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**TECHNICAL STUDY ON  
THE ASSESSMENT OF  
TRAINING NEEDS IN THE  
RURAL WATER SUPPLY & SANITATION PROGRAMMES  
IN  
THE MOROGORO AND SHINYANGA REGIONS - TANZANIA**

**MARCH - 1991.**

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## 1. INTRODUCTION

The purpose of the mission on 'Training Needs Assessment and Preparation of a Training Plan' was to identify the training needs existing with the implementors of the Rural Water Supply and Sanitation Programmes in Morogoro and Shinyanga.

A second purpose of the mission was to come with suggestions and proposals for addressing those felt training needs through the design and definition of a training plan.

The main steps that have been followed in the assessment of the training needs and the design of a training plan were:

### 1. Study the overall objectives and targets of the Rural Water and Sanitation Programme.

A study was made of the general and specific objectives to be achieved within the Programme's lifespan. The most important objectives related to this study are:

- \* to develop a functional village based, district supported system for the operation and maintenance of rural water supply facilities; to ensure a continuous supply of clean potable water, for drinking, domestic purposes, and personal hygiene.

- \* to promote community development, through the full participation of the village communities; so as to enhance self-reliance at the village level regarding their water supplies, and the sustainability of these, with particular emphasis on the full involvement of the women.

- \* to promote sanitary conditions, through health education, sanitation, and drainage/waste disposal improvements; with particular emphasis on the full involvement of the women in this component of the overall programme.

- \* to develop the capacity of the districts to undertake rehabilitation of village water supplies that are deficient or out of order; particularly for operation and maintenance of existing water supply facilities, and to supplement their resources heretofore.

- \* to strengthen the capacity of the regions to assist the districts in their supporting activities for village water supply development and its related planning.

### 2. Study the major institutions/organisations involved in the implementation of the Programme (at Central, Regional, District, Divisional and Village levels).

The most important organisations/institutions visited can be summarised as follows:

- \* Ministry of Water / MAJI at national, regional and district level.
- \* Ministry of Health / AFYA at national, regional and district level.
- \* Ministry of Community Development / MAENDELEO at national, regional and district level.
- \* Planning Units at regional and district level.
- \* African Medical Research Foundation - AMREF (Dar es Salaam)
- \* Water Resources Institute - WRI (Dar es Salaam)
- \* Institute for Development Management - IDM (Mzumbe)

3. Study of the existing System Design of the Programme, specifying functions, job descriptions and expertise required for Programme implementation; in close collaboration with Programme staff. During the survey extensive use has been made of the functions and job descriptions as incorporated in the System design of the Programme.
4. Comparison of the System Design of the Programme and the definition of the functions and its weaknesses in the sense of ill defined job descriptions at all levels involved in the implementation of the Programme.  
This immense task has been touched on while discussing the job descriptions with the job holders and during the other interviews with the different other organisations. This certainly needs further study to be incorporated in a review of the complete System Design, taking care of all organisational aspects and its interrelations, which fall beyond the scope of this present study.
5. Based on steps 3 and 4, definition of major target groups for training and required subjects to enhance knowledge and skills and change attitudes. To define training programmes designed for cross-Departmental target groups and groups of individuals having common training needs. The guideline for these training events is given by the major overall objective of the Programme namely to support the sustainability of the Operation and Maintenance System of the water and sanitation projects at village level.

A fully detailed Terms of Reference is attached as Annex A.

Based on the findings a training plan has been designed, covering the most important training needs, the sequence of the training, the target groups, the duration of the training, the conductors of the training, and the training methods to be used.

In this report all the training needs and training proposals are given in detail; giving information about individual, group and organisational training activities.

The consultant has been in Tanzania from January 10 to February 23 1991. During this period the consultant visited both Regions extensively.

During the consultants stay in Tanzania a very cooperative Programme, Ministry and Department staff assisted in assessing the training needs and in the logistics of the whole exercise. Special thanks should be given to the Programme's Coordinator, Mrs. M.Kirimbai for the organisation of the whole exercise; and to Mrs. Chisunga (Regional Community Development Officer in-charge in Morogoro) and Mr. Changae (Regional Community Development Officer in Shinyanga) for accompanying the consultant on his extensive travelling in the Regions. Also thanks to all the other Officers for the very useful discussions held and the exchange of ideas in relation to the Programme.

## 2. APPROACH

The assessment of the training needs of the Rural Water Supply & Sanitation Programmes in the Morogoro and Shinyanga Regions was undertaken at different levels of generalisation of which the most important are:

### 2.1. Different levels.

(1) **Individual needs.** This has been the starting-point and basic building-block of this needs assessment. Every person has unique needs owing to the particular combination of his or her job profile, educational and cultural background, experience and personality. Emphasis on individual needs assessment makes it possible to have training programmes that are tailored to individual needs and aim at results that are visible and understandable to each individual concerned and for which he or she can feel responsible.

(2) **Group and team level.** To identify and meet needs, persons had to be grouped for the following reasons:

(i) while some of their needs are individual and unique, other needs are common; and

(ii) as mentioned above, people do not work as isolated individuals, but in Regional, District and Field teams: this brought out needs that could not be identified in dealing with each individual separately. Also, needs that concern relations and interaction with persons of other Departments have to be treated through collective training and development. Specifically the relations and interactions between staff of AFYA, MAJI and MAENDELEO Departments were important.

