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MANAGEMENT OF LABOUR ONLY CONTRACTS IN THE NIGERIAN CONSTRUCTION INDUSTRY: BASIS OF AWARD AND EXECUTION

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ABSTRACT

Globalisation, the down turn in the economy, with the resultant lean economic resources in Nigeria have led many clients, to adopt the labour-only contracting system as a means of saving cost. This is not only for piecework's such as alteration and refurbishment, but for the construction of new projects.

The paper focused on the management of the labour-only contracting system by examining its method of planning, organization, control, coordination and implementation. The scheduling of the resources were also examined. Performances were monitored in the area of cost, time and quality. Opinions of the parties involved consisting of clients, contractors and consultants were sampled.

Selective sampling procedures were adopted for the targeted population. The data collected were analyzed using descriptive statistics.

From the analysis, the paper concluded that the system is becoming an increasingly prominent feature of the construction labour market. The success largely depends on the cooperation between the parties involved.

The paper also revealed that the system is innovative and cost effective, but it could be confrontational, complex and uninspiring. When there is a breach of contract, this could result into delay and cost over-run.

Keywords: *Globalization, lean economic, labour only contracting system, procurement methods, pieceworks.*

INTRODUCTION

Labour only Contract, as a procurement method, is one of several terms which are widely used to describe work arrangement, which do not fall within the traditional understanding or definition of employment. (International Labour Organisation Conference, 1997).

According to International Labour Organisation, "Labour Only Contract" should mean work performed for a natural or legal person referred to as a "user enterprise" by a person (referred to as a "contract worker"), pursuant to a contractual arrangement other than a contract of employment with the user enterprise, under actual conditions of dependency on or subordination to the user enterprise, where these conditions are similar to those that characterize, an employment relationship under national law and practice.

In a labour only contract, the client prepares and provides all materials for the execution of a project and then invites a builder to carry out labour only construction on the project. The contractor is often allowed to purchase consumables. There are grey areas as to who hires or rents plant for the works. The client may choose to carry out this aspect or he may leave it to the contractor.

Surveys of national law and practice on the use of labour only contract reveal that there are two consistent elements which must be present for a work arrangement to be a contract labour situation. Firstly, there should be a contractual arrangement under which a worker undertakes work for a person or organization other than under a contract of employment. In other words, there is an agreement to perform work but the worker is not employed by the person for whom he/she performs the work. Secondly, there should be some element of economic or organizational subordination or dependency between the worker and the person for whom the work is performed. It is clear that labour only contract is not an employment relationship but neither is it a commercial arrangement.

Clients readily embrace labour only mode of procurement because it affords them the opportunity to control the quality of materials used. Moreover there is the general feeling of achieving savings through trade discounts obtained from bulk purchasing. Taking the materials components out also demystifies unit-rate pricing. The client is able to appreciate what he is paying the contractor better.

It is a common knowledge that labour factor is one of the most predominant factors in the construction production process, without which the process cannot hold (Onolemhen, 1990). Therefore in managing labour only contract, for the contractor to successfully achieve his objectives, his ability in labour management is of immense importance.

CLIENT'S PERFORMANCE CRITERIA

The performance criteria considered by clients vary based on the types of clients and what they think matter most to them when executing projects.

Some of the criteria considered when selecting procurement methods include the following:

Completion time – Is early completion necessary?

Flexibility – Are variations necessary after work has begun on site?

Certainty – Is completion on time necessary?

Technical complexity – Does the project require a high level of structural or mechanical services or other complexity?

Quality – Is high quality important?

- **TIME**

Time is an important factor with construction projects. Generally the more time spent on a project the more money is incurred on overheads. Moreover for commercial projects where early completion is desired delay translates into loss of earnings.

- **PRICE CERTAINTY**

Another important criteria is cost. It is believed that some procurement methods far better in guaranteeing the final cost of project than others. Procurement methods that discourage variations during the construction stage like design and build should rank well in this regard.

- **QUALITY**

Apart from time and cost, another important criteria is quality.

Sidwell (1984) pointed out that quality was a difficult variable to define. However he proposed that it should be seen as a need for client satisfaction with architectural excellence, standard of finish and utility.

