILO is discussing with EC a comprehensive Contractor Development Programme, which will build a training capacity, develop private contractors and contract managers as well as producing outputs in terms of roads rehabilitated and maintained, and generating employment opportunities. A concept note is being prepared by an EC consultancy team and will be submitted to Bruxells in April. Furthermore, and also based on the TIM-works experience, ILO is continuing discussions with AusAID for various options of an expanded successor to the TIM Works Project.

One very important policy decision by SEFOPE was to increase the daily wage rate for unskilled workers from \$2 per day to \$3 per day, starting from January 2010. This is in line with what is paid by the Ministry of Infrastructure and others and a move towards harmonizing government policy for this type of work. Income at the individual levels now will be significantly higher and can make a better impact at household level. Workers are also more motivated, which can have an impact on quality and productivity levels. However, it also means that the total allocation of government budget for labour wages will reach less beneficiaries.

Site visits with government officials and development partners also play an important role in mainstreaming labour-based technology.

Status %	0				50					100
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Remark: Continuous activity

5. Project budget and expenditures March 2010

Description	Planned budget of June 2008	Planned budget of August 2008		Agreement amount		(Uncertified) expenditures/ commitments April 2010
	USD	USD	EUR	Contracts currency	Current Budget USD ³	
European Commission	2,322,307	2,428,142	1,561,295	Euro 1,561,295	2,055,634	1,117,851
NOR	2,499,452	2,499,453	1,607,148	NOK 12,650,000	2,244,492	2,263,460
IRL	1,090,111	984,275	632,889	Euro 875,000 Euro 100,000 ⁴	1,351,258	1,011,353
Subtotal donor contribution	5,911,870	5,911,870	3,801,332		5,651,384	4,392,664
GoTL (labour cost)	2,392,800	2,392,800	1,538,570		2,392,800	1,863,500
Subtotal donor & GoTL contribution	8,304,670	8,304,670	5,339,902		8,044,184	6,256,164
ILO Regular Budget Supplementary Account		196,508	151,704		196,508	196,508
Net loss against August planned budget					(260,486)	
OVERALL TOTAL	8,304,670	8,501,178	5,491,606		8,240,692	6,452,672

³ Indicative USD value of the project as the final USD value will be determined when ILO has received full contribution amount from the donor.

⁴ Increased contribution of Euro as of December 15, 2009.

6. Annexes

- Annex I: Minutes from 3rd Steering Committee Meeting**
- Annex II: Project Log Frame**
- Annex III: Overall work plan**
- Annex IV: Rehabilitation and maintenance implementation plan**
- Annex V: Task rates**
- Annex VI: Training curriculum for rehabilitation contractors**
- Annex VII: Details of TIM-Works training activities**

Annex I

Minutes from 3rd Steering Committee Meeting 16-17 November 2009



TIM-Works Project

Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation

MINUTES OF 3rd STEERING COMMITTEE MEETING

Conference Room COM Beach Resort, COM, Lautem, Timor-Leste
16 November-17 November 2009

1 Introduction

The 3rd Steering Committee Meeting (SCM) for the Tim-Works Project was organized and convened by SEFOPE at COM Beach Resort in Lautem District. The objective of the SCM is to provide overall guidance to implementation of the Project and to take decisions on any necessary revisions that would affect the Project outcomes or budget. The SCM comprises members of the Government (SEFOPE), Project Donors (EC, Norway and Ireland) and ILO, and is convened in conjunction with Project Progress Reporting (half yearly).

Based on recommendation from the previous SCM and also through follow up discussions, it was agreed to organize the SCM outside of Dili, and within convenient reach of ongoing rehabilitation projects. The meeting was thus organized at Com Beach Resort and was combined with visits to two road projects, one in Lautem (Ililai) and one in Baucau (Uataco/Bado Ho'o). For logistical purposes the event was conducted over two days with overnight at Com. It had also been agreed to invite other key stakeholders to the site visits and the Steering Committee Meeting, including the Ministry of Infrastructure.

The meeting and field visits were held according to the invitation and agenda, which is presented in Annex I to these Minutes.

2 Participants

Annex I Minutes from 3rd Steering Committee Meeting

Officials from Government (SEFOPE), EC, Spanish Cooperation and ILO participated in the field visits and in the SCM. The meeting and field visits were covered by journalists from RTL (Radio Timor Leste), STL (TV Suara/Voice of Timor-Leste) and Dili Weekly. Unfortunately, two of the TIM-Works donors Norway and Ireland were not able to participate in the meeting. Ministry of Infrastructure, representatives from employers and workers organizations had all been invited but did not participate in the meeting. In all, including drivers and security 34 people participated in the event, with 19 officials participating in the SCM. The list of SCM participants is presented as Annex II to these Minutes.

3 Field Visits

Two field visits had been programmed for the meeting. On the way to Com the delegation had an opportunity to visit a rural road project in Suko Ililai, Lautem sub-district, road Dasidara-Liquidiga, and immediately following the SCM a visit to the rural road rehabilitation project in Suko Uataco/Bado Ho'õ Venilale sub-district, road Caicoli-Liabala.

