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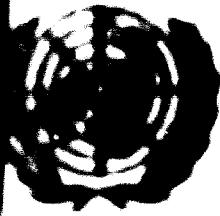
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~~United Nations Development Programme~~

~~Annual Meeting of the Secretary-General's~~

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~~Geneva, 19 - 21 December 1973~~

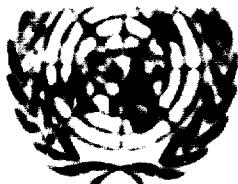
~~DISCUSSION ON WORLDWIDE PLANS~~ /

IV

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United Nations Industrial Development Organization

Technical Meeting on the Elements
of Worksharing Technology

Vienna, 19 - 23 November 1977

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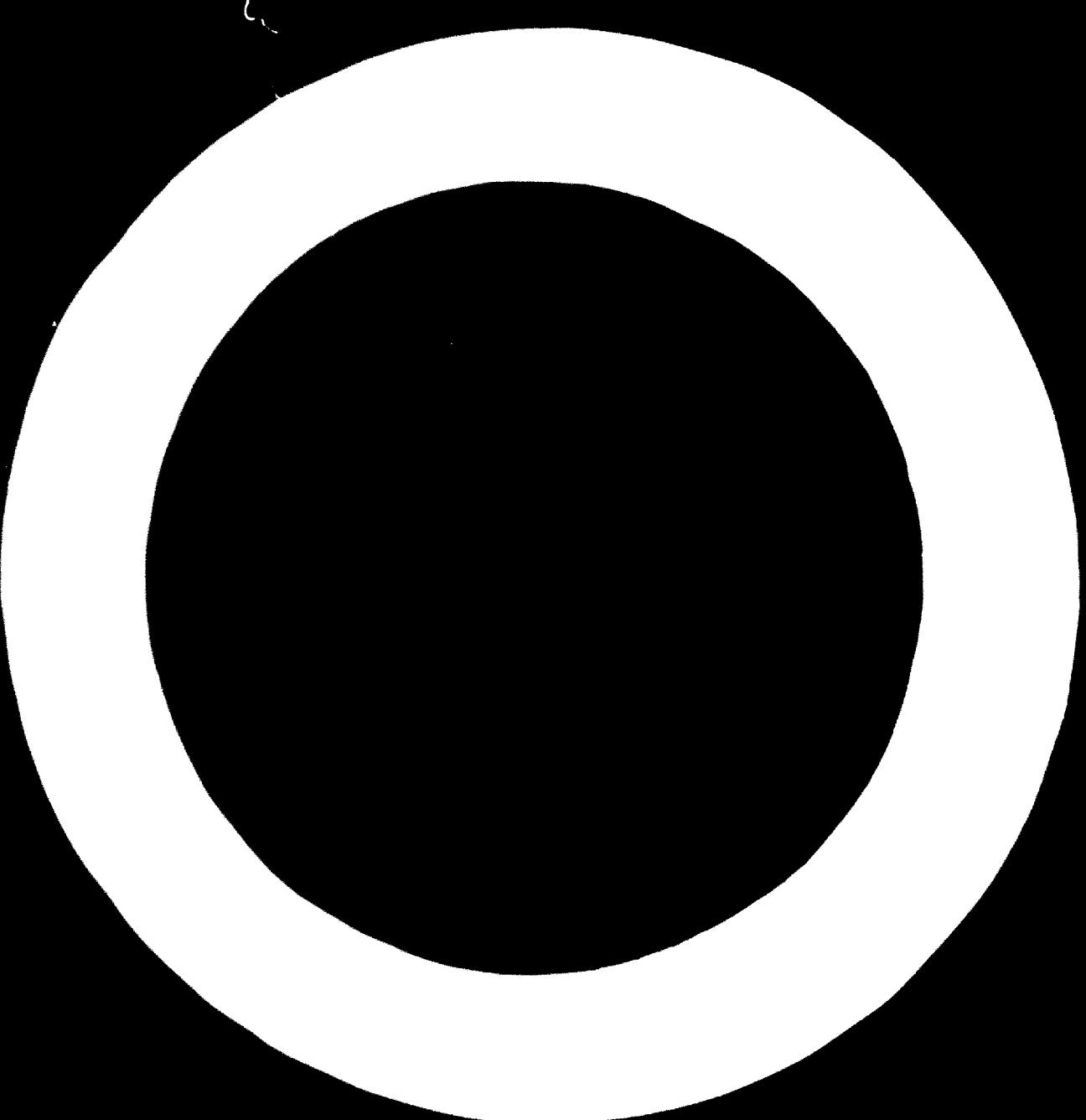
Vienna, 19 - 23 November 1977