(3) **Programme level.** This level was particularly important for relating development and training needs to the Programme System Design, its problems, diagnoses, and objectives. In this exercise the Programme level included the two previous levels as its components. For this purpose, the Programme should design, develop and implement its own training plan.

A key issue faced in this plan was how to balance the approaches taken and the resources allocated for meeting Programme and

individual needs.

## 2.2. Time perspective.

In the assessment of the training needs the time perspective was also very relevant as a factor for improved performance of the implementors. Two specific time-related needs could be discerned:

**Present (short-term, current) needs** were established by comparing the real present performance of implementors with a standard that should be attained immediately or in a relatively short time. For example, performance may be substandard and corrective measures are required as soon as possible to redress the situation. In another case, some change in the environment or in the Programme itself may be occurring (like the introduction of the Monitoring & Reporting System) that requires virtually immediate training so that implementors develop new competencies in parallel and in accordance with this change.

**Future (long-term) needs** are linked with future projections and long-range objectives. The underlying idea is that the existing implementors population should not only be made more efficient in the short run but should also be prepared to face new situations likely to develop in the future. This, ofcourse strongly relates to the design and definition of the next phase of the programme, and the emphasis to be given to the different components of the programme. This has formed the insecure factor for the current exercise because of:

- \* the uncertainty about the extension of the programme, and its duration;
- \* the emphasis the different components will be receiving in this extension; and
- \* the size of the financial contribution to each component.

As present and future needs may call for different types of training, content, and methodology and may require action by different types of institutions and Departments, they should in principal be indicated separately in diagnoses of training needs. However, the relativeness of the concept of present and future needs should not be lost sight of. Needs defined as future today may become present and extremely pressing tomorrow. However the uncertainty about the emphasis the Programme will have in the next phase, hampers in one way or another the clear distinction of present and future needs. Therefore a distinction has been made in the field of urgent and pressing needs to be addressed immediately, and the more middle-range training needs.

## 2.3. A final dimension.

The final dimension of needs concerns their qualitative and quantitative aspects. Qualitative needs help to identify programme subjects or disciplines as well as objectives of qualitative change to be achieved through training and development interventions. Job descriptions reflect the content of the job, its competence required and the required changes.

They define main problem and/or functional areas (accounting, leadership, motivation, maintenance, etc) and those sorts of additional knowledge and skill that have to be developed, or attitudinal and behavioural changes to be achieved, in identified areas.

Quantitative needs do not exist independently of qualitative needs. Thus the main indicators of quantitative needs are numbers of posts, numbers of implementors to be trained and developed, time allocated to training, the volume of training, and the human, material, and financial resources required. This area is influenced by the uncertainty about an extension of the programme, the emphasis the different components will receive in the next phase and the budget allocation; all influencing the design of the training plan.

### 3. METHODOLOGY

Finally we come to the practical gathering of the data needed to assess the training needs of the implementors of the Rural Water and Sanitation Programmes in Morogoro and Shinyanga. The methods that have been used for the collection of the data are:

- reports/documents
- interviews
- discussions.

As the basic structure for the interviews and discussions the job descriptions were used that form part of the Plan of Operations. Those job descriptions formed the basic structure for the interviews held with the relevant staff. The reasons for choosing the job descriptions as the basis for the assessment are given hereunder.

Firstly, through job descriptions work areas are distributed among the positions (posts) established, thus helping to avoid gaps and duplications. The definition of training needs can thus be related to the real content of established jobs rather than to mere wishes. For example, a group of implementors may be keen to learn about accountancy principles, but are they going to use it? How does it relate to their roles? Does the whole group have this training need, or only one or two of its members?

Secondly, job descriptions are essential in individual performance appraisal and constitute a useful starting-point for interviewing implementors about their training needs and demands. Such discussions can not only provide excellent information on training needs, but also help to discover gaps and shortcomings in job descriptions.

Thirdly, job descriptions can be reviewed and updated from time to time to take account of any changes which may occur and to establish new training requirements. If this is not done, the practice of job descriptions could create barriers for management and organisation development and play a negative role - there may be individuals who would resent participating in training

programmes, if they saw no relationship to their actual, formally valid, job descriptions.

This implies that a regular update of the job description is essential for the proper functioning of the implementors, as well as for their motivation.

The functions of job descriptions in training needs assessment is important. However, even if they are systematically updated, they cannot reflect all short-term changes within the organisation and its environment that may require short-term training solutions. Even the best job descriptions cannot be specific and detailed enough to reflect all facets of jobs and their mutual relationships. However, in many situations training and development has to deal with exactly these aspects rather than with technical knowledge and skills.

This formed the main reason to have interviews with the job-holders as well as with their superiors. This method resulted in the training needs as perceived by both groups, which formed a base for the training plan.

The second part of the interview was open structured and tried to identify the tasks/duties not mentioned in the job description or not well defined in the job description. At the same time a problem analysis was carried out with the superior as well as with the job-holder, in order to identify training gaps that when properly addressed could take away part of the bottlenecks that hamper the progress in implementation of the programme. Through this approach a fairly clear picture was achieved in the training needs as perceived by job-holder and supervisor.

Subsequently the identified needs were listed under the following headings:

- technical
- management
- administration, and
- communication.