Naoum and Langford (1990) also expressed the view that the quality of construction was difficult to compare because it is difficult to define. However they measured it subjectively as the function of client satisfaction in respect of quality.

- **TECHNICAL COMPLEXITY**

Some projects are more complex than others especially when viewed from the perspective of the level of mechanical, structural or other complexities involved. Usually complexity and size go together and it may require the use of different specialists appointed by the client to carry-out construction work.

- **FLEXIBILITY**

Some procurement methods have in-built in them the facility with which the client can order changes during the design and construction stages and hence create some degree of flexibility.

Other selection factors or criteria which may be influential in determining which procurement method to use are:

Conflict reduction – the extent to which litigation is avoided or reduced

Reliability of original price

Buildability

Maintenance cost

Cost-in-use

Single-point responsibility

Finance

Risk – amount of risk to be borne by client and contractor.

MANAGEMENT

Management generally can be defined as the art and science of planning, organizing, controlling, coordinating, motivating, communicating and forecasting in order to achieve a predetermined and real objectives or set of objectives.

For construction site, management can be defined as the effective utilization of resources available in the construction industry such as:-

Men

Material

Machine

Money and Method.

In order to realize a project at Optimum cost and within a reasonable time frame.

But to have a proper project management, it entails some management functions which are concerned with planning, organizing, communicating, coordinating, motivating, forecasting and controlling key activities connected with and related to actualization of the project and with utilization of the resources mentioned above.

THE MODEL OF MANAGEMENT COMPONENT IN LABOUR ONLY CONTRACT

The importance of the four defined components (planning, organizing, coordinating and controlling) of management and the apparent interdependence among these key components necessitate the need to develop a model for this study, in view of the numerous problems besetting the labour only method of procurement. This method defines the nature of the relationship among these vital components and shows how they all influence the management of labour only contract. This model is as represented below.



Figure 1: Model Of Management Components In Labour Only Contract

SOURCE: Management of Construction Resources. Omotosho, S. T. (1999)

CONDITIONS WHICH FAVOUR LABOUR-ONLY BASED METHOD

Before a final decision is taken to implement labour-only contract, the following important factors must be considered:

Availability of Labour: The project manager (Client's representative) must determine in advance how many workers will be needed and for how long. A detailed programme of work must be drawn up. Copies of the programme of work must be distributed to sub-contractor, suppliers etc.

Designs must be "neutralized" Designs must be modified to suit labour-only based method. When projects are being formulated, those aspects of design, specification and contractual procedures must be defined in such a way that any bias is removed and alternative methods can be considered on a comparative basis.

Experience with labour-based methods will ensure good results: correct management techniques must be enforced so that large number of people may be effectively employed. The supervisory staff must be conversant with allocation of resource, manpower to a construction activity on a daily basis and defining the pre-measured activities to be performed by each gang in a measured time interval.

Transportation Facilities: Lateness and absenteeism can be substantially reduced by providing transport for workers to and from the site. The collection points and times when each group of workers are to be picked up should be communicated to the workers or their gang leaders.

First – Aid Kit On Site: First aid kit on site may save very serious situations. Such facilities which tend to improve the welfare of workers help to improve productivity.

Subsidised Meals: Subsidized meals for the workers may mean extra expenditure for the client or employer, yet in the end, workers may return from break on time. This also ensures that workers are well fed during the critical days of the month when most workers do not have money to buy food.

AIM AND OBJECTIVES OF THE STUDY

This study investigated the basis of award and execution of labour only contract through the following objectives:

Analyzes various methods of contract procurement

Examination of management of resources input (men, materials, money and machines) during execution.

Monitoring key performance measures during execution.

Identification of the factors affecting project execution/delivery under labour only contract from client's perspective, consultants, and the contractor.

Investigation of the basis of payment, the impact on both the client and the Contractor.

LITERATURE REVIEWS

2.1 PROCUREMENT METHODS

Ogunsanmi and Bamisile (1997), defined procurement method as the management of the total process involved in construction project delivery, that is the management of the design and production from inception to completion.

According to Mojekwu (1998), EL-Rufai (1992) and Ogunsanmi (1997) procurement methods that can be identified in the Nigerian construction industry include the following :-

- the traditional method

- the design and build

- management procurement methods

- direct labour

- labour only.