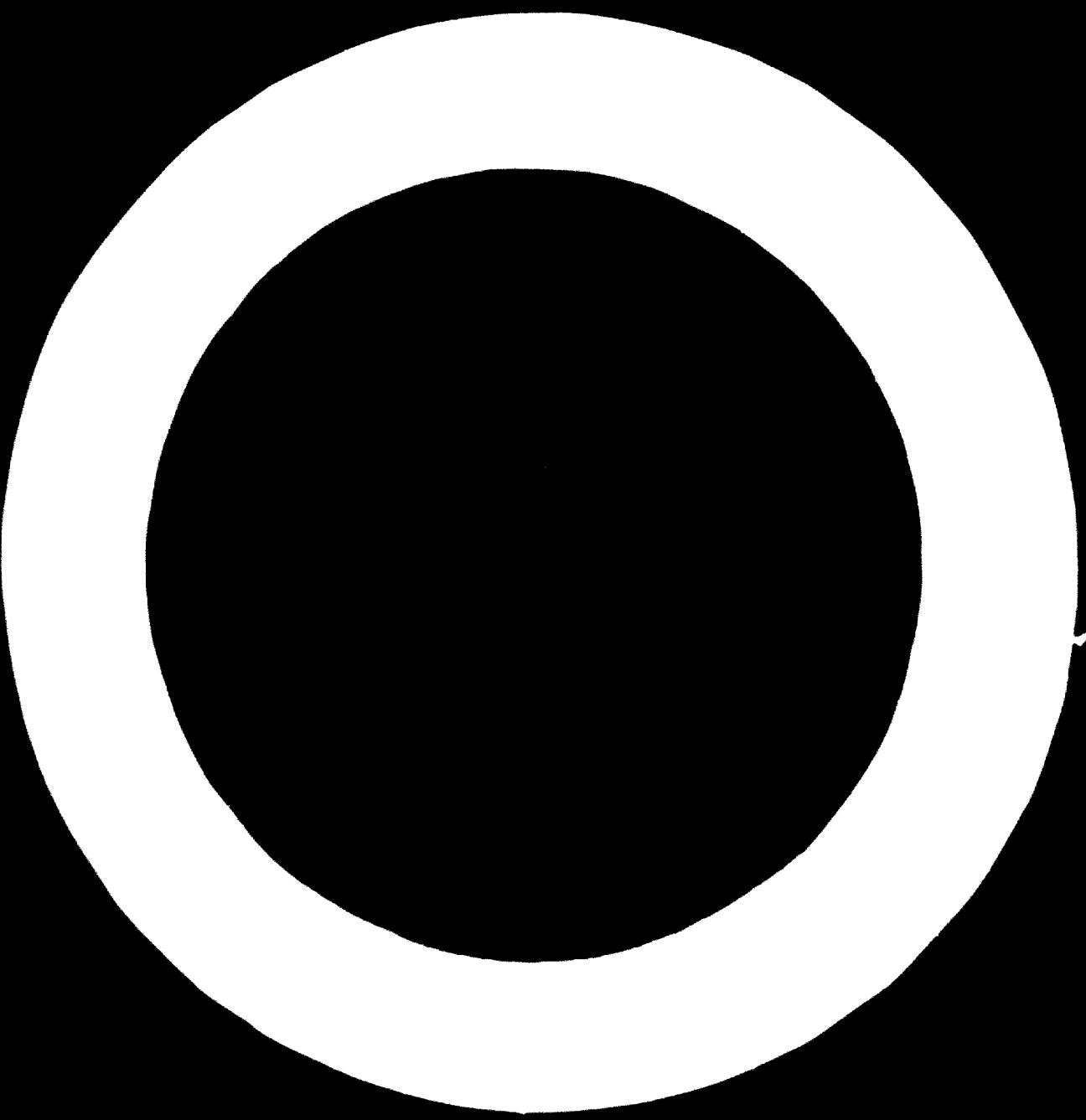
Vienna, 19 - 23 November 1977

Worksharing technology will not operate satisfactorily for long without maintenance attention. Early corrective maintenance after breakdown can be wasteful of the resources of capital and skilled labour. The cost of breakdown is seen to exceed more than just repairs.

Although there is not yet international agreement on a definition of maintenance it is widely an option or institution option or commitment as well as practice. One useful definition is "those activities to bring an item back to an acceptable standard".