#### 4. FINDINGS

##### 4.1. Introduction.

The findings that will be given hereunder are the most important findings related to group needs on which comments and remarks are made. Most of the individual training needs are not commented on under this paragraph, however they are mentioned under the training plans for the Region (paragraph 5).

##### 4.2. General.

In both Regions the composition of the Regional Teams is as follows:

- the Regional Operations In-charge,
- the Regional Health Officer In-charge, and

- the Regional Community Development Officer In-charge.

The District Team has the same composition with a representative from each of the 3 Departments. At the District level the educational background of the three members is astonishingly different. The District Operations In-charge often has Standard 7 or 8 and a background in the field of plumbing, surveying, or another related field via a Grade (I, II or III) obtained through a trade test.

The District Health Officer In-charges' educational background is, in general, Standard 7 or 8 and a certificate programme of 2 years. However the background of the District Community Development Officer In-charge is Form IV leaver and a 2 years certificate programme attended at one of the community development colleges. This implies that the educational level of the DCDOI is, in general, much higher than the level of the other 2 members. In most cases the DCDOI is the leader of the Team, and is assisted by the District Adviser especially in the Morogoro Region.

There does not seem to be a real choice in terms of leadership; the DOI and the DHOI are generally speaking not having the educational background to lead the team as such.

The same applies even more for the Field Team; the Community Development Assistants' educational background is Form IV leaver and a 2 years certificate programme, while the Health Assistant has standard 7 or 8 and a basic training in health and sanitation issues (this latter training is in the case of the Shinyanga Region often lacking). The District Field Assistants' education is normally Standard 7 and some on-the-job training.

At this level the CDAs' position is obviously the best to lead the Team. So far it could not be detected that within the Teams at District level or at Field level this much higher educational background of the DCDOI or CDA has caused any serious conflicts.

In both Regions a large number of training needs have been identified, based on the discussions and interviews held with the staff directly involved in the Programme as well as those indirectly involved (A complete list of consulted persons is attached as Annex C). Especially the problem areas and weaknesses of the implementors were traced and should be tackled through the organisation of training activities.

In both Regions the need for management training was identified at Regional as well as District level. Problems at Regional level were especially encountered in the areas of planning, organisation, coordination, controlling, and monitoring.

The same problems were envisaged at District level together with the management of human resources in subjects like motivation, delegation, performance appraisal, giving direction, selection, and supervision.

Another field that was identified as a weakness with the present implementors, was the lack of knowledge about training methodology. Especially at the level of the District Team members and their Departmental heads a strong training need was

identified related to training methodology, training techniques and preparation of training materials. The District Team members are supposed to organise regular training for the Field Team members, however the knowledge and skills on training methods/techniques are mostly lacking and have never been dealt with in the normal 2 years certificate programmes for the District Health Officer In-charge and the District Community Development Officer In-charge.

For the District Officer In-charge (MAJI) the training need is more related to lack of knowledge of proper techniques for job instruction, which is for their staff a much used training method during on-the-job training sessions.

All District Team members should be exposed to a training programme dealing with these aspects in order to enable them to pass on the knowledge and skills to the Field Team members who are confronting the same problem while training implementors at village level.

The lack of communication skills formed another perceived training needs at the District level as well as at the lower levels of implementation. Especially in the typical communication skills like letter and report writing, minute making, and conducting meetings; but also in areas of mass mobilisation, and community approach a felt training need was identified.

In both Regions a Monitoring & Reporting System has been introduced, by which means information is gathered on issues related to the Programme. Besides this information other data are gathered as well; especially in the area of data collection, data analysis and data interpretation a lack of knowledge and skills was identified at the District level as well as at the Field Team level. Vital statistics should not be forgotten as another issue to be addressed in the same training programme.

In Morogoro Region as well as in Shinyanga Region there was at Regional and District level a strong need for more information about the Programme, its objectives and especially a more thorough idea of the functions of the different Departments and its sections, and the role of the different interactors in relation to the support given to the Programme.

Those issues can best be addressed through a seminar to be organised separately for the Regional Heads of Departments and their In-charges, and a seminar for the District Heads of the Departments and their In-charges.

#### 4.3. Morogoro Region

In order to improve the sustainability of the operation & maintenance system in the Morogoro Region more emphasis should be directed towards training activities for the implementors.

A large part of the population in the Districts in the Region is not integrated in the cash economy, because of lack of cash crops and/or surplus of staple foods, and the small number of other opportunities for income generation. This creates a situation in which the villagers are not able to contribute to the Water Fund/

Village Fund, which is supposed to be created in order to enable the village to purchase spare parts and cover other expenditure in relation to the maintenance and operation of the water supply system.

One way of solving this problem could be through starting small income generating projects at village level. These projects should be initiated by the villagers and preferably by the women, the group traditionally responsible for the water supply. The District teams and especially the Field Teams should be assisting the villagers in this field.

The coordinator in both Teams is the community development officer who, generally speaking, is well trained; however the problem remains that these officers have some theoretical knowledge on projects, but do have a problem in translating that knowledge into real projects.

A training programme specifically geared towards bridging this gap between theory and practice should address this need.

