



Employment Intensive Investment Programme (EIIP)
Good Practices and Successful Initiatives in
South-South and Triangular Cooperation - Concept Note, May
2011

Title : University networks and national training institutes

Background and Objective. The Employment Intensive Investment Programme (EIIP) has been collaborating and supporting university institutions (some 14 in Africa and 12 in Asia) to create awareness of young professionals on pro employment methods of work. It provides support to these institutions through the development of training material, research, development and implementation by providing curriculum development and ready-made modules for training. Similar exchange and support is provided through developing and networking national training institutes for capacity building of public and private sector operators.

In the African Region for example, several national labour-based training institutes were created with the technical assistance of the EIIP of the ILO, as early as the 80's. Many of these institutes are internationally recognized and continue to train hundreds of engineers and managers from all over the region:

- **Botswana – Roads Training School.** In the eighties, the Ministry of Local Government, Lands and Housing established a District Roads Improvement and Maintenance Programme. After an initial implementation period with demonstration and training in Serowe, the programme expanded gradually to cover all nine districts in the country, employing some 3200 casual labourers. A Field Training Unit was set up in Molepolole as a part of the Roads Training Centre under the Roads Department of the Ministry of Works, Transport and Communications. During the first years of the programme, the EIIP was responsible for both programme management and training, but it subsequently focused on labour-based training at the Field Training Unit. This included the further development of labour-based technology and in particular, the introduction of effective systems and procedures for routine road maintenance. The EIIP provided technical assistance and advisory services to the programme since its inception until 1995 with funding from different sources (i.e., the World Bank, Norwegian Agency for Development (NORAD) and Swedish International Development Co-operation Agency (Sida)).
- **Ethiopia. Ginchi Training Centre (GTC).** The ILO was instrumental in the establishment of the Ginchi Training Center (GTC) in early mid eighties. GTC which is managed by the Ethiopian Roads Authority is considered as the main center for labour-based activities in the country.
- **Ghana – Koforidua Training Center (KTC).** A World Bank supported ten-year National Feeder Road Rehabilitation and Maintenance Programme in Ghana aimed to maximize the use of available labour-based contractors for feeder road rehabilitation. The programme included elements of community-based maintenance and rural transportation pilot activities. The ILO assisted in the implementation of the training component of the programme through a Training Adviser working with the Department of Feeder Roads to structure the national training programme and to eventually establish an international course in Koforidua. The ILO has signed in 2011 a partnership agreement with the Government of Ghana to make KTC a center of excellence, extending the training to water and soil conservation techniques and dam design/rehabilitation. This is part of the Ghana Social Opportunities Project.

- **Kenya - The Kisii Training Centre (KTC).** KTC of the Kenya Institute of Building and Highways (KIHBT) of the Ministry of Roads, Public Works and Housing (MRPWH) developed the first national and international courses for labour-based road works in the early nineties. These courses were developed with support from the ILO, the Swiss Development Corporation (SDC) and the Swedish International Development Cooperation Agency (Sida). KTC developed from a small Kenyan road construction foreman school since the mid 80's, to a well established, internationally recognized training centre for labour-based road construction in Africa. EIIP, for many years continued to provide KTC with support in curriculum development and quality control. KTC continues to run both national and international courses, including tailor-made in-country courses, for engineers and managers in labour-based road technology independently, and have also developed an international course on supervising labour-based contracts with support from ILO. Over the years, several hundred Kenyan engineers and technicians have been trained in the use and management of labour-based road works, in addition to over 450 engineers and technicians from over 18 different countries
- **Lesotho - Teyateyaneng Training Centre.** In April 1997 ILO ceased its direct technical assistance involvement in Lesotho, but continued through a Sida and IDA funded agreement with the Government of Lesotho to provide inputs into the development of curriculum, training materials, and implementation plans for contractor construction and upgrading training. Training material was developed based on the experience and courses conducted referred to as Road Construction and Upgrading (ROCAU). The training material includes guidelines on the planning, organization and implementing of training programmes for small-scale contractors as well as a training manual with the actual material to be used for classroom training.
- **Madagascar –Centre de Formation HIMO, Antsirabé.** The first phase of the NORAD supported demonstration project of labour-based road rehabilitation and maintenance in the Antsirabé Region included elements of small-scale contractor training, policy advice at central level, and maintenance by road users. Contractor personnel of more than 50 firms (chefs d'entreprise, chefs de chantier and chefs d'équipe) and core staff of the Ministry of Public Works received extensive practical and theoretical training in contract management and the effective running of labour-based road sector projects. Through the NORAD/EU/GTZ/World Bank funded phase that started in 1995, the project emphasizes in particular the development of training manuals and contract documentation suitable for labour-based road works. In 2001, the training centre located in Antsirabé has been transformed into an autonomous non-profit organization having a Steering Committee composed of members of key ministries, the private sector and the civil society. It developed a business plan and became self-financing in 2006 providing training in the field of rural road construction, stone pavement, buildings, constructions that can withstand hurricanes etc..It has also conducted training for trainees coming from other francophone countries such as Benin, DRC, Rwanda etc...
- **Tanzania – The Appropriate Technology Training Institute (ATTI).** The Appropriate Technology Training Institute (ATTI) is a Government Institution under the Ministry of Infrastructure Development established in 1993 with the financial support from NORAD and technical support from ILO. ATTI was established with the objectives of developing courses and carrying out training on the use of appropriate technology methods in road construction, rehabilitation and maintenance through Labour Based Technology (LBT). The programme for “Taking Labour Based Technology (LBT) to Scale” in Tanzania was officially launched by the Government in October 2004, with the aim to transform ATTI into a National Training Institute so as to become the leading provider of high quality training for labour-based technology practitioners in Tanzania and other countries.
- **Uganda – Mt. Elgon Labour-Based Training Centre (MELTC)¹.** MELTC is the only labour-based training centre in Uganda. It was established in 1995 by the Ministry of Works and Transport with the