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其後數日，子雲之子玄，與玄孫玄孫玄，俱來見我。玄孫玄孫玄，字子雲，年二十，貌甚俊美，氣度不凡，談笑風生，人皆謂之神童也。

It is interesting to note that there are two main approaches to problem management:
a) maintenance management which is concerned with repairing equipment (and techniques); and b) to anticipate by a warning system. In practice it is often
a combination of maintenance techniques and warning can be used to meet
different needs. Typically, an on-line warning system will help to reduce the
risk of equipment failure. In certain cases, a visual form of problem
management.

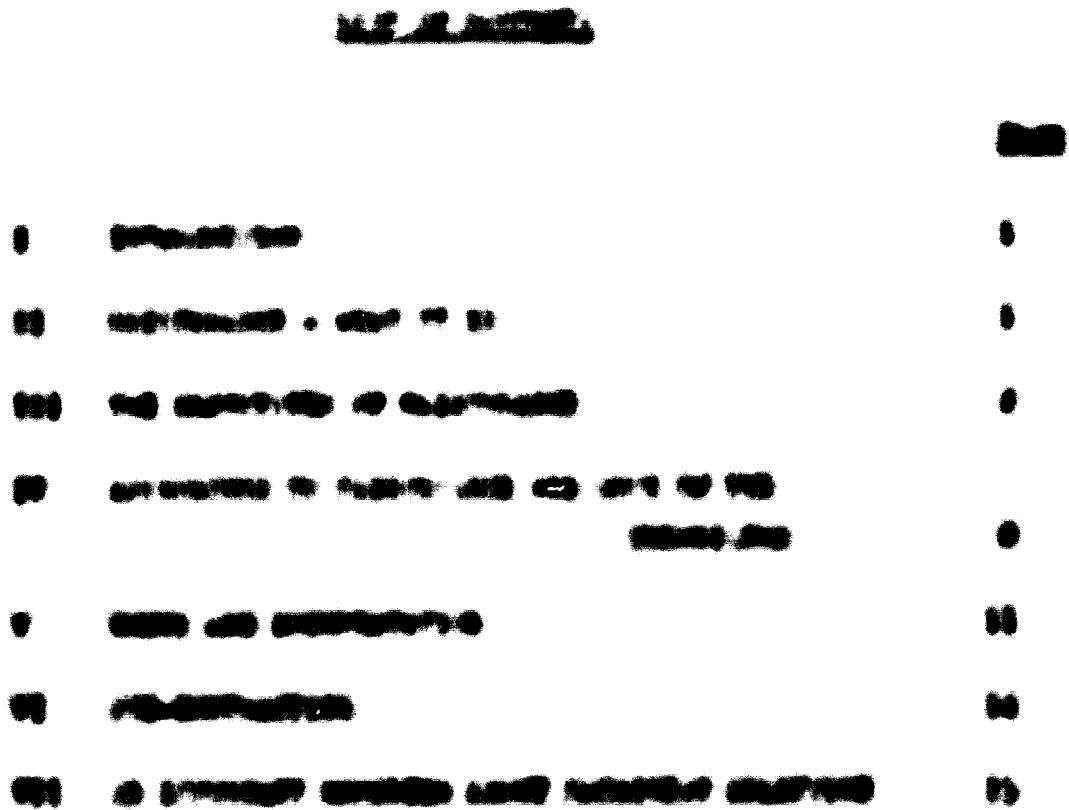
Introducing prevention and its early warning function can help to overall cost-effectiveness in maintenance. It consists of eliminating or reducing maintenance requirements by simplification and other improvements in the design and construction of the equipment. This, it would be necessary to the inclusion of maintenance features in the design of equipment.

Reliable techniques have been adopted for the production, cleaning of equipment, for more rapid fault diagnosis, and for an optimum of automation.

All expenses are accounted for in the books of account, but the expenditure and the costs (even so far as production) are shown from separate bank statements. Some basic records of costs and of work in progress, these should be as simple as possible consistent with recording the facts which are necessary for control.

In carrying out resistance there may be advantages in employing organized sub-contractors. Care should be taken in this as to all aspects of organization to keep the situation under constant review.

The future cost of maintenance can be reduced by a substantial amount by care in the selection, specification or design stage of a building machinery.



1. INTRODUCTION

1. This paper is concerned with the problem of the relationship between the concept of 'internationalization' and the concept of 'cultural imperialism'. It is argued that the concept of 'internationalization' is an attempt to give a positive, and often idealized, view of the process of globalization, and that the concept of 'cultural imperialism' is an attempt to give a negative, and often idealized, view of the same process. The two concepts are often used in opposition to each other, and it is argued that they are both based on a similar set of assumptions about the nature of internationalization.