#### 4.4. Shinyanga Region.

This need for project planning training exists to a much lesser extent in the Shinyanga Region because the economic situation is different. Many villagers do have cattle and grow cotton as a cash-crop. As a consequence this Region is much more integrated in the cash economy and is much more capable of contributing towards the purchase of spare parts or other expenditure related to the water supply system.

In Shinyanga Region one of the outcomes of the training needs assessment was the lack of any professional training with a great number of the Health Assistants who are one of the Field Team members. The HAs are supposed to organise additional training for the Village Health Workers; an impossible task if the professional background is lacking.

In order to have a greater impact on the promotion of improved sanitary conditions, through health education, sanitation, and drainage/waste disposal; as stated in one of the main objectives of the Rural Water Supply & Sanitation Programme, basic training should be organised as soon as possible starting with the untrained Health Assistants.

Most of the villages in the Region have selected a Village Health Worker, however most of them have never received any training on sanitation issues or health education.

The group and individual training programmes that have been identified will be dealt with under the next paragraph.

## 5. RECOMMENDATIONS AND TRAINING PLAN.

### 5.1. Introduction.

Because of the sheer volume of the training needs identified, the importance of the training identified, and to avoid negligence of the implementation of the training activities, and to highlight the emphasis training should receive, a large part of the task descriptions of 2 of the future Advisers to the Morogoro and Shinyanga regions should be dedicated to the monitoring, organisation, and supervision of training activities.

One of the first recommendations to be made is to appoint a Training Adviser/Manager per Region who will operate directly under the Programme Office and is responsible for the organisation, monitoring and evaluation of the individual training activities as well as the group training activities.

The main duties of this function will be:

- designing/organising training programmes
- coordination of training activities
- monitoring of training activities (for detailed job description see Annex D)

The Training Adviser should dedicate most of his/her time to the organisation, identification and implementation of training activities in the Region. The post should be created for an initial period of 2 years with a gradual change over this period towards institutionalisation of the training tasks and activities into the 3 Departments involved in the Programme; in order to create a situation where training and its organisation will become an integrated part of each Departments' activities.

### 5.2. General.

The training programmes and activities that have been identified can be organised and conducted by different Institutes and organisations. In the Plan of Operations of the Programme, mention was already made of using the facilities of different Institutes in Tanzania like the Water Resources Institute in Dar Es Salaam, the African Medical Research Foundation in Dar Es Salaam and the Institute for Development Management in Mzumbe.

So far this collaboration with these institutes has not been established on a regular basis but has been on a rather haphazard basis.

For the implementation of the training programmes suggested hereunder the following Institutes can be used:

- Institute for Development Management in Mzumbe,
- the Water Resources Institute in Dar Es Salaam,
- the Shinyanga Commercial Institute in Shinyanga, and

- the Institute for Rural Development Planning in Dodoma.

The suggested group training programmes as well as the suggested individual training activities will especially concentrate at the District and/or lower level of the Programme because those are the levels where the actual implementation takes place.

The group training programmes, identified for both Regions, are given hereunder as part of the Training Plan; some of those training activities will be attended by Regional and District staff, who is supposed to organise and conduct a similar programme for Divisional or village staff in a later stage. There is a strong sequency relation between the programmes attended by Regional and/or District staff, who are supposed to duplicate a same type of programme for the District and/or Division staff, Field Teams and staff at village level. This implies that some training programmes at district or lower level can only be organised after the would-be conductors of theese programmes, first have attended the training programmes themselves.

The plan is followed by specific training programmes for Morogoro Region and Shinyanga Region.

1. Title: General Management - senior level

|               |                                        |
|---------------|----------------------------------------|
| Subjects:     | - planning                             |
|               | - coordination                         |
|               | - controlling                          |
|               | - organising                           |
|               | - human resources management           |
| Target group: | - Regional Heads of Departments        |
|               | - Officers In-charge                   |
|               | - Assistants to the Officers In-charge |
| Duration:     | 2 weeks.                               |
| Conductor:    | IDM in Mzombe.                         |

2. Title: General Management - middle level

|               |                                              |
|---------------|----------------------------------------------|
| Subjects:     | - planning                                   |
|               | - coordination                               |
|               | - controlling                                |
|               | - organising                                 |
|               | - problem solving                            |
|               | - human resources management, incorporating: |
|               | - delegation                                 |
|               | - motivation                                 |
|               | - performance appraisal                      |
|               | - direction                                  |
|               | - selection                                  |
|               | - supervision                                |
| Target group: | - District Heads of Departments              |
|               | - District Officers In-charge                |
|               | - Assistants to the Officers In-charge       |

Duration: 3 weeks.  
Conductor: IDM in Mzumbe.

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3. Title: Financial Management - middle level

Subjects: - cost estimates  
- ledger book + DPA's.  
- cash book  
- balance sheet  
- budgeting  
- procurement procedures

Target group: - District Heads of Departments  
- District Officers In-charge  
- Assistants to the Officers In-charge

Duration: 1 week

Conductor: IDM in Mzumbe

(A training proposal specifically geared towards bridging this gap in knowledge and skills has been written out, and discussed with the Head of Short Courses and Consultancy Department of the Institute for Development and Management (IDM) in Mzumbe (see Annex E)).

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4. Title: Training Methodology and Techniques.