Amongst the above procurement methods, the labour only method is now being adopted and modified by individuals to suit the present economic condition. Labour otherwise refers to as men is no doubt a very important construction resource. It serves as a resource – mobiliser by putting other construction resources into work and determining their productivity. (Idoro 2000)

According to Wahab (2002), variety of existing procurement methods may be grouped into four types. Some of these may be combined. They are briefly discussed below including their inherent problems that have been identified with some of the current project procurement strategies.

Traditional Method:

The traditional process separates designs phase from construction phase.

The client enters into separate contracts with each member of the design team (Architect, Quantity Surveyor, other Consultants) and the contractor. The design team is paid fee for their services while the contractor is paid for the construction aspect on the basis of the type of contract that exist between him and the client.

Management Contracting Method:

The selected contractor undertakes the management of the project utilizing several sub-contractors and specialist firms, each of whom being responsible for a particular work package.

Design and Build Method:

The system involves the integration of the design and construction management into a single organization, avoiding conflicts between designers and constructors with the designs closely scrutinized for their buildability. The method is often found to be expensive and exploitive, when no independent expert is involved to cost, plan and enforce necessary ethical practices and procedures.

Project Management Method:

Project management as a procurement method is examined because of inherent problems associated with the three methods described above. Two main types of project management methods are in use in Nigeria, the executive and non-executive. In the executive project management system, the project management practice manages co-ordinates all activities of the design, cost control and appointment of other team members. He acts exclusively on behalf of the client on all matters relating to the project. In the case of the non-executive type, the project manager co-ordinates the design and construction matters alongside other professionals while the client takes greater control of the management of the project. The project manager in this instance is also called the prime consultant.

Direct Labour Method:

This is a system whereby a client uses his or her own "in-house" resources for the production of the design and the actual construction of a project. The client may be an individual

who is in the building profession or a private or public organization which had a well established project execution outfits (e.g. Federal Housing Authority, Federal Government Parastatals, Local Government etc). At times, the design and production information could be prepared by practicing consultants while the construction is handled in-house.

According to Meyer (1993), equipment/plant based, labour-intensive community based are characteristics components/factors associated with Direct Labour Method of procurement.

LABOUR ONLY CONTRACT

The labour-only form of procurement involves the client in the purchase of the materials while leaving only construction to a labour-only contractor, who gets paid for the cost of engaging labour and of course his overheads and profit.

Labour only contract as a procurement method for construction projects in the Nigerian Construction Industry is becoming an increasingly prominent feature of the labour market. An international trend is emerging whereby traditional employment patterns based on long term or open ended employer – employee relationships are being replaced by non standard arrangements. Increasingly large numbers of the work force are now engaged in a typical work arrangements and many of these workers are contract labourers.

Broughton (1965), described labour only method as piece works which are prevalent in the small building type. Such piece of work includes alterations /modification works, repairs, maintenance, refurbishment and some minor sub-contract trade works.

Oyefusi (1997), in his work on evaluation of the performance of labour only contracts on some selected building projects agreed that the down turn in the economy, with the resultant lean economic resources has forced employers/promoters to expand the scope of its usage to include construction of new projects as a means of saving cost while realizing their objectives of providing needed facility.

MANAGEMENT OF LABOUR ONLY CONTRACT

Labour only contract as a procurement method for small scale contracting firm is faced with a lot of management problems arising from improper definition of duties and responsibilities at the implementation stage. The contractor finds it difficult to harness the other production resources provided by the building owner with the labour resource provided by him for the execution of the project. In most cases, site operational plan is always shrouded with the quest to at least break even through the relatively low overhead and profit accruing from the labour.

For a successful implementation, the contractor in his operation must be able to properly determine the number of operatives for a particular activity, the duration and cost. Above all, he must have an indebt knowledge of vital management functions, some of which include planning, organizing, coordinating and controlling.

BASIS OF AWARDING LABOUR ONLY CONTRACT

Labour only contract has been predominantly used in the execution of minor alteration/modification works involving repairs, maintenance and refurbishment and some minor sub-contract trade works.