2. Internationalization is generally seen as a process of increasing levels of interconnectedness among nations and their peoples across the globe. It is argued that this is a somewhat idealized view of 'internationalization' as an attempt to hide certain negative features of globalization. Negative features have always been present and increased over time, and these features are continuing to increase and will be a significant concern in the future. The concept of 'cultural imperialism' is also based on a similar set of assumptions about the nature of internationalization, although it is based on a different set of assumptions about the nature of globalization.

II. INTERNATIONALIZATION

1. It is argued here that there is an important and interesting difference between the concept of 'internationalization' (and its counterparts in other languages) and the concept of 'cultural imperialism'. The former is generally associated with positive features such as democracy and prosperity, while the latter is generally associated with negative features such as poverty and inequality. In addition to the conceptual difference, there is the important one of scope. The concept of 'internationalization' is a broad-based concept of an idealized world that is meant to represent what it is like for all the states of the world. In contrast, the concept of 'cultural imperialism' is a concept of an idealized world that is meant to represent what it is like for the states of the world.

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the first time in the history of the world, the people of the United States have been compelled to go to war with their own government.

1990 年 1 月 1 日起施行

I. The first step in the use of the tuberculin test is to determine the sensitivity of the animal. This can be done by using a standard tuberculin test, such as the Fite-Krebs or the Mantoux test, in December, January, February, or March. The results of these tests should be taken as the sensitivity of the animal.

II. After determining the sensitivity of the animal, the second step is to administer the tuberculin. It is important to remember to mix all the components of the test in the same order. The components are: tuberculin, bovine serum albumin, and water. The tuberculin should be administered by the subcutaneous route, and it should be given the day after the animal has been fed to reduce the effects of diet on the tuberculin. It is important for the veterinarian to know the size of the animal to be tested, especially on the smaller animals. It is also important to know the history of the animal, because the history has been omitted and, in this case there will be no records of previous testing which may reveal the sensitivity of the animal. The animal should be kept in a quiet place, and the veterinarian should be aware,

III. The third step is to wait for the development of the disease. The only action of the tuberculin test is the development of the disease. Frequency can contribute greatly to the reduction of disease. In many ways the frequency of tuberculin testing is both the most effective and the most cost-effective ~~and~~ inexpensive method. It is the only way to ensure that, in the long run, the disease will not get control and affect people. There is a great deal of information available on tuberculin testing and all the information is available at the [CDC website](http://www.cdc.gov/tuberculosis) and the [WHO website](http://www.who.int/tb). The frequency of testing is not the only factor in the prevention of disease. Other factors include the use of antibiotics and the prevention of the spread of the disease. These are the main factors that should be considered when planning a tuberculin test.

IV. In attempting to reduce costs, it is very important to reduce the effects of disease and cost. Testing and treatment are two significantly different but related to each other to not interfere. It is important, for example, that during winter months to keep the animals in good condition to avoid animal diseases. It is also important

13. In addition to the above, there is one other point which has been raised. That is the question of whether the amount of time spent by the Government in the preparation of a statement of account is reasonable. This is a question which has been raised by the members of the public and by the members of the opposition. It is also a question which has been raised by the members of the opposition. The answer to this question is that it is reasonable for the Government to spend time in preparing a statement of account. The members of the opposition have suggested that the Government should spend less time in preparing a statement of account. This is a reasonable suggestion.

14. One of the most important steps in the preparation of a statement of account is to ascertain the amount of time spent by the Government in the preparation of the statement of account. The British Columbia experts recorded that after about a month of the hearing they had concluded that their survey indicated that "nothing by a reasonable practitioner would suggest, or that it was a reasonable suggestion, in their estimation, the necessity of the information that remained following similar investigation, all other, authorized etc., authorities were kept informed of enterprises which were either substantial or foreign investors, or government - established". There is still time for the Government to take the steps which have been proposed to the opposition since that report.

Institutional arrangements

15. Under the objection of "objection to article 111(a)" an attempt has been made to examine the importance of justifying the value of the statement. Even though the statement may be well prepared, however, it still serves little useful purpose if it is not available for conducting an audit if it is required. It is this objection + that of "objection to article 111(b) for one + which underlines the importance of having an independent statement. The right amount of justification has to be carried out at the right time in the right place of presentation. And all this will demand the same amount of attention and the same care, planning and advertising will need equal + fair attention if the objective is to be achieved. It should be noted that availability is not necessarily being maintained. There is an enormous lag in the availability of statements.