3.1 To rural road rehabilitation project Dasidara-Liquidiga, Lautem sub-district

This 11 km road project is located in Lautem sub-district, Ililai Suko some one hour drive east of Baucau on the way to Com. The party left Dili on 16 November at 14:00, and following a brief stop in Baucau reached the road around 18:00. As it was getting late, this was only a brief visit with a basic inspection of the road, which is now nearing completion. A brief about the road was provided to the delegation. The brief is attached to these minutes as Annex III.

3.2 To rural road rehabilitation project Caicoli-Liabal, Venilale sub-district

This 7 km road project is located in Venilale sub-district, Uataco/Bado Ho'õ Sukos some 40 minutes drive south of Baucau. This visit was conducted immediately after the SCM on Tuesday 17 November. The delegation reached the site around 13:00 and had an opportunity to view work in progress and to discuss the work with workers, gang leaders and local leaders. A brief about the road project was provided to the delegation. The brief is attached to these minutes as Annex III.

The inspection was followed by lunch and a meeting with the community in Liabala Village, organized by the Suko Chiefs of Uataco and Bado Ho'õ. The Sub-District Administrator of Venilale and the advisor to the Baucau District Administrator were also present in the meeting.

The MC welcomed the visitors, encouraged the community to take the opportunity to ask questions and opened the floor.

The Director of Employment, Mr José Maria Soares, representing SEFOPE, provided a brief overview of the objectives of the Project including the need to provide income

Annex I Minutes from 3rd Steering Committee Meeting

opportunities and better conditions for the rural population, and stressed that the success of the project was dependent on the willingness of the community to participate. He explained that the Project is a Government initiative and that indeed the Government is contributing substantial financial resources to the Project. He also recognized the TIM-Works donors (Norway, EC and Ireland) and the ILO for the technical support to the Project.

The EC representative, Mr Costas alluded to the fact that the improved road is an important asset that has to be maintained in the future. Since the community now has been involved in the rehabilitation works and gained some skills and understanding of how the road functions they should feel some ownership and were encouraged to take initiatives to undertake minor repairs or maintenance when necessary, especially to the drainage system, and not always wait for the government to come.

Community members asked what the government is doing with regards to poverty and raised the issue of the \$2 wage rate, which they feel is too low as the work is hard, and also lower than what is paid by Ministry of Infrastructure. The Director, José Maria Soares explained that the rationale for the current wage level is to target people who cannot find other incomes. However he indicated that the SEFOPE is reviewing the wage level as it is important to have a common approach within different government entities, and informed the community that there is a possibility that the wage levels also for SEFOPE implemented projects would be adjusted to \$3 in 2010. In terms of poverty reduction, the Director responded that this is precisely why the project is implemented using a labour and local resource based approach making sure that most of the investments stays in the community in the form of wages and also that the improved road itself will contribute to improve the welfare of the community.

Some community members were inquiring about the policy of compensation for eg trees that have to be cut to widen the road and also whether there would be any compensation for local materials such as gravel used for the road. Both the EC representative and the ILO responded that in principle the road and the road reserve is a public domain, and in this particular case, since the rehabilitation works are following an existing alignment, there could be no claims for compensation of tress etc. In terms of local materials, this is usually negotiated with the communities in advance of the projects and as this is a project that benefits the community directly, it is expected that community would be willing to contribute local materials such as gravel.

The community also raised a number of issues, not related to the road works but to other services such as the need for better health services, water and sanitation, completion of a primary school building and the status of the teachers. The Director responded that the issues raised were outside the immediate scope of SEFOPE but that this would be noted in his report to the Secretary of State who would relay the information to the Council of Ministers.

4. Steering Committee Meeting

Annex I Minutes from 3rd Steering Committee Meeting

The actual SCM was held at the conference room at Com resort on 17 November 8.30-11.00 The SCM presentations covered a progress summary, presented by the Coordinator of Short Term Employment Department Mr Lucio Berataci dos Santos and a summary of key findings & recommendations of the Mid-Term Evaluation, presented by the TIM-Works Coordinator Mr Tomas Stenstrom. The presentation is attached as Annex IV to these minutes. The Progress report and the Mid-Term Evaluation reports had been provided to participants in advance of the meeting and are also included in these minutes as Annex V and Annex VI respectively.

Although there has been some good progress in the project, some challenges were highlighted in the progress reporting, in particular with regards the ambitious rehabilitation targets. This issue had also been covered in the Mid Term Review, which called for a reduction of targets and a time extension of the project.

Mr José Assalino announced that Ireland would top up their contribution to TIM-Works with 100,000 Euros for 2009 and also that AusAID has flagged its willingness to come onboard and to contribute funding to the TIM-Works Project in the order of USD 1,000,000 to ensure the Project can be sustained until such time a new and comprehensive successor is in place.