Subjects: - training methods  
- training techniques  
- preparation of training materials  
- curriculum development  
- audio-visual aids

Target group: - District Heads of Health and Community Development Departments  
- District Officers In-charge  
- Assistants to the Officers In-charge

Duration: 2 weeks

Conductor: IDM in Mzumbe

(A training proposal specifically geared towards bridging this gap in knowledge and skills has been written out, and discussed with the Head of Short Courses and Consultancy Department of the Institute for Development and Management (IDM) in Mzumbe (see Annex E)).

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5. Title: Communication Skills.

Subjects: - conducting meetings  
- writing letters/reports  
- making minutes  
- team building exercises  
- mass mobilisation techniques  
- community development approach

Target group: - District Officers In-charge  
- Assistants to the Officers In-charge

Duration: 1 week  
Conductor: Regional Office of Community Development

---

6. Title: Basic Data Collection.

Subjects: - introduction to vital statistics  
- general use of statistics  
- various statistical treatments  
- data collection methods  
- data analysis  
- data interpretation

Target group: - District Officers In-charge  
- Assistants to the Officers In-charge

Duration: 1 week

Conductor: IDM in Mzumbe

(A training proposal specifically geared towards bridging this gap in knowledge and skills has been written out, and discussed with the Head of Short Courses and Consultancy Department of the Institute for Development and Management (IDM) in Mzumbe (see Annex E)).

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7. Title: Project Planning.

Subjects: - project cycle  
- project analysis  
- formulation and identification  
- cost/benefit analysis  
- IRR  
- prioritisation of projects  
- project examples

Target group: - District Heads of Health and Community Development Departments  
- District Officers In-charge  
- Assistants to the Officers In-charge

Duration: first 1 week; half a year later another week

Conductor: IDM in Mzumbe or Extension Division of University of Morogoro.

(A training proposal specifically geared towards bridging this gap in knowledge and skills has been written out, and discussed with the Head of Short Courses and Consultancy Department of the Institute for Development and Management (IDM) in Mzumbe (see Annex E)).

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8. Title: Role of the Departments in the Programme - seminar.

Subjects: - Plan of Operations  
- objectives of the Programme  
- progress established  
- role of the different sections of the Departments  
- supporting functions of the Departments.

Target group: - Regional Heads of Departments  
 - Regional Officers In-charge  
 - Assistants to the Officers In-charge  
 Duration: 3 days  
 Conductor: Programme Office with process conductor from IDM.

9. Title: Role of the Department in the Programme - seminar.

Subjects: - Plan of Operations  
 - objectives of the Programme  
 - progress established  
 - role of the different sections of the

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- supporting functions of the Departments.  
 Target group: - District Heads of Departments  
 - District Advisers  
 - District Officers In-charge  
 - Assistants to the Officers In-charge  
 Duration: 3 days  
 Conductor: Programme Office with assistance from Regional Community Development Office.

10. Title: Standardised training approach for DFAs, VMS, SAS and VCTs - workshop for District Team.

Subjects: - present training materials (VLOM materials etc.)  
 - job descriptions  
 - skills gap  
 - standardised training approach  
 - developing guidelines  
 - developing training materials  
 - initiating the development of trouble shooting manuals for each staff category

Target group: - District Team members  
 Duration: first 1 week departing with assignments, after 3 months 1 week again to finalise standardised training approach.  
 Conductor: Regional Offices of MAJI and MAENDELEO with process conductor from IDM.

11. Title: Exchange of ideas - study tour - Regional Team.

Purpose: Exchanging ideas about problems confronted and solutions, common experiences, and work organisation.  
 To: Other Countries in Region.  
 Target group: - Regional Team members  
 - Regional Heads of Departments  
 - Regional Advisers  
 Duration: 2-3 weeks (depending on destination)  
 Organiser: Programme's Office

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12. Title: Exchange of ideas - study tour - District Team.

Purpose: Exchanging ideas about problems confronted and solutions, common experiences, and work organisation.  
 To: Other Regions in Tanzania.  
 Target group: - District Team members  
                   - District Heads of Departments  
                   - District Advisers  
 Duration: 1-2 weeks (depending on destination)  
 Organiser: Programme's Office

---

13. Title: Exchange of ideas - study tour - Field Team.

Purpose: Exchanging ideas about problems confronted and solutions, common experiences, and work organisation.  
 To: Other Districts in Tanzania.  
 Target group: - Field Team members  
 Duration: 1 week  
 Organiser: Programme's Office

---

Some general remarks on the study tours mentioned above under 11 to 13. The emphasis should be laid on practical applications at the different levels, with highest priority for the District and Field Teams.

Programme staff should be alert on new developments taking place in other comparable Water Supply Programmes intervention areas, and its usefulness for the present Programme.

So study tours should not be organised just for the sake of travelling but clear reasons should be there like e.g. the introduction of a new latrine, new documents used, new organisational structure introduced, etcetera; and preferably a combination of reasons should be thought of.

On the costing of the training programmes mentioned above an information session and discussion was held with the Head of the Department of Short Courses and Consultancy of the IDM.

The general charge for full board and tuition per participant per day is US \$ 410 (including 3 meals).

This implies that a training programme organised for 2 weeks for 15 participants at the IDM would amount to:

14 days X 15 participants X US \$ 410 = US \$ 86,100

A strong recommendation is made to issue allowances to the participants, as an incentive and motivator. It is more and more usance in Tanzania to pay participants allowances while attending training programmes; in the case of Regional and District staff attending programmes at IDM a recommended allowance of SH.2,000 per participant per day is considered reasonable.