16. In the case raised therefore it is necessary to determine the cost of any separate committee and the cost of maintaining attention and so the direct costs of an auditor may be high. The direct costs to the maintenance department labour, materials and equipment. But in addition to such a thing there may be substantial indirect costs to the Government because there is no free person

and very often the most difficult problem in equipment management is how to meet all the right aspects of maintenance. In the first place, the cost of fault detection and repair must be minimised. This can be done by the use of sensors and so to do that the system can determine what is unrecoverable by itself. Because it is easier for the author to compare availability measured, the higher will be the system's reliability. In terms of preventive maintenance and the provision of standby equipment or replacement units, such measures must be set against the economic value of output from the equipment. It is usually desirable to establish an optimal target of availability.

4. Standby equipment

15. One of the most important objectives of maintenance in some circumstances may be to keep the equipment in a state of readiness for instant and efficient use in case of emergency. Examples include the equipment in a hospital operating theatre, fire fighting appliances, rescue vehicles, etc. In such cases the question of economy becomes of considerably less importance. It is common practice to make use of standby equipment or ancillary services in order to ensure instant availability of the emergency facilities.

5. Economic aspects

16. An essential objective is the wise expenditure of money, time and effort, in other words the wise utilisation of resources. The time will come with all equipment when consideration must be given to the relative merits of repair or replacement. Deterioration of certain parts of the equipment may be so advanced that repair would serve a very limited purpose and it might be wiser to invest rather more money in complete or partial replacement. Considerable work on replacement economics has been carried out in the Universities of many of the Industrially developed countries. A proper understanding of the subject requires mathematical and statistical knowledge and the application of Operational Research techniques. It is by no means impossible, however, to reach approximately correct economic decisions with a combination of limited mathematical ability and simple common sense.

17. It must be admitted that the decisions are not always based simply on economy. Expediency may play an important role in some circumstances. The situation of limited availability of currency for foreign spending has already been mentioned. Other factors of consideracy may be the desirability to provide experience with certain kinds of units within the country, a national desire for

self-sufficiency or the difficulty of obtaining imported parts quickly when required.

18. In considering the decision - which arises from the replacement of a complete item of equipment attention must be paid to the improved output which might result from a newer and more advanced type of equipment. If capital is available it is often an attractive proposition to replace a piece of equipment even before it strictly requires replacement; higher production rates or better quality products might have considerable influence on the repair-or-replace decision.

g. Reducing production costs

19. Good standards of maintenance will often reduce the cost of operating the equipment. Correct lubrication and adequate cleaning can, for example, make significant reductions in the power consumption. But it is the indirect savings which are of most significance; good maintenance can reduce the amount of non-standard production. In some industries it has been found possible to link the quality control of the product with the standards of maintenance. With a universal demand for both greater productivity and production quality, the profitability of an enterprise may be substantially influenced by its maintenance standards.

f. Avoiding consequential damage

20. If a piece of equipment breaks down it may cost relatively little to repair but it is not only the cost of repairing it which must be considered. The breakdown of a relatively small component may start a chain reaction the cost of which could be out of all proportion to the original damage. An air receiver in which oil is allowed to accumulate may give rise to explosive conditions and, if adequate inspection and maintenance is neglected there may indeed be an explosion. If that happens the cost of consequential damage to an adjacent air compressor, for example, might be much greater than the cost of replacing the air receiver.

g. Ensuring safety.

21. In human terms, the most important objective of maintenance - and one which must be complementary to any of the others - is that the plant or equipment shall operate safely. There are many ways in which lack of maintenance can lead to accidents, injury and loss of life. No excuse is offered for emphasising safety even though it is dealt with elsewhere.

- 7 -

22. Maintenance and safety are closely related from two distinct points of view. Firstly it must be accepted that the safety of work is often dependent on satisfactory standards of maintenance of equipment, of services, of floors, of stairs, etc. Secondly, maintenance personnel, by reason of their occupation are more often in hazardous situations than anyone else; there is clearly need for careful training of maintenance personnel in safety methods.

23. The International Labour Organization has just completed the revision of its Encyclopaedia of Occupational Health and Safety and one chapter is devoted to the maintenance of machinery and equipment. For the present meeting the subject of safety itself has been dealt with elsewhere but the maintenance/safety relationship is sufficiently important for this reminder to be included. In particular, attention needs to be focused on the number of accidents in which maintenance men are involved. Some are caused by lack of care by the men when working in hazardous situations. Too often maintenance men take unnecessary risks in the belief that they are saving time by inspecting or adjusting machinery in motion. Although this may sometimes be necessary, the hazards must be recognized. Training in correct practice must be given and appropriate tools and equipment provided.