Due to down-turn in the economy, with the resultant lean economic resources has forced employers (clients) to expand the scope of labour-only method of execution to include construction of new projects as a means of saving cost while realizing their objectives of providing needed facility.

For survival, indigenous contractors whose amount of remuneration for construction works is not commensurate to their effort/input to the industry agreed to engage in labour only contract instead of traditional employment pattern based on long-term or open ended employer – employee relationship.

Clients readily embrace labour-only mode of procurement because it affords them the opportunity to control the quality of materials used. Moreover there is a general feeling of achieving savings through trade discounts obtained from bulk purchasing. The client is also able to build at his own pace and even appreciate what he is paying the contractor better.

Other basis of awarding labour only contract includes the degree to which the clients requirements will change throughout the construction of works, the size and complexity of the work, how soon the completed works are wanted.

METHOD OF AWARD

Basically, labour only contract entails a system of project execution whereby only labour aspect of a contract is given out to a contractor while the procurement of materials, plant and equipment is undertaken by the Employer/Client, at times, the contractor is allowed to purchase consumables.

At the design stage, the project manager (clients representative) often referred to as main consultant co-ordinates the input of other consultants and ensures timely completion of their assignments. When the design has been completed, the client or through his representative negotiates with a contractor to supply labour for the execution of the proposed design work. After the award of labour aspect to the contractor, construction stage now evolves when such contractor (main contractor) becomes the pivot of activities. He coordinates the actual construction production process while the consultants continue to supervise and monitor the project (if the client so desires) and the client/project manager provides financial and administrative support.

For all projects, labour only contract inclusive resources to be coordinated are labour, materials, equipment and money for which requirements schedules have been prepared at pre-contract planning stage.

MANAGEMENT OF RESOURCES

Management generally can be defined as the art and science of planning, organizing, controlling, coordinating, motivating, communicating and forecasting in order to achieve a predetermined and real objectives or set of objectives.

For construction site, management can be defined as the effective utilization of resources available in the construction industry such as: men, material, machine, money and method in order to realize a project at optimum cost and within a reasonable time frame.

The goals of every manager (project manager/contractor inclusive) is surplus and to achieve this he must learn to efficiently harness human resources with other production resources. Waste occurs not only in materials, but in construction work, it comes also in labour, plants and funds. They occurs for number of reasons, most of which can be prevented. Some obvious ones are:

- Mis-Interpretation of drawings and specification
- Over estimating the quality of materials required
- Bad workmanship
- Careless handling of materials
- Idleness of plants

And the answers to many of those problems can be found in better controls. One solution is to define responsibilities and sufficient authority to enforce control procedure. This will save materials, money, labour and plant.

Therefore there must be proper management and the fundamental activities of management are as follows:

- **Planning:** Any operation, or sequence of operations must be planned in advance. Work to be done in terms of resources and technical contents, and the resulting programme should be considered as the standard against which actual performance is to be measured.
- **Organizing:** The organizational framework within which the operations are to be carried out must be clearly understood and areas of responsibility and authority defined. The relationship between the various functions should be set out and the main line and services roles should be recognized.
- **Controlling:** Information affecting control decisions is obtained through a comparison of planned and actual performance.
- **Motivating:** Without motivation, the most carefully constructed plan will never succeed. It is the worker who ultimately dictates the level of productivity by his attitude must be given adequate incentive to maintain his loyalty.

- **Communicating:** An efficient communicating system must operate between all levels of management and all parts of an organization to ensure understanding and remove ambiguity of objectives and instructions.
- **Forecasting:** Consideration must be given to working capital, organization structure, changes in firm, production format etc; failure to forecast correctly may mean disaster for the firm or at best little development with only marginal profits.

METHOD OF PAYMENT IN LABOUR ONLY CONTRACT

Building contracts fall into three categories depending on the way in which the price to be paid by the building owner is determined.

- **LUMP SUM CONTRACT –**

The contractor offers to carry out work which has been fully described in return for payment of a fixed sum of money. The offer is subject to conditions e.g amount paid will be adjusted for variations and fluctuations.

- **MEASUREMENT CONTRACTS –**

The price to be paid for the whole work is ascertained by measurement and valuation i.e. rates are agreed in advance and the work measured and valued after it has been carried out.