This would result, for a training programme of 14 days with 15 participants, in an amount of:

14 days X 15 participants X Sh. 2,000 = Sh. 420,000  
(approximately US \$ 2,450)

The total expenditure for a training programme of a duration of 14 days and with an average participation of 15 persons at the IDM arrives at US \$ 88,550

If we would implement all the training programmes mentioned above that are supposed to be conducted by IDM (nos. 1, 2, 3, 4, 6, and 7) an amount of 11 weeks X US \$ 44,275 = US \$ 487,025 would be required.

The budget available for training in the extension period of the present phase and of the next phase is not exactly known, so no exact planning can be carried out, however priorities can be listed. For the group training programmes for both regions the priorities should be as follows:

1. Project planning for Morogoro Region especially (progr. 7 above).
2. Training methodology (progr. 4 above).
3. Seminar on role of Departments in the Programme (Regional) (progr. 8 above).
4. Seminar on role of Departments in the Programme (District) (progr. 9 above).
5. Standardised training for DFAs, VMs, SAs and VCTs (progr. 10 above).
6. Communication skills (progr. 5 above).
7. General management - middle (progr. 2 above).
8. Study tour Field staff (progr. 13 above).
9. Study tour District staff (progr. 12 above).
10. General management - senior (progr. 1 above).
11. Financial management - middle (progr. 3 above).
12. Study tour Regional staff (progr. 11 above).

Priority 1 is especially important for the sustainability of the Operation & Maintenance system at village level. Through this programme the knowledge could be disseminated from the District Team members to the Field Team members and through them to the villagers.

Priority 2 is very important to enable implementors to train the staff at a lower level in the hierarchy, which forms a substantial part of the tasks of the implementors.

Priorities 3 and 4 are straightforward in the sense of giving assistance to the Programme to run more smoothly.

Priority 5 is important because at the moment there are large differences in knowledge and skills within those staff categories. The supervisors are having their own interpretation of what should be taught, and the VLOM training materials does not seem to be used on a large scale. A revision should be made of these materials and as an outcome other training materials

should be produced or existing material updated.

Priority 6 is very relevant for the Officers of the Technical Departments (Health and Water), who sometimes are creating conflicts at village level by not using the appropriate approach towards the villagers. This programme is suggested in order to avoid further conflicts by the technical Health and Water Department staff.

Priority 7 is dealing with the lack of management capacity at district level, a phenomenon very common with technical Department staff where normally management training is not incorporated in the certificate programmes..

Priorities 8 and 9 are study tours for the Field and District teams; to familiarise and confront them with other ideas and solutions.

For priority 10 the same comment hold as given under priority 7.

Priority 11 is financial management at district level; useful to get an update for these staff categories.

Priority 12 concerns the study tour for Regional level staff which is not the most urgent training needed.

### 5.3. Training activities for the MOROGORO REGION:

Under this heading the main training activities to be organised for the Morogoro Region, not allready mentioned under paragraph 5.2, will be dealt with briefly.

Firstly the Water Department will be covered, secondly the Health Department and thirdly the Community Development Department. After the three Departments a separate section will mention the other training needs with special emphasis for training at the village level.

Under each staff category the training programmes have been placed in priority ranking; meaning that training activity 1 has the highest priority, and so on.

#### 5.3.1. Water Department MAJI

For the DOIs:

1. specialised training on piped water supply, refresher programme.

To be organised by Regional Office MAJI for 1 week.

2. training on job instruction techniques.

To be organised by Regional Office MAJI for 3 days.

For the DFAs:

1. refresher on technical issues: installation of pumps, dismantling, defining and replacing spare parts, analysing defects.

To be organised by District Office MAJI through classroom

sessions and o-j-t for 2-3 weeks.

2. training on community and communication skills covering: community participation, mobilisation campaigns, conducting meetings, writing skills, making minutes, handling groups (group dynamics), expressing themselves.

To be organised by DOI and DCDOI/RCDOI (after DOI has attended training programme) for 1 week.

3. training on job instruction techniques.

To be organised by District Office MAJI for 3 days.

4. training for preparation for trade test I, II, or III.

To be organised by Regional Office MAJI: 1 week theory and o-j-t depending on the trade test.

5. basic training on stock keeping practices.

To be organised by DOI in 1992 for 2-3 days.

For Scheme Attendants:

1. training on detection of leakages for diesel as well as electrically pumped schemes, analysing faults.

To be organised by DOI/DFA for 1 week.

2. special refresher training on trouble shooting part; preparing trouble shooting manual specifically for village level.

To be organised by DOI/DFA for 3 days.

For Village Mechanics:

1. refresher training on: dismantling, assembling, differentiating parts of pumps, installation of pumps, defects analysis, basic repair.

To be organised by DOI/DFA through o-j-t for 3 days.

2. further training on Monitoring & Reporting System.

To be organised by Field Team (especially for Kilombero) for 2 days.

For Village Caretaker:

1. basic training on: sanitation issues, productive use of water.

To be organised by Field Team for 2 days.

2. training on communication skills and community development approach, how to approach villagers, mobilisation campaign; discussion techniques, and discussing and explaining job description.