4.1 Funding situation

The Government contribution to the project for 2009 was exhausted in the third quarter as anticipated from previous reports. This has meant that wages had to be covered from the Project budget until the 2010 Government budget becomes available. This, and the fact that cost of works is higher than anticipated, is putting a strain on the overall Project budget. However, the Irish extra contribution, and the possibilities of Australian funding in 2010 helps the situation. It was noted that SEFOPE welcomes additional donors to come onboard. The Secretary of State indicated that it is likely that USD 1,200,000 will be made available for labour-based works in the 2010 budget and that there is also a possibility of additional contribution through the supplementary budget in the half year. EC announced that they will have USD 69,000,000 for rural development from 2011, for a four year programme, out of which most would be for rural and district roads. EC further indicated that there are good chances for continued funding of labour-based works.

4.2 Targets and time considerations

In addition to the budget constraints, there is also evident that there is a time constraint to complete the original targets, in particular for rehabilitation works. The Mid Term Review has recommended a reduction of rehabilitation targets to 225-250 km, with the added suggestions of a time extension, which is also in line with the Project Team's projection.

Annex I Minutes from 3rd Steering Committee Meeting

In line with this the SCM agreed to a no cost extension from the current donors until the end of 2010, which would provide a more realistic scenario and now possible with the anticipated extra funding to the project.

4.3 Expansion to other districts

The Secretary of State requested the SCM to consider an expansion of rehabilitation projects to include other districts to better balance the country. It was suggested that as sub-projects are completed in Manatuto District, which has enjoyed the most benefit in terms of beneficiaries, project teams could be moved to in the first instance Ermera District and later on to Bobonaro District. This was in principle agreeable to the SCM and also deemed feasible by the Project Team.

4.3 Wages

SEFOPE indicated that there is a strive to harmonize wage levels for this type of works and that it is therefore likely that the wage level for unskilled workers in 2010 will be increased from \$2 to \$3, which is in line with what the Ministry of Infrastructure is paying.

4.4 Other points

The Project is achieving its targets in terms of women participation in the works. The Project has also strengthened the efforts with regards to gender aspects through training and community awareness.

The project is achieving over 50% youth participation, and according to registration data most of them not attending school. It was however pointed out that ideally young people should go to school and not be working on the project.

The Project is encouraged to publish 'stories of change' and overall to increase visibility of its activities.

SEFOPE noted that when there are deviations from the implementation plans, this has a strong impact on budgeting and administration of the projects (SEFOPE is managing payment of labour wages). The Project Team was requested to take note of this and make efforts to better follow proposed implementation plans.

One concern noted in the MTR is the occurrence of delays of the labour wage payments. This issue was also raised in the discussions and the need to consistently ensure timely payment of workers.

It was suggested that communities take responsibility for organizing road maintenance, eg through setting up of maintenance committees. However, it was also stressed that

Annex I Minutes from 3rd Steering Committee Meeting

roads are public assets and that government should ensure there is a recurrent maintenance budget to pay for the works.

EC stressed the importance of monitoring, supervision and quality control, especially for structures, and recommended testing of materials in particular concrete for bridge works.

EC also provided information about an overseas training provider, providing training and guidance free of charge to local emerging construction contractors and encouraged the Project to follow up this opportunity.

Annex II

Logical Framework

Annex II Logical Framework

Outputs	Description	Verifiable Indicators	Means of verification	Assumption
<p>Beneficiaries: Government staff (engineers, technicians, and supervisors in Ministry of Infrastructure); contractors; local communities in project districts; training and academic institutions; and women and men workers in project districts</p>				
<p>Project Title: Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation (TIM Works)</p>			<p>Project duration: Original - 18 months (October 2008 – March 2010) Revised: 24 months (October 2008 – June 2010) Norway contribution: July 2008 – January 2010 European contribution: January 2009 – June 2010 Ireland contribution: July 2009-June 2010 ILO Regular Budget Supplementation Account – October 2008 – December 2009 GOTL 2008 – 2010</p>	
<p>Project goal: To contribute to economic development and poverty reduction by spurring growth in the infrastructure sector</p>				
	<p>Immediate Objective: Livelihood improvement and social stability in rural communities through rural development and employment generation</p>	<ol style="list-style-type: none"> 1. Total km of road networks restored/created 2. Number of workdays generated and amount of cash injected into local communities 3. Labour-based methods integrated into national Workfare programmes 	<p>Project final report Government annual budget for 2010</p>	<p>Government policies and priorities with regards to the Workfare Programmes remain unchanged – likely National and provincial security conditions are stable – unlikely</p>