- **COST REIMBURSEMENT CONTRACT –**

This is also known as Prime Cost Contract. The contractor is reimbursed the prime cost of the work and is also paid on agreed fee for overheads and profits.

In labour only-contract, the main contractor gets paid for the cost of engaging labour and of course his overheads and profit.

Contract labourers are engaged on a fixed fee basis with no additional benefits or job security, if they are unable to work for any reason, they simply receive no pay. Contract labourers are expected to work for longer shifts than employed workers but do not get any overtime, they have no sick leave or holiday entitlements, no redundancy or unemployment protection and receive no compensation for workplace accident or injury.

Contract labourers are hired on a daily basis even though they may actually work for the same organization for many months or even years. They have no guaranteed regular income and no social costs or insurance payments are made on their behalf by the employer. Contract workers are often expected to provide their own safety equipment and clothing and even their own tools.

Contract labourers are usually paid on piece rate basis, this encourages the workers to focus on speed and quantity of production rather than on safety and quality of the work performed. The pressure of the piece rate system often has fatal or crippling consequences for contract workers who are unable to afford to take necessary safety measures.

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PRESENTATION OF SURVEY RESULTS

Table 1: *CONTRACTORS' EXPERIENCE WITH THE CLIENTS/CONSULTANTS UNDER LABOUR ONLY EXECUTION*

	EXPERIENCES	No. of Respondents Scoring					MEAN SCORE	RANK
		5	4	3	2	1		
1.	Stressful	7	5	2	0	1	4.13	1
2.	Innovative	7	4	2	2	0	4.07	2
3.	Traditional	5	4	4	2	0	3.8	3
4.	Challenging	6	4	1	1	3	3.6	4
5.	Complex	0	7	5	3	0	3.27	5
6.	Relaxed	2	2	6	2	3	2.87	6
7.	Uninspiring	1	2	5	4	3	2.6	7
8.	Confrontational	0	6	2	2	5	2.6	8
9.	Co-Operative	0	0	4	8	3	2.07	9
10.	Straight forward	0	0	1	6	8	1.53	10
Source:- Field Survey, 2003								

TABLE 2: *CONTRACTORS' RESPONSES TO THE RANKING OF TOP 19 SIGNIFICANT FACTORS AFFECTING PROJECT DELIVERY UNDER LABOUR ONLY CONTRACT*

No.	FACTORS	No. of Respondents Scoring				MEAN SCORE	RANK
		4	3	2	1		
1.	Disputes/Conflicts	9	5	0	1	3.47	1
2	Poor Procurement Programming of Materials	7	6	2	2	3.47	2
3	Unrealistic Contract duration imposed	8	5	2	0	3.4	3
4	Delay in Sub-Contractors Work	5	9	0	1	3.2	4
5	Slow information flow between project team members	6	6	3	0	3.2	5
6	Mistakes and discrepancies in design documents	6	6	2	1	3.13	6
7	Lack of Communication between Consultant and Contractor	7	3	5	0	3.1	7
8	Lack of Communication between Client and Contractor	5	6	2	2	2.93	8
9	Necessary variations of works	6	4	2	3	2.87	9
10	Client – initiated variations	5	6	1	3	2.87	10
11	Low Labour Productivity	4	6	3	2	2.8	11
12	Shortage of Skilled Labour	4	6	3	2	2.8	12
13	Inadequate Contractor Experience	2	1	9	3	2.13	13
14	Unsuitable Leadership Style of Contractor's Construction Manager	1	3	8	3	2.13	14
15	Project Construction Complexity	2	1	8	4	2.07	15
16	Unsuitable Management Structure and Style of Contractor	2	3	1	9	1.87	16
17	Inadequate Managerial Skills	1	1	8	5	1.87	17
18	Poor Site Management and Supervision	0	2	4	9	1.53	18
19	Improper Control over site resources Allocation.	1	0	4	10	1.47	19

Source: Field survey, 2003

Table 3: *CLIENTS' RESPONSES TO THE RANKING OF TOP 19 SIGNIFICANT FACTORS AFFECTING PROJECT DELIVERY UNDER LABOUR ONLY CONTRACT*