To be organised by Field Team and DCDOI for 3 days.

3. training on Monitoring & Reporting System.

To be organised by Field Team for 2 days.

For Surveyors of shallow wells:

1. refresher training programme on survey techniques.

To be organised by the Programmes surveying trainer through o-j-t for 1-2 weeks.

For Surveyor on piped water supply:

1. refresher training programme on piped water supply.  
To be organised by Programmes surveying trainer for 1 week.

For Construction man:

1. construction of shallow wells (especially for Kilombero and Ulanga).

To be organised by District Office MAJI through o-j-t when shallow wells will be constructed.

2. construction of slab, installation of pump, and rehabilitation work (especially for Kilosa).

To be organised by construction man of Regional Office MAJI through o-j-t for 1 week.

For storekeeper:

1. further training on record keeping, use of bin cards, etc. (especially for the store keeper from Kilombero).

To be organised by Regional Office MAJI through an attachment programme to the store keeper in Mahenge District for 1 week.

#### 5.3.2. Health Department AFYA

For the DHOIs:

1. refresher on sanitation subjects, and health issues related to water borne diseases.

To be organised by AMREF/Iringa for 1 week.

For the HAS:

1. training-of-trainers programme covering: training methods, techniques, preparing training materials (basic level).

To be organised by DHOI for 3 days (after having attended a similar kind of programme).

2. training on data collection, data analysis and interpretation, strongly related to practical applications, within the Programme.

To be organised by the DHOI for 1 week (after having attended a similar kind of programme).

3. refresher training programme on sanitation issues related to water supply.

To be organised by Regional Office AFYA/DHOI for 2 weeks.

4. training on community approach, mass mobilisation, motivation of villagers.

To be organised by DCDOI for 3 days.

5. on-the-job training on squatting slab (oval) construction.

To be organised by DHOI for 3 days.

For the VHWS:

1. basic training for the untrained VHWS covering: health and sanitation issues strongly related to water supply. To be organised by Regional Office AFYA and the Rural Health Centres for 1 month.

2. information sessions about the function of the VHW in relation to the Programme; and the objectives of the Programme.

To be organised by Field Team for 1 day.

3. training programme on data collection and its importance. To be organised by HA/DHOI for 3 days.

#### 5.3.3. Community Development Department MAENDELEO

For the RCDOI:

1. training programme on women and development. To be arranged by Programme Office at East South African Management Institute (ESAMI) for 2 months.

For the DCDOIs:

1. training for the district team on team building, group techniques, conducting meetings (especially for Kilosa and Kilombero).

To be organised by IDM for 1 week.

For the CDA:

1. workshop on leadership skills, teambuilding exercises, group mobilisation techniques, and motivation of villagers. To be organised by DCDOI/RCDOI for 1 week.

2. training programme on project planning covering: identification, definition, prioritisation of projects at grassroot level.

To be organised by District Team, after attending a similar training programme for 1 week.

3. training programme on data collection, data analysis and interpretation, strongly related to Programmes Monitoring & Reporting System.

To be organised by DCDOI for 1 week.

4. basic training programme on planning, budgeting.

To be organised by DCDOI for 3 days.

#### 5.3.4. Others

For the VWSCs:

1. basic training on: logbook, taking care of wells, discussing income generating projects, environmental sanitation, Monitoring & Reporting System, importance of by-laws, community development issues.

To be organised by Field Team for 3 days, every 2 months.

For the Village Authorities:

1. info-meetings about the Programme and the role of the Village Authorities.

To be organised by District/Field Teams for 1 day every 2 months.

2. training on health and sanitation issues.

To be organised by Field Team for 2 days.

The above given list of training activities is derived from the summary of the assessed training needs.

#### 5.4. Training activities for the SHINYANGA REGION

Under this heading the main training activities to be organised for the Shinyanga Region, not yet covered by the under paragraph 5.2 mentioned training programmes, will be dealt with briefly. Firstly the Water Department will be covered, secondly the Health Department and thirdly the Community Development Department. After the three Departments a separate section will mention the other training needs with special emphasis for training at the village level.

Under each staff category the training programmes have been placed in priority ranking; meaning that training activity 1 has the highest priority, and so on.

##### 5.4.1. Water Department MAJI

For the ROI and his Assistant:

1. refresher on defects/faults analysis covering: materials used, different quality, lifespan of parts and pumps.

To be organised by WRI for 1-2 weeks.

For the Assistant of the ROI:

1. training on fittings and components of pumps SWN 80 and 81.

To be organised by the Workshop of MAJI in Shinyanga for 2 weeks.

2. refresher on shallow wells construction and piped water scheme.

To be organised by WRI for 1 week.

For the DOIs:

1. technical update on pumps SWN 80 and 81 and new developments; refresher on larger repairs, welding, hydrology, construction skills.

To be organised by Regional Office of MAJI and WRI for 2 weeks.

For the DFAs:

1. refresher on technical issues: installation of pumps, dismantling, defining and replacing spare parts, analysing defects.

To be organised by District Office of MAJI on attachment basis for 2 weeks.

2. training for preparation for trade test I, II, or III. To be organised by Regional Office MAJI: 1 week theory and o-j-t depending on the trade test.

