



Capacity building in Infrastructure – assessing the impact

PRESENTER:
Alison McKechnie

February 2020

Overview

- What sort of capacity building should be included in infrastructure projects?
- How do countries, communities, local firms and individuals benefit from working with international consultants on infrastructure projects?
- How can we make capacity development more effective?



Key areas where capacity development has occurred

- Winning more work or improved chances of winning more work
- Improvements in tendering competence and confidence
- Improvements in quality and standard of work
- Improvements in health and safety
- Improvements in business systems and processes
- Exposure to new materials and processes
- Skills attained by their workforce



Winning more work and tendering confidence

- > Some contractors said their association with international contractors enhanced their reputation and competitiveness:



“There have been lots of spin-offs for us. Working well with Cardno gives you good exposure and enhances your reputation. If you have a good working relationship with Cardno it’s good for further work.” (Hornibrook NGI)

Health and safety

- > Applying Building Code of Australia and Australian WHS standards and procedures across programs and infrastructure projects, where possible and with a pragmatic and realistic approach
 - A robust WHS implementation strategy has had a clear benefit for local contractors and their workers
 - There has been significant capacity development in WHS processes and procedures when implemented with a focussed approach
- > While it can be a burdensome requirement for smaller contractors, the benefits are nevertheless acknowledged, in eliminating injuries and demonstrating WHS competence to win further work



Health and safety

“The main thing that is different with Cardno is the safety documentation. We don’t necessarily do all that for other clients” (SBS Electrical)



“We have to follow Australian standards and procedures including health and safety. But it has been of benefit to our country to do so.” (AD Engineering)

Health and safety

> Improved WHS capacity also increased the competitiveness of the contractors

“We are pleased to have improved our safety because we can get other jobs with high safety requirements. We got a job with a service station and a refinery which required safe disposal of oil and diesel. It was thanks to TEU that we could comply.” (AD Engineering)



Driving high quality

- > Implementing Australian standards for specifying the quality of materials and construction techniques and monitors/oversees this closely through regular checks and control processes
 - This is often a new experience for smaller contractors unfamiliar with checking products against specifications and quality standards

“Cardno is very strict on the quality of materials and this took a bit of getting used to” (ABC Constructions)

“On some other contracts we are left to ourselves but the consultant team wanted to look at everything including our procurement. They also wanted certification on the product. We had to change our supplier for our timber (we still use the new supplier). But it is better quality timber...and is of lasting benefit (AD Engineering)



Developing new practices: Asbestos removal

- > In PNG, several contractors faced a serious challenge in tendering when the works required them to manage existing ACM related products present in buildings requiring refurbishment or demolition
- > We addressed this problem by implementing training and educational programs to train contractors in identifying, assessing, removing and disposing of ACM – contractors staff were offered international training programs and obtained a B class asbestos removal certificate upon successful completion
 - Specific and relevant training was developed for contractors in PNG to comply with best practice in ACM protocols
 - 15 contracting firms have undertaken this training
 - Training was also provided to PNG's Environmental Protection Authority personnel
 - We helped the EPA to develop PNG Asbestos Disposal Policy and Procedures guideline
 - We helped the EPA to identify appropriate landfill locations for asbestos disposal and protection

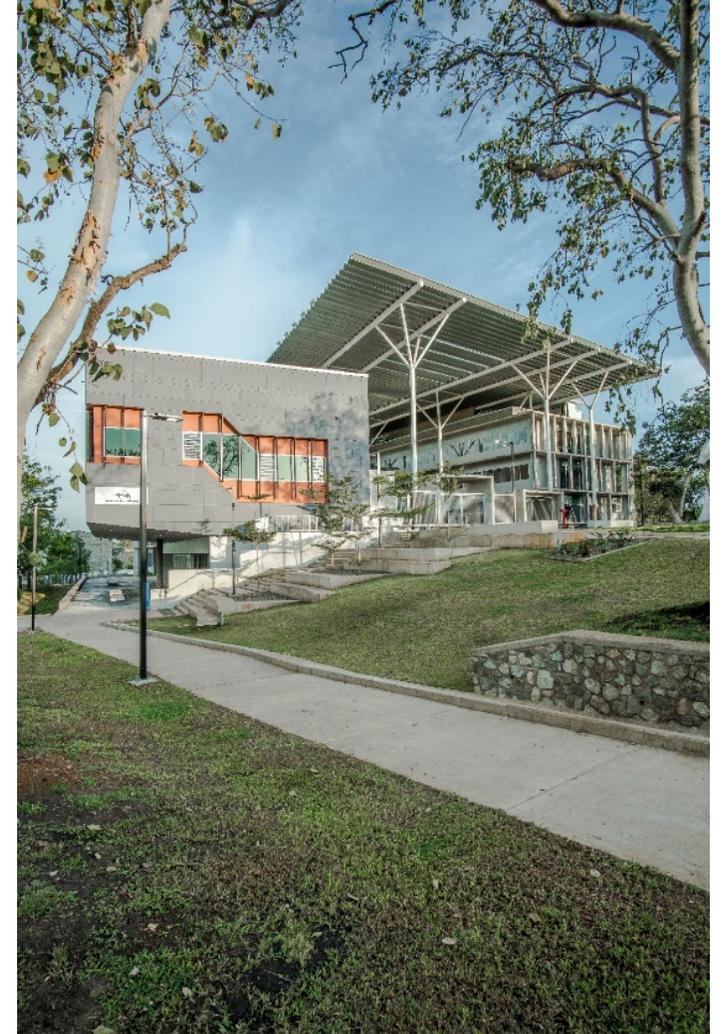
Training on mandated client conditions

- > Ensuring that contractors understand and adhere to donors mandated conditions also improves capacity development.
 - Anti-corruption
 - Fraud
 - Child protection
 - Counter-terrorism
 - WHS
- > We ran a half-day workshop with contractors and sub-contractors during the tender and pre-construction stages to educate and explain expectations
- > Workshops provide detailed advice, examples and reporting templates for meeting the requirements



Takeaways

- > Capacity development occurs “on the job” rather than being an “add on”
 - Working collaboratively with local contractors to successfully implement projects with on-site training and monitoring works well
 - In the process, this improves contractor’s knowledge, performance and future competitiveness
 - Consistently engaging infrastructure personnel with current and industry relevant knowledge to deliver projects in a manner that promotes local capacity is the primary factor for capacity development



Thank you

For more information

Alison.mckechnie@cardno.com

[**www.cardno.com**](http://www.cardno.com)