No.	FACTORS	No. of Respondents Scoring				MEAN SCORE	RANK
		4	3	2	1		
1.	Unsuitable Management structure and style of Contractor	7	2	1	0	3.6	1
2	Improper Control over Site Resource Allocation	6	3	1	0	3.5	2
3	Shortage of Skilled Labour	5	5	0	0	3.5	3
4	Unsuitable Leadership Style of Contractor's Construction Manager	5	5	0	0	3.5	4
5	Poor Site Management and Supervision	5	4	1	0	3.4	5
6	Low Labour Productivity	5	3	2	0	3.3	6
7	Inadequate Contractor experience	4	4	2	0	3.2	7
8	Disputes/Conflicts	4	4	1	1	3.10	8
9	Inadequate Management Skills	4	3	2	1	3.0	9
10	Lack of Communication between consultant and contractor	3	5	0	2	2.9	10
11	Slow information flow between project team members	4	1	4	1	2.8	11
12	Project Construction Complexity	3	3	2	2	2.7	12
13	Lack of Communication between Client and Contractor	2	5	1	2	2.7	13
14	Client - initiated variations	3	1	5	1	2.6	14
15	Necessary variations of works	2	1	6	1	2.4	15
16	Mistakes and discrepancies in design documents	1	4	3	2	2.4	16
17	Delay in Sub-Contractors work	2	1	5	2	2.3	17
18	Unrealistic Contract duration imposed	2	1	4	2	2.1	18
19	Poor Procurement Programming of Materials	1	1	5	3	2.0	19

Source:- Field Survey, 2003

Table 4: *CONSULTANTS' RESPONSES TO THE RANKING OF TOP 19 SIGNIFICANT FACTORS AFFECTING PROJECT DELIVERY UNDER LABOUR ONLY CONTRACT*

No.	FACTORS	No. of Respondents Scoring				MEAN SCORE	RANK
		4	3	2	1		
1	Inadequate Contractor Experience	3	-	-	-	4.0	1
2	Lack of Communication between Consultant and Contractor	3	-	-	-	4.0	2
3	Shortage of Skilled Labour	3	-	-	-	4.0	3
4	Unrealistic Contract duration imposed	3	-	-	-	4.0	4
5	Lack of Communication between Client and Contractor	3	-	-	-	4.0	5
6	Client – Initiated Variations	2	1	-	-	3.67	6
7	Poor Site Management and Supervision	2	1	-	-	3.67	7
8	Disputes/Conflicts	2	1	-	-	3.67	8
9	Inadequate Managerial Skills	1	2	-	-	3.3	9
10	Improper Control over site resource allocation	2	-	1	-	3.3	10
11	Necessary variations of works	1	2	-	-	3.3	11
12	Project Construction Complexity	1	2	-	-	3.3	12
13	Delay in Sub-Contractors work	1	1	1	-	3	13
14	Poor Procurement Programming of Materials	-	2	1	-	2.67	14
15	Low Labour Productivity	-	2	1	-	2.67	15
16	Unsuitable Leadership Style of Contractor's Construction Manager	1	1	-	1	2.67	16
17	Unsuitable Management Structure and Style of Contractor	-	2	1	-	2.67	17
18	Slow information flow between Project Team Member	-	1	2	-	2.33	18
19	Mistakes and discrepancies in Design Documents	-	-	2	1	1.67	19

Source:- Field Survey, 2003

DISCUSSION OF SURVEY RESULTS

Based on table 1, the contractors experience in the delivery of projects under labour-only contracting system indicated that the system is stressful, labour intensive without consideration for the welfare of the workers.

It was found to be innovative, traditionally inclined and challenging compared with other procurement method. It is complex and uninspiring when some decisions are taken by the Clients i.e. initiating unnecessary variations and altering the agreed designed work.

The system could be confrontational, uncooperative and not straight forward in its implementation since the clients are always out to exploit the contractors. In most cases they deliberately default the contractual agreement.

From contractors' perspective, disputes/conflicts due to non-payment, poor procurement programming of materials, unrealistic contractual duration imposed by the clients, delays from sub-contractors were ranked high as some of the major factor affecting the delivery of projects on time and within the cost limits in labour only contracting system.