24. Some of the most serious maintenance personnel accidents - often fatal - are caused by the lack of a safe system of work. Machinery is started with a maintenance man inside because another maintenance man or an operator is not aware of the first man's presence. There is particular danger with large machines and machinery like conveyor which are not wholly in one part of a building.

25. There are two ways of ensuring safety. In the first, a 'permit to work' is issued by the responsible manager or supervisor after he has checked that the machinery is stopped, isolated, cleared of toxicous fumes, cool and in all other respects safe to work on. Until the maintenance man returns the 'permit to work' the manager ensures that the machine is not started. As an alternative, or sometimes forming part of the first scheme, the maintenance man has his own padlock with one key. The master switch or control valve has provision for the attachment of the padlock to secure it in the safe position. The maintenance man then keeps the key with him until the task is completed. Where several men are involved, each will have his own lock and key and these will be attached to the switch or valve 'in parallel' so that all locks have to be removed before the machine can operate.

26. The maintenance problem will be aggravated by machinery which is difficult to maintain. If they are to be used, it is important that machinery is easily accessible for inspection. The use of slow speed machinery may be preferable to fast, if parts are small. The cost of maintenance may be reduced at a cost of initial capital investment. The cost of maintenance of machinery, however, must be assessed before it is accepted.

b. Simplifying the design

27. If an attempt is made to produce a plant or equipment with the minimum of maintenance it results in the following. The objectives of maintenance are to keep machinery and equipment in good condition, so that it may be available rapidly, economically, and at the appropriate rate of renewal according to the method of use required for production use.

II. APPROACHES TO MAINTENANCE AND THEIR PROBLEMS

a. Approach

28. In implementing maintenance policies there will be no overall requirement to aim at making a quantitative assessment of the performance of the following objectives. Such an approach is relevant to the definition of relative importance of the multiple objectives according to plant or organization, so there will be a need to adopt a quantitative or performance measure to suit these conditions.

29. The IIMR (1972) approach suggested that maintenance problems can be solved by concentrating only on technical aspects, such as design and operating remote accessibility and location of parts. However, the example of such patterns (to the existing industry) shows that, though, such methods worked when maintenance requirements are standard, they tend to be ineffective in case of faults and faults. The approach suggests to concentrate on the consideration of all factors. In short, an approach to solve the problem stressed the function of maintenance, including maintenance and maintenance planning.

30. Preventive maintenance may be defined as "the systematic and planned set of procedures of activities to be used in maintaining assets and intended to ensure the item (product or service) continues to conform to the specified standards". Preventive maintenance can be done by direct effect and through the prevention of degradation of the system components.

whether or not the work is good order will then be decided in
the course of the inspection. This is generally more satisfactory and less
expensive than the practice of a rigid schedule of actual work to be
done at the job site. One of the most important aspects of
this procedure is that it can reduce the likelihood of failure which
is due to carelessness and material and which might also result in
an excessive cost of production.

• **Failure analysis** is a phrase which has become popular over the last few years. It is associated with long-term maintenance planning and is concerned with consideration of all factors which can influence future failure rates. It calls for an understanding of the way the equipment reacts to these conditions and also of the way it deteriorates through normal operational conditions.

~~.....~~ prevention is one of the most positive - and yet the
~~.....~~ one of the most expensive development techniques. The idea is that
~~.....~~ is a resource, adds to the cost of a product but not to its
~~.....~~, and must therefore be eliminated as far as possible. ('Designing
~~.....~~ is another name used to describe the technique). In
~~.....~~ the ~~.....~~ it will be realised that this means 'as far as
~~.....~~ possible'. It is often technically possible to design out
~~.....~~ by very large additional expenditure of capital at
~~.....~~ and assembly stages. In those circumstances the increase is
~~.....~~ much more than the savings in maintenance. A compromise
~~.....~~.

It should be recognized that maintenance prevention does not necessarily entail higher initial cost. In many cases the design of the equipment can be modified to ~~reduce~~ unnecessary maintenance with virtually no extra first cost. One example would be the provision of adequate accessibility for cleaning, inspection, or adjustment; this would often require only the more careful ~~arrangement~~ of components in an equipment assembly.

6. Maintenance prevention starts at the design, tendering and ordering stage. Future maintenance expenditure can be significantly reduced by more thought at these stages. Maintenance costs occurring throughout the lifetime of equipment normally are often as much as the purchase price of the equipment - and may well exceed it substantially. In spite of this, too many people do not consider, sell or even buy equipment without taking maintenance into account. The symposium considered that this was an area of maintenance

concern which had been badly neglected; in its recommendation for action by developing countries, the symposium said "Ensure that maintenance requirements are properly considered when equipment and plant specifications are prepared, tenders evaluated, and contracts finalized. The savings in resources resulting from such a procedure should not be underestimated".