Annex II Logical Framework

Outputs			
Outputs	Targets/Verifiable indicators	Achievements	Remarks
Output 1: Roads rehabilitation and maintenance with labour-based technologies	300 km rehabilitated/constructed,	<p>Completed:</p> <p>150 km; roads completed at various levels</p> <p>240 km in 9 districts of Aileu, Ainaro, Baucau, Bobonaro, Ermera, Dili, Lautem, Liquica, Manatuto and Viqueque identified for inclusion in the project</p> <p>38 roads (217) km roads received completed engineering assessment</p> <p>On-going:</p> <p>217 kms (including the 150 km reported above) under rehabilitation in Aileu, Ainaro, Baucau, Bobonaro, Dili, Ermera, Lautem, Liquica, Manatuto and Viqueque</p>	Actual costs from completed roads higher than estimated in project design due to large number of structures and labour input. Efforts are made to increase productivity.
	37 km periodic maintenance and 1,500 km of routine road maintenance.	<p>Completed:</p> <p>1,127 km of routine and periodic maintenance - 35 projects of routine and periodic maintenance inhouse September-December 2008 This included 4.2 km of rehabilitation and construction of stone masonry drains and 99 Contracts until end of 2009.</p> <p>On going:</p> <p>209 km (33 contracts) currently under routine maintenance and will be completed by the end of 2nd quarter 2010. Another 200 km is planned to be implemented before the end of the 3rd quarter of 2010</p>	Substantive periodic maintenance is required due to poor road conditions. This increased the cost of maintenance significantly. Increased wage levels have significant impact on the maintenance costs. However, costs are expected to come down as roads are brought back to good condition.

Annex II Logical Framework

<p>Output 2: Employment generation</p>	<p>1,037,000 workdays generated providing short-term employment to 23,500 beneficiaries, at least 30% being women</p>	<p>Workerdays: 58% of project target, 604,074 - 31% women Workers/Beneficiaries: 73% of project target, 17,088 - 30% women, 59% youth</p>	<p>Government contribution run out in September and Project has negotiated to utilise project funds to avoid stoppage of works. Government budget for 2010 became available in late February.</p>
<p>Output 3: Capacity building for infrastructure providers in the private and public sectors</p>	<p>A. 30 engineers and technicians trained in LB approaches; 75 contractors and 100 community contractors trained in LB approaches</p>	<p>50 staff engaged at the Central and District technical team. They have all received formal training on labour-based technology, gender and socialisation aspects. The receive continuous on the job training 35 companies registered to participation in the training programme and 20 were pre-qualified. 20 Companies participated in labour-based rehabilitation training. 9 Companies currently carrying out trial contracts 132 community contractors trained on the job in LB approaches 2,445 formal training days, which includes awareness training for communities</p>	
	<p>B. Number of academic and training institutions participating in project activities</p>	<p>Academic institutions engaged in the Wage Rate in the Construction Sector Assessment. Students and lecturers from academic institutions will be invited to project sites. Students from faculty of economics engaged in impact assessment. Meeting have been held with UNTL, DIT and Tibar Training Centre to brief them about the project and explore future participation of the institutions. Advanced discussions with SENAI Training Centre for future contractor development programme</p>	
	<p>C. 30% labour cost is reflected in Government 2010 annual budget for infrastructure.</p>	<p>To be reported in early 2010</p>	

Annex II Logical Framework

<p>Output 4: Policies and regulations adopted and implemented for further scaling up LB methods.</p>	<p>Policies and regulations in support of scaling up the LB methods adopted by the Ministry of Infrastructure and integrated into the Standards Of Practices in the Workfare Programmes</p>	<p>Field visits organized for bilateral donors and policy makers</p> <p>Inputs provided to development partners such as the World Bank for development of the national workfare programme and RDP III assessment team responsible for the development labour-based programmes. Inputs have also been provided to EC for project formulation under their rural development support to Timor-Leste and AusAID formulation mission looking at support to the roads sector.</p> <p>Participation in the National Priorities 1 Working Group. Participation in policy development on Rural Roads Policy drafted by Ministry of Infrastructure and Rural development Framework drafted by Ministry of Economic Development. Active participation in the Technical Working group on Rural Roads.</p>	
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Annex III

Overall work plan

Annex III Overall Work Plan

TIMWORKS OVERALL PLANNING July 2008-December 2010																														
	2008						2009												2010											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project Administration																														
Review Operational procedures																														
Document Operational Procedures																														
Project coverage (Districts)																														
Project staffing																														
Recruitment/new recruitment																														
Review Project Database/implement changes																														
Review registration and recruitment of workforce process																														
M&E system and impact assessment																														
Review M&E system																														
Reporting																														
Administer project budget																														
Consultation/Project Information																														
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Procurement																														
Identification of main suppliers of tools and materials																														
Identification of main transport services from Dili to Districts																														
Review framework agreements with suppliers and service prov.																														
Procurement of rollers																														
Procurement of vehicles																														
Procurement of Motorbikes																														
Procurement of office equipment																														
Identification of local service providers/service contracts																														
Procurement maintenance contracts (Labour only - SEFOPE)																														
Procurement of works contracts																														
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
External input																														
Labour wage survey																														
Inventory																														
Maintenance strategy development																														
Maintenance strategy implementation																														
Contractor training first batch																														
Contractor training, second batch and follow up																														