¹http://www.meltc.org/index.php?option=com_content&view=article&id=1:welcome-project&Itemid=27

support from the Nordic Development Fund and backstopping from the ILO. Based on that firm background the centre is targeting different groups hence designing programmes for technical and non-technical officials in ministries and local government (road engineers and technicians, labour, gender, community and environment officers as well as policy-makers), Contractors (managers and forepersons), Consultancy firms (engineers and technicians) and Non-governmental organisations.

Higher learning institutions

In addition to the training centres, the ILO has also worked with higher learning institutions in incorporating employment intensive investments in their curricula at undergraduate and postgraduate level. The ILO has provided support in the development of relevant under and post graduate course materials and capacity building to the institutions. As part of knowledge sharing and strengthening the institutions capacity, joint research have been carried out with some of the universities. Academic institution that the ILO has supported and worked together include the following

- Kwame Nkrumah University of Science and Technology, Kumasi, Ghana
- Jomo Kenyatta University of Agricultural Technology, Kenya
- University of Nairobi, Kenya
- University of Addis Ababa, Ethiopia
- University of Witswatersrand, South Africa
- University of Natal, South Africa
- University of Dar es Salaam, Tanzania
- University of Zimbabwe

Sustainability & replicability.

The need to enhance local resource-based methods was already obvious in the nineties. The cost, economic and technical effectiveness of labour-based methods was already established and acknowledged in many developing countries. And many countries, especially in Africa were keen to replicate some of the technical experiences gained through the sharing of this knowledge and through training of appropriate labour-based technologies.

Achievements/results achieved.

From 1993 onwards labour -based road technology received immense donor support in many countries in sub- Sahara Africa. Capacity building became a major activity in several labour-based road programmes and Kisii Training Centre (KTC) in Kenya provided the much-needed training. The training of trainers' course was introduced which further enhanced the labour -based training institutions in these countries. Many of the training centers were modeled on the KTC experience. This contribution had significant impact since labour-based roadwork programmes became self- reliant².

Lessons learned (enabling factors / obstacles or challenges). The EIIP had some 25 people working on delivering the programme globally in the nineties. The sizeable regular budget staff was complemented by UNDP and Danida funded core programme support over a long period. This level of staff delivering the programme was maintained through the establishment of the (EIIP) Advisory Support, Information Services and Training teams (ASIST) in Africa and Asia, largely funded by technical cooperation for more than 15 years (number of donors incl. Danida, Dfid, Finland, Norway, Sweden, Swiss, UNDP and other UN agencies).

²http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_policy/---invest/documents/instructionalmaterial/wcms_asist_8620.pdf

Over the years, the staff in headquarters has been reduced significantly from 23 to 5 professionals. While this reduction initially was compensated by the TC funded ASIST programme, ILO's decision to decrease the funding of the ASISTs means that the EIIP Global Team has been reduced by 12 professionals. This is a 50% reduction in staffing. However, the number of country level projects and dollars managed by the EIIP Global Team are still significant. It has remained the second largest technical cooperation programme in the ILO engaging in more than 40 countries and overall allocations for ongoing projects amounts to more than US\$ 95 million and influencing billions of dollars of investments (see Annex 4 for details).

Cost-benefit analysis or explanation of the comparative advantage of using SSC for this project.

Most of these national labour-based training institutions are now mainly financed by the government (with the exception of Ansitrabé, Madagascar which is self-financed), nationally-owned and organized, offering an international platform for south-south learning on labour-based practices, completely owned by the "south". The ILO, through EIIP, continues to provide technical advice and assistance on request.

Much of the services within and between "south" countries are now, however, served by consultants and officials from the "south" who benefitted from the capacity building through south south cooperation, reaping the harvest of the seeds originally planted by the EIIP.

Annex.

Contact information. The Employment Intensive Investment Programme (EIIP)