The contractor assigned a low rank for improper control over site resources, poor site management and supervision, inadequate managerial skills and unsuitable management structure.

From clients perspective, unsuitable management structure, poor site management and supervision with improper control over site resources was attributed to a deficiency of site planning and organization on the part of the contractor. Completing a project on schedule realistically reflects the contractor's ability to organize and control the site operations, to optimally allocate resources and to manage the flow of information to and from the design team and among the sub-contractors.

The consultants attributed the delay or cost over-run to both the contractors and the Clients. Inadequate contractor experience, lack of Communication between Consultant and the contractors coupled with shortage of skilled labours were the factors contributed by the contractors.

The Clients, imposing unrealistic contract duration, initiating unnecessary variations with disputes/conflicts on the agreed contract documents are some of the factors contributed by the clients.

Each group tends to attribute project delays to the other, especially on those matters leading to claims for either "extra payment from contractors" or extension of time or both.

CONCLUSIONS

- Labour only contracting system is creating new opportunity for future development. Resources are put under control and there is reduction in wastages provided the client adhered to the condition of contract. Although, the method lacks some degree of technical competence due to the larger number of unskilled workers involved, it gives opportunity for clients to make profit on their investment.

- Labour only contracting system is awarded through negotiation with a reputable contractor and the workers engaged are paid for the actual work done.
- In terms of quality, it is relatively commendable compared with the other procurement method since the Client purchases the materials and the client and his representative carries out the monitoring of materials and their usage. Although the contractor may not be judicious in the use of materials resulting in unnecessary wastes and at times, the materials required may be inflated though the client can however pre-empt this situation by having a quantity surveyor check and agree materials quantities with the contractor at all times.
- Because the onus of purchasing materials is now on the client, there could be increased cases of theft. The fact that the client procures materials could create logistic problems for the client. This situation will translate into delays.
- Clients derived value in monetary terms as a return on their investment even though sixty percent (60%) of them are too greedy and callous to redeem their obligations to their contractors even after the work might have been completed.
- The labour-only contracting system is innovative especially in the area of managing workers. Various techniques are being developed through which workers could be engaged for longer hours through motivation. The experiences of some contractors engaged in this system reflected that the system is confrontational, uncooperative, not being straight forward, complex and uninspiring especially when the client is self-centred, initiating different works and introducing new designs which are not part of the agreed documents. All these tend to create misunderstanding or non-conformance between the client and the main contractor. The system could be stressful.
- Delays in the projected time and cost over-run are some of the factors militating against the system. Each respondent (i.e. Clients, Contractors, Consultants) interviewed tended to attribute delays to the other sub-sector, especially on those matters leading to claims for either extra payment from Clients or extension of time for the contractor or both. There was a good agreement between clients and consultants but a marked divergence in perception between clients and contractors, as to the rankings of both the individual delay factors and the factor categories.

The Clients and consultants appear to assert that the main source of delay in the project delivery in

Labour-only contracting system arises from lack of contractors' experience in planning and supervision on site. However, the contractors concluded that many delays arose from poor procurement programming of materials, disputes/conflicts due to non-payment by the Clients, unrealistic contract duration being imposed coupled with insufficient design experience of the consultants and delays from sub- contractors assigned works.

RECOMMENDATIONS

In cognizance of the findings emanating from this research, the author recommends as follows:

- Construction regulations should be adhered to. Clients should be educated on their responsibilities to their contractors. The attitude of imposition and non-payment or non-conformance to the agreed contract should be discouraged.
- Government should enact a law prohibiting the parties to the contract from deviating on an initial agreement and ensuring total compliance to the contractual agreement.
- There is need to continually educate contractors/project managers on the importance of using scheduling techniques, even in labour only contract.
- For any type and size of site, the process of updating progress and comparing budget with performance must be made a matter of policy by Executives of Construction Companies to enable for successful completion of projects.
- Contractors/Project Managers should endeavour to use recommended labour constants for assessing productivity of workers when computing the labour content of work.
- If labour only contracting system must thrive, workers' welfare should take precedence in deciding what to pay for work actually done. Transportation, medical services, soft-loan could be extended to them as motivation.

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