Annex III Overall Work Plan

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Road maintenance																																	
Initial maintenance projects 8 Districts																																	
Development and consultation of maintenance strategy																																	
Recruit (2) maintenance overseer to support District Teams																																	
Information meeting in Districts (2 Districts)																																	
Training in maintenance strategy (2 Districts)																																	
Identify maintenance projects (2-4 projects in 2 Districts)																																	
Preparation of contract documentation (2-4 contracts)																																	
Identification of community contractor (2-4 contractors)																																	
Implementation of contracts (2 Districts)																																	
Evaluation of strategy and contracts after pilot																																	
Recruit full complement of maintenance overseers																																	
Information meeting in other Districts																																	
Training in maintenance strategy for included Districts (add 6)																																	
Condition survey/Preparation of contract documents																																	
Replicate community contracts																																	
Final documentation of strategy																																	
Following inventory, contracting small works to petty contractors																																	
Discuss road maintenance strategy in rural road policy developm.																																	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Road rehabilitation																																	
Identification of initial projects also serving as training ground																																	
Implementation of demonstration projects																																	
Identification of full programme for TIMworks																																	
Detailed proposal for rehabilitation projects																																	
Meetings in District for full appreciation of the programme																																	
Identification of Trucks and Compaction equipment																																	
Implementation of rehabilitation projects in each District																																	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Capacity building of SEFOPE staff																																	
Regular meetings with staff																																	
Registration and database management																																	
On the job training rehabilitation																																	
On the job training maintenance																																	
Gender awareness training																																	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Contractor training																																	
Identification process/information meeting																																	
Selection process																																	
Development and review of training material																																	
Development and consultation on contracts procedures																																	
Formal training																																	
Preparation of trial contracts																																	
Preparation of bidding documents/bidding process																																	
Trial contracts (2 batches)																																	

Annex III Overall Work Plan

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Employment creation																														
Information on policy for various approaches	■	■			■	■				■				■							■									
Registration process/Data base improvement									■	■						■	■							■	■					
Targeting (youth and women)					■	■					■												■				■			
Gender and equality						■									■	■							■							
Gender work in communities						■										■	■													
HIV/Aids awareness information on ongoing projects																						■	■			■	■	■	■	■
Standards, procedures and materials development																														
Prepare Operations Manual						■				■											■				■	■				
Guidelines on procurement						■	■																			■	■			
Contract documents for maintenance						■	■																							
Review Technical Manual						■	■																							
Training material for contractors							■															■								
Contract documents for rehabilitation										■	■																			
Policy and guidelines on road maintenance									■																					
Policy and guidelines on road rehabilitation																									■	■	■	■	■	■
Work with gvt and development partners to harmonise																	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Documentation																														
Inception report				■																										
Project updates and construction progress																■	■				■		■		■		■		■	
Progress reports										■						■	■											■	■	■
Promotion material																■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Case studies															■	■										■	■	■	■	■
Completion reports																											■	■	■	■
Post impact studies																											■	■	■	■

Annex IV

Rehabilitation and maintenance implementation plan

Annex IV Detailed rehabilitation and maintenance plan

Rehabilitation

Legend:		2008												2009												2010												Progress			Cost						
		Completed	Ongoing	Planned	Planned but not included in current budget																																					earthwork	gravel	structures	plan	progress	actual
Aileu	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	earthwork	gravel	structures	plan	progress	actual	
Maumeta	6																																					100%	100%	100%	129,766	110,259	110,259				
Maumeta cont	4																																						100%	55%	85%	88,469	42,530				
Lacotoi	0																																						0	0	0	41,000	0				
Laulara	2																																						100%	100%	100%	54,422	49,030	49,030			
Fatubosa	4																																						100%	0	0	95,720	54,205				
Fatubosa cont	0																																						0	0	0	123,000	0				
Total	16																																									532,377	256,024				
Ainaro	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	earthwork	gravel	structures	plan	progress	actual	
Hatu Builico (SI)	7																																							40%	5%	NIL	35,000	5,238			
Total	7																																											35,000	5,238		
Baucau	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	earthwork	gravel	structures	plan	progress	actual	
Gariwai 4 km	4																																							100%	100%	100%	85,873	75,800	75,800		
Ustico 7 km	7																																							100%	100%	100%	110,295	122,533	122,533		
Laga	9																																							25%	1%	0	184,579	23,503			
Venilale 7 km	7																																							100%	100%	100%	78,596	140,883	140,883		
Baguia	0																																							0	0	0	102,500	0			
Powerstation	1.3																																							0	0	0	35,913	0			
Total	28																																										597,756	362,719	339,216		
Bobonaro	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	earthwork	gravel	structures	plan	progress	actual	
Balibo (SI)	6																																							35%	5%	NIL	30,000	5,238			
Lolotoe (SI)	6																																							35%	5%	NIL	30,000	5,238			
Total	12																																											60,000	10,476	0	
Ermera	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	earthwork	gravel	structures	plan	progress	actual	
Estado	8																																							5%	0%	0%	174,657	2,895			
Lihu (SI)	7																																							45%	10%	NIL	35,000	9,129			
Total	15																																											174,657	12,024		
Dili	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	earthwork	gravel	structures	plan	progress	actual	
Kulau	7																																							100%	100%	100%	156,400	186,186	186,186		
Dare	7																																							25%	8%	17%	110,366	33,461			
Fatu Ahi	7																																							86%	57%	75%	156,497	114,476			
Benunuk I (con)	2																																							90%	80%	50%	31,072	19,620			
Benunuk II (con)	2																																							50%	40%	50%	35,474	4,967			
Benunuk III (con)	2																																							100%	0%	NIL	34,154	14,452			
Sahan (con)	2.3																																							75%	25%	20%	39,190	21,036			
Ailelehum (con)	2.3																																							95%	60%	NIL	29,620	12,552			
Toci Tolu (con)	2.2																																							95	0%		35,388	21,082			
Total	34																																											628,161	427,832		