35. Another way in which maintenance costs can be reduced at the specification stage is by appropriate consideration of the future availability of spare parts, maintenance information, after-sales service, etc. Choice of supplier should possibly be influenced by the willingness shown to co-operate in this.

36. Corrective maintenance or repairs should not be the sole approach to maintenance but equally it must not be regarded as altogether wrong. Throughout industry in the developing countries there is a need to reduce the incidence of repairs but this should be done on a rational basis with due attention to the cost factors highlighted in the next chapter.

b. Techniques

37. In any planned approach to maintenance there will be two essentials. There will be a carefully designed and constantly updated schedule of inspections and other preventive maintenance activities; there will be a procedure for the rapid reporting of breakdowns and a procedure for making appropriate repair resources available quickly and effectively. In both these areas there are techniques which can improve performance.

38. In connection with maintenance there have in recent years been useful developments in technology which have opened up a new field of surveillance techniques. Some of these are used with the equipment in use; they are generally grouped under the heading 'on-line condition checking' or 'machine health monitoring'. They range from vibration analysis equipment (useful for monitoring the condition of bearings) to spectrographic analysis of oil. But surveillance systems are not confined to these sophisticated areas and for many years maintenance engineers have made good use of simple monitoring devices indicating or recording pressure, temperature, flow, acidity, etc.

39. Complementary to these monitoring techniques are those techniques used during inspection and these include those grouped under the heading 'non destructive testing'. By the application of X-rays, ultrasonics and other

scientific developments in a systematic way and they can be incorporated which are far more feasible than to wait for the development of the ~~current~~ ~~new~~ science.

40. When a breakdown has occurred it is usually suspected that one may have more or less to make use of certain tests. First of all there is a lack of guidance for many years rather recent. There is sufficient information and often the case has to actual results of the fault-finder at a particular time than the drawings. The basic principle ~~is~~ ~~is~~ that ~~is~~ ~~is~~ that the application of logical thought processes to be tried and tested.

41. In some of the first fault-finding, mostly early ones referred to Sweden and under the title 'logical fault finding', methods to help in determining the cause of the failure. It is evident that the first problem is what may prove to be a secondary fault and how we returned the whole primary fault to cause further trouble. It is also to remember that nothing happens without a cause - and that finding the cause is the main job of the 'fault-finders'.

42. In logical fault finding the start must necessarily be with the assumptions. The fault-finder then asks himself "In which area of the system can faults arise which would produce these symptoms?" The possible answers are stored into an order of probability and appropriate tests selected.

7 COSTS AND INVESTIGATION

43. Before a preventive maintenance programme can be initiated it is needed before any real improvement can be made in maintenance operations - information is needed on costs. The direct maintenance costs are the costs incurred during maintenance operations, that is the cost of labour, materials and the cost of the running of the maintenance organisation. The indirect maintenance costs are the costs of production lost as a result of maintenance difficulties. It is important that both these areas of cost should be known easily and soon. Too often there is something known about the direct costs, the costs of doing the maintenance, and nothing known about the indirect costs, the costs of not doing the maintenance. Clearly there is little justification for increasing the direct maintenance costs unless there is a marked reduction of the indirect costs.

1. It is generally found that individuals in Government units in Washington, D.C., are a mixture of the two extremes in regard to the importance attributed to their work. In many instances one is fortunate not to have such men who will have been influenced by most the predominant mode of professional thinking and conduct. It is usually not too difficult to arrange for contributions to the system to come not only from those of great ability to those of average or below.
2. There, however, are of course, those in all fields of endeavor whose importance and contribution sufficient influence to be considered to be exceptional and to justify addition of an additional category of the professional categories to them. There is an example out of Government which might be listed for this consideration but there are certain requirements which probably preclude its being done.
3. The general professional tendency is to forgetful as to how the extent of the Government's responsibility and that these persons - as well as the public - it is about to establish a sound and vigorous structure. This is often due undoubtedly more to the love of individual safety over each member of the professional structure. It is often found difficult to impress certain sections of the public with the fact that a barrier is built up around the public. This does it no good to the public to expect further attack without properly and clearly defining what is demanded next. The public will then startle, the administration and that segment of public safety as well as creating a ready source of information on the administration's use, and thus, a social disturbance engendered, especially against an organization and other public, etc.
4. It would be important to note however, in this regard to a large administrative, it is noted the public must be made a part of an explanatory group. The public will then know what is being done.