Annex IV Detailed rehabilitation and maintenance plan

Maintenance

Aileu		2008			2009												2010												Progress	Cost
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	28																												Completed	20,688
2	43																												Completed	20,214
3	0																													0
4	0																													0
5	25																												Planned	15,000
Total	96																													55,902
Ainaro		2008			2009												2010												Progress	Cost
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	0																													0
2	0																													0
3	38																												Completed	33,088
4	29																												Ongoing	20,952
5	0																													0
Total	67																													54,040
Baucau		2008			2009												2010												Progress	Cost
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	87																												Completed	20,049
2	20																												Completed	9,956
3	0																													0
4	20																												Ongoing	12,861
5	0																													0
Total	127																													42,866
Bobonaro		2008			2009												2010												Progress	Cost
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	0																													0
2	0																													0
3	71																												Completed	49,632
4	43																												Ongoing	26,220
5	0																													0
Total	114																													75,852
Covalima		2008			2009												2010												Progress	Cost
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	0																													0
2	0																													0
3	74																												Completed	49,632
4	38																												Ongoing	27,936
5	0																													0
Total	112																													77,568

Annex IV Detailed rehabilitation and maintenance plan

Dili		2008			2009												2010												Progress	Cost	
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
1	0																													0	
2	35																													Completed	16,544
3	0																													0	
4	0																													0	
5	25																												Planned	15,000	
Total	60																													31,544	
Ermera		2008			2009												2010												Progress	Cost	
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
1	0																													0	
2	0																													0	
3	97																												Completed	62,040	
4	35																												Ongoing	19,206	
5	0																												0		
Total	132																													81,246	
Lautem		2008			2009												2010												Progress	Cost	
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
1	156																												Completed	64,328	
2	45																												Completed	15,776	
3	0																												0		
4	21																												Start April	15,714	
5	0																												0		
Total	222																													95,818	
Liqica		2008			2009												2010												Progress	Cost	
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
1	12																													22,102	
2	48																													24,671	
3	0																												0		
4	0																												0		
5	30																												Planned	20,000	
Total	90																													66,773	

Annex IV Detailed rehabilitation and maintenance plan

Manatuto		2008			2009												2010												Progress	Cost
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	25																												Completed	28,493
2	40																												Completed	25,239
3	0																													0
4	0																													0
5	30																												Planned	20,000
Total	95																													73,732
Manufahi		2008			2009												2010												Progress	Cost
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	0																													0
2	0																													0
3	49																												Completed	33,088
4	25																												Ongoing	15,714
5	0																													0
Total	74																													48,802
Oecusse		2008			2009												2010												Progress	Cost
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	96																													93,477
2	92																												Completed	41,147
3	0																													0
4	0																													0
5	69																													50,000
Total	257																													184,624
Viqueque		2008			2009												2010												Progress	Cost
Package	Km	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1	41																													13,565
2	32																													13,376
3	0																													0
4	0																													0
5	17																													10,162
Total	90																													37,103
Total	1536																													925,870

Annex V

Task Rates

Annex V Task Rates

**General task rates, ie what is expected of one person during one working day.
NB the rates may vary depending on local conditions**

Rural Road Rehabilitation

🚧 Survey and setting out (team)	500	m/WD
🚧 Clearing – Light	150	m ² /WD
🚧 Clearing - Dense	100	m ² /WD
🚧 Levelling	40	m ² /WD = 1.2 m ³ /WD
🚧 Ditching	6	m/WD = 1.5m ³ /WD
🚧 Sloping	8	m/WD
🚧 Forming camber	8	m/WD
🚧 Gravel excavation	1.25	m ³ /WD
🚧 Gravel loading	5	m ³ /WD
🚧 Gravel spreading	8	m/WD
🚧 Peg fabrication	100	no/WD
🚧 Roller compacter	200	m/WD
🚧 Water spreading	50	1/m ³

Road Maintenance

🚧 Grass cutting - Light	150	m ² /WD
🚧 Dense	100	m ² /WD
🚧 Side drains cleaning	1.0	m ³ /WD
🚧 Culvert cleaning Ø 0.60 ½-⅔ blocked	1	row-5m /WD
• Over ⅔ blocked	½	row-5m/WD
• Ø 1.00 ½-⅔ blocked	1	row-5m/2WD
• Over ⅔ blocked	1	row-5m/4 WD
🚧 Stone masonry work	0.5	m ³ /WD

Annex VI

Curriculum for training of contractors in rural road rehabilitation

Annex VI Curriculum for training of contractors in road rehabilitation works

TIM Works - TRAINING PROGRAMME (for Supervisor)