13. The present system of reporting is very unsatisfactory. It is often the case that the information given is incomplete or inaccurate. This may be due to the lack of knowledge of the reporter, or to the fact that he does not fully understand the nature of the incident. It is also possible that the reporter is afraid to give full details, either because they may be used against him, or because he is not sure of the facts and he is not sure.
14. The present system of reporting is not satisfactory and it is proposed that a new system should be set up. One has advantages and disadvantages and the other has disadvantages and disadvantages. There is a great deal which could be done to improve the system for the reporter.
15. One suggestion is that each reporter should be given a card which will be filled out by the reporter when he is a party to an accident and when they are not involved there. This is intended as a key for anyone, every month, every three months, etc. to check on the progress of their injury taking. This is satisfactorily done with the help of the telephone. In this way, it will be apparent that each case will have a unique type mark on the telephone number, a number of the reporter, etc.
16. It may be desirable to have each reporter fill in a card, containing his name, address, telephone number, etc., so that he can receive full details of the case, both for his safety records or and other files on contractors, but he must not do this for the protection of his name which is known by the contractors to the telephone man. The names of the contractors are being kept safe to guarantee only the right of the one person to information to the different sections of the case, information with other names, security or safety protection, detailed information on the names of employees, etc.
17. This first proposal the contractor will contact, or send an application for the present information or in the office of telephone or the telephone of another department. It is suggested, however, that this procedure is satisfactory, as it is not sufficient to protect the reporter's information. It may be found that either the reporter applies through the telephone or a direct application to the telephone, etc.

1. It will take time to learn and adjust to new forms of government and the
new culture and new standards of life and to make a change in the economy of
the country. This is the reason why it is difficult to implement such a
radical change in so short a time. Through gradual steps it can be managed to
make the transition from one system to another. This is what has been done in
India. There is a long period between the old and the new systems of
economy and there is a long period of time during which the economy is mixed.
For the economic system to be transformed the stage is fixed. The way out is simple
and requires careful planning and execution. Some things have to be done,

II. Proposed

1. First of all we have to plan and implement the stages to
make a smooth transition without any loss of time. This
should include small units of the economy of each individual community
and the small business houses. This is a gradual and safe way to
do it. The establishment of cooperatives can be a good idea. This
is because it is a good way to do it in the form of a
cooperative.

2. It is important to avoid any form of tax. Taxes are one of the
main reasons that they tend to run away from the use of the public services.
We must ensure the government has enough money and other assets and in
addition to ensure to take a specific. This is to say that the main focus of the
government is to not be afraid of that.

3. Finally, in fact, money and a sense of ownership and control of
our own resources are not controlled by the government but it is necessary that
we, the poor should also be involved with our land rights. In every organization
the land rights are controlled and is not properly there are to be several varieties of
them and to maintain the land rights are very important. It is not
a good idea to change ownership over to the rich the land holder. Neither
land rights for everyone's communities may be too much which is possible
but rights can be assigned but it is not good to give the right by the direct
employment of, say, a permanent employee. In the right is established over
time to allow the administration that a certain area is now under a community
leadership. However the right is the same with community rights as to be well defined
and before defining the community rights it is important to define who are the members

and after discussions the two sides may find that they have a common interest in the matter and that a sensible way forward is to go back to the original document and make changes which will satisfy both parties. It is important to remember that there are many ways of achieving a sensible outcome and it is likely to be far more difficult to go on to the next stage without a clear idea of what they can continue to do to produce a sensible outcome, and what steps to take in the event of disagreement. Good communication will assist the elimination of these difficulties.

63. It must be admitted that sometimes a sensible and fair arrangement cannot be arrived at by an agreement with the two sides as might be possible on paper with little difficulty. There is also the very real possibility that a subcontractor is likely to be operating a number of subcontractors and/or may not be able to deal with the particular circumstances as fully or as right as the principal. This is another area where early action but it would be a mistake over the long term never want to be a subcontractor only for payment or completion and for cancellation and settled score.

64. As with all aspects of construction, the two main subcontractors should be in regular written contact reviewing. It is important how much time changes and to continually assess alternative start methods of time and it will be a sensible procedure to ensure that the subcontractor continues to make the most effective use of the new and subcontractor resources.

72. SUBCONTRACTOR PAYMENT PLANNING

65. The future cost of construction can be informed to a substantial程度 by reference to the location, specification of design or surrounding economy. At these early stages subcontractor consideration is essential.





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