Date/Time	Monday 15.02.10	Tuesday 16.02.10	Wednesday 17.02.10	Thursday 18.02.10	Friday 19.02.10	
Morning						
8:30 – 9:15	Opening & Project briefing. Introduction to LBES	Calculation for area of road elements	Calculation for volume of road elements	Slope, Ratio	Test	
9:15 – 10:00	Road cross section and elements.	Review previous sessions	Calculation for volume of road elements	Slope, Percentage	Test	
10:00 –10:30	Break					
10:30–11:15	Measurement tools	Exercises	Calculation for volume of road elements	Slope of road elements	Hand tools for setting out	
11:15-12:00	Review math: Geometry, Area	Exercises	Calculation for volume of road elements	Calculation for slope of road	Function of each hand tools	
Afternoon						
13:30-14:15	Review math: Geometry, Area	Review math: Geometry, Volume	Calculation for volume of road elements	Calculation for slope of road	Setting out horizontal align. Straight lines	
14:15-15:00	Review math: Geometry, Area	Review math: Geometry, Volume	Review previous sessions	Calculation for slope of road	Setting out horizontal align. Straight lines	
15:00 -15:30	Break					
15:30-16:15	Calculation for area of road elements	Review math: Geometry, Volume	Exercises	Review previous sessions	Field Exercises	
16:15-17:00	Calculation for area of road elements	Review math: Geometry, Volume	Exercises	Exercises	Field Exercises	

Annex VI Curriculum for training of contractors in road rehabilitation works

TIM Works - TRAINING PROGRAMME (for Supervisor continued)

Date/Time	Monday 22.02.10	Tuesday 23.02.10	Wednesday 24.02.10	Thursday 25.02.10	Friday 26.02.10	
Morning						
8:30 – 9:15	Setting out Vertical alignments. Straight grades & curves	Setting out cross section – Embankment, Off set	Work organization: construction sequence & control	Organisation of labour; Muster - Payroll	<p>FIELD PRACTICE IN SETTING OUT:</p> <ul style="list-style-type: none"> - centre line - cross sections - setting out layers - longitudinal profile - transfer the level from profile boards to pegs - gradient - off set poles 	
9:15 – 10:00	Field Exercises Vertical alignments	Field Exercises Cross section – Embankment	Work organization: construction sequence & control	Organisation of labour; Muster - Payroll		
10:00-10:30	Break					
10:30–11:15	Field Exercises Vertical alignments	Field Exercises Cross section – Embankment	Work organization: construction sequence & control	Daily site planning & reporting		
11:15-12:00	Field Exercises Vertical alignments	Field Exercises Cross section – Embankment	Construction of embankment & compaction	Daily site planning & reporting		
Afternoon						
13:30-14:15	Setting out 90°, 45° angles & offset poles	Cross drainage structures	Incentives: task work and task rates	Role of the supervisor and gang leader	<p>FIELD PRACTICE IN SETTING OUT</p>	
14:15-15:00	Setting out cross section – Rolling terrain	Construction tools & equipment	Incentives: task work and task rates	Site camp & administration		
15:00 -15:30	Break					
15:30-16:15	Field Exercises Cross section – Rolling terrain	Work organization: construction sequence & control	Setting tasks, calculation of areas and volumes	Other issues		

Annex VI Curriculum for training of contractors in road rehabilitation works

16:15-17:00	Field Exercises Cross section – Rolling terrain	Work organization: construction sequence & control	Setting tasks, calculation of areas and volumes	Other issues	
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TIM Works - TRAINING PROGRAMME (for Engineer)

Date/Time	Monday 1.03.10	Tuesday 2.03.10	Wednesday 3.03.10	Thursday 4.03.10	Friday 5.03.10
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Morning

8:30 – 9:15	Opening & Project briefing. Introduction to LBES	Setting out cross section - Rolling terrain	Work Organisation: construction sequence	Reporting	<p>FIELD PRACTICE</p> <p>IN SETTING OUT:</p> <ul style="list-style-type: none"> - centre line - cross section - setting out layers - longitudinal profile - transfer the level from profile boards to pegs - gradient - off set poles
9:15 – 10:00	Hand tools for setting out & checking the line level	Field Exercises Cross section – Rolling terrain	Work Organisation: construction sequence	Monitoring	
10:00 – 10:30	Break				
10:30–11:15	Setting out straight lines, curves & vertical alignments	Field Exercises Cross section – Rolling terrain	Work Organisation: gang size & balancing	Role of the engineer, supervisor and gang leader	
11:15-12:00	Field Exercises Setting out straight lines	Setting out cross section – Embankment	Construction of embankment and compaction	Site administration, records and fillings	

Afternoon

Annex VI Curriculum for training of contractors in road rehabilitation works

13:30-14:15	Field Exercises Setting out curves	Field Exercises Cross section – Embankment	Incentives: task work and task rates	Recruitment and payment of labour	FIELD PRACTICE IN SETTING OUT
14:15-15:00	Field Exercises Vertical alignments	Field Exercises Cross section – Embankment	Organisation of Labour; Muster – Payroll	Information flows	
15:00 – 15:30	Break				
15:30-16:15	Field Exercises Vertical alignments	Cross drainage structures	Planning: long term plan	Other issues	
16:15-17:00	Setting out 90° & 45° angles	Construction tools and equipment	Planning: short term plan	Other issues	

TIM Works - TRAINING PROGRAMME ON CONTRACT MANAGEMENT

Date/Time	Monday 19.04.10	Tuesday 20.04.10	Wednesday 21.04.10	Thursday 22.04.10	Friday 23.04.10
Morning					
8:30 – 9:15	Registration. Opening and Project Briefing	BoQ, Construct. Activities, Map and drawings	Technical Specifications	Exercises on UPC	Withdrawal and Modification of Bids and Discount
9:15 – 10:00	Parties involved in contract	Instruction to Bidders	Pre-Bid Meeting and Site Visit	Risk Allowance	Bid Opening
10:00 – 10:30	Break				
10:30–11:15	Client, Engineer and Contractor	Instruction to Bidders	Pricing (direct and indirect costs)	Work Methods	Bid reviewing and Evaluation

Annex VI Curriculum for training of contractors in road rehabilitation works

11:15-12:00	Contract Procedure	Conditions of Contract	Unit Price Calculation	List of Staff and Equipment	Letter of Acceptance and Award of Contract
<i>Afternoon</i>					
13:30-14:15	Contract Procedure	Conditions of Contract	Unit Price Calculation	Work Schedule	Payment Statement
14:15-15:00	Bank Guarantee	Conditions of Contract	Unit Price Calculation	Work Plan	Payment Statement
15:00 – 15:30	<i>Break</i>				
15:30-16:15	Bid Announcement and Collection of Bids	Technical Specifications	Unit Price Calculation	Bank Guarantee	Payment Certificates
16:15-17:00	BoQ and Construct Activities	Technical Specifications	Exercises on UPC	Preparation and Submission of Bids	Payment Certificates

Annex VII

Details of training

Annex VII TIM-Works training data

No	Training	Description	Dates	Number of participants	Duration days	Training days
1	Orientation Labour-based appropriate technology	SEFOPE engineers, PW Regional Engineers	1-2 Aug 08	20	2	40
2	Practical training Labour-based appropriate technology	SEFOPE engineers	6-8 Oct 08	7	3	21
3	Proctical training Labour-based appropriate technology	SEFOPE engineers	9-11 Oct 08	8	3	24
4	Information Workshop	Orientation to companies about labour-based training	27-Nov-08	42	1	42
5	Training on maintenance strategy and contracts	classroom and practical training SEFOPE maintenance supervisors, SEFOPE engineers, District Officials	1-3 Dec 08	15	3	45
6	Training on maintenance strategy and contracts	Classroom and practical trainnigSEFOPE maintenance supervisors, SEFOPE engineers, District Officials	25-27 Nov 08	15	3	45
7	Gender Awareness	SEFOPE engineers, SEFOPE field officers, SEFOPE operations officers	3-Apr-09	26	1	26
8	Gender Awareness	SEFOPE engineers, SEFOPE field officers, SEFOPE operations officers	6-Apr-09	26	1	26
9	Labour-based appropriate technolgy	SEFOPE engineers, SEFOPE field officers	14-16 May 09	42	3	126
10	Contractors Training 1st batch					
	Basic maths for site supervisors, measurments, area and volume calculation	Company site supervisors	18-23 May 09	27	6	162
	Labour-based appoiate technology	Company site supervisors, SEFOPE engineers	25-30 May 09	29	6	180
	Labour-based appoiate technology	Company engineers, SEFOPE engineers	1-6 Jun 09	11	6	72
	Practical field training	site supervisors, engineers, SEFOPE engineers	8-27 Jun 09	38	18	720
	Contracts management	Owner, Company Engineers, SEFOPE engineers	6-11 Jul 09	20	6	126
11	Socialisation and gender training	SEFOPE engineers, SEFOPE field officers, SEFOPE operations officers	1-2 Oct 09	26	2	52
12	Socialisation and gender training	SEFOPE engineers, SEFOPE field officers, SEFOPE operations officers	5-6 Oct 09	26	2	52
13	Socialisation in communities in collaboration with YEP Programme	Communities in 7 districts (11 locations)	Nov/Dec 09	686	1	686
14	Contractor Training 2nd batch					
	Labour-based appropriate technolgy	Company site supervisors	15-26 Feb	33	10	330
	Labour-based appropriate technolgy	Company engineers, SEFOPE engineers	1-5 Mar	13	5	65
	Practical field training	site supervisors, engineers, SEFOPE engineers	8-27 Mar	46	18	828
	Contracts management	Owner, Company Engineers, SEFOPE engineers	19-23 April	24	5	120
15	HIV/Aids & Family Planning in collaboration with YEP Programme	Communities in 2 districts (4 locations)	26 Feb-8 Mar	202	1	202
	TOTALS			1382	66	2445