3. training on community and communication skills covering: community participation, mobilisation campaigns, conducting meetings, writing skills, making minutes, handling groups (group dynamics), expressing themselves. To be organised by Regional Team for 5 days.

4. training on job instruction techniques (especially for DFA from Bariadi). To be organised by Regional and District Office MAJI for 2 days.

5. basic training on planning issues. To be organised by District Office MAJI for 2 days (after DOI has attended similar programme).

For village mechanics:

1. refresher training on: dismantling, assembling, differentiating parts of pumps, installation of pumps, defect analysis, basic repair. To be organised by DOI/DFA for 1 week.

2. training on environmental sanitation issues. To be organised by DHOI/HA for 2 days, every 4 months.

3. training on Monitoring & Reporting System, logbook, filing system. To be organised by Field/District Team (is planned for in June '91; follow-up necessary).

For Village Caretakers:

1. basic training on: community approach, health and sanitation issues, productive use of water. To be organised by Field Team for 1 week.

2. training on Monitoring & Reporting System. To be organised by Field Team for 1 day, repeating regularly.

For Surveyor of Shallow Wells:

1. refresher programme on surveying techniques ( especially for Bariadi and Shinyanga). To be organised by Programmes surveying trainer through o-j-t programme.

For Store Keepers:

1. basic training in storekeeping principles and methods (for store keepers in Meatu and Kahama). To be organised by Regional Office MAJI through attachment programme in well-run store in the Region for 1 week.

#### 5.4.2. Health Department AFYA

For the DHOIs:

1. technical training on latrine construction with mould, casting of washing slabs.  
To be organised by Regional Office AFYA for 1 week.
2. refresher on sanitation subjects, health issues related to water borne diseases.  
To be organised by Regional Office AFYA for 1 week.

For the HAs:

1. basic training for the untrained HAs includes: health education, training techniques, water borne diseases, uses of water, sanitation issues, assessment of the community, latrine construction, etc.  
To be organised by Regional/District Offices AFYA and the Rural Health Centres for 4-6 weeks.
2. on-the-job training on squatting slab (oval) construction for trained HAs.  
To be organised by Regional Office AFYA for 1 week.
3. training on data collection, data analysis and interpretation.  
To be organised by District Office AFYA after attending training themselves for 2 days.
4. refresher for trained HAs on sanitation issues and water supply.  
To be organised by Regional Office AFYA for 1 week and to be repeated after 6 months.
5. training-of-trainers programme covering: training methods, techniques, preparing training materials (basic level).  
To be organised by District Team for 1 week, after having attended a similar training programme themselves.
6. training on community approach, mass mobilisation, motivation of villagers.  
To be organised by District Office MAENDELEO for 1 week.
7. training on Monitoring & Reporting System.  
To be organised by Field Team for 2 days every 4 months.

For the VHWS:

1. basic training for the untrained VHWS covering: health and sanitation issues (details of programme available at Ministry of Health).  
To be organised by Regional/District Office AFYA and the Rural Health Centres for 4 weeks.
2. for the trained VHWS refresher training on health and sanitation issues.

To be organised by DHOI/HA for 3 days every 6 months.

3. training on Monitoring & Reporting System.

To be organised by Field Team for 1 day every 3 months.

4. training on community involvement approach, women's involvement, data collection.

To be organised by Field Team and DCDOI for 2 days.

5. on-the-job training on squatting slab (oval) construction.

To be organised by District Office AFYA and HA through o-j-t for 1 week.

#### 5.4.3. Community Development Department MAENDELEO

For the RCDOI:

1. training in order to familiarise himself with terminology used for: shallow wells construction, installation of pumps, identification of parts.

To be organised by Regional Office MAJI for 2 days.

For the CDAs:

1. training on data collection, data analysis and interpretation.

To be organised by Regional Office MAENDELEO together with Statistical Department and Planning Office for 1 week.

2. training on village participation covering: mobilisation techniques, women's involvement, theoretical aspects of community development/participation, income-generating projects, motivating villagers, opinion forming, etc.

To be organised by Regional Office MAENDELEO in workshop for 1 week.

3. workshop to arrive at a standardised training approach, programme and training material for the VMs, VCTs, VHWS, and VWSCs.

To be organised by Regional Office MAENDELEO and Programmes Office for 3-5 days.

4. training programme on project planning covering: identification, definition, prioritisation of projects at grassroot level.

To be organised by Regional Office MAENDELEO for 1 week, after having attended a similar training programme themselves.

5. training on communication skills like: letter writing, minutes making, conducting meetings.

To be organised by Regional Office MAENDELEO for 3 days.

6. workshop on the productive uses of spillover water, discussion of the role of by-laws.

To be organised by Regional/District Office MAENDELEO for 2 days.

For the VCDWs:

In Shinyanga Region Village Community Development Workers have been selected in most villages that fall within the intervention area of the Programme. These VCDWs have not received any formal professional training, suggestions were made to organise a basic training programme of 3 months for them.

However another way of getting more attention for Community Development at village level is by organising additional training for the VWSC members; perhaps 1 or 2 members could be selected to receive further training on mass mobilisation, motivating villagers, community development approach, women's involvement, felt needs, and other issues relevant to the Programme and its users.

#### 5.4.4. Others

For the VWSCs:

1. basic training on: logbook, taking care of the wells, income generating projects, environmental sanitation, Monitoring & Reporting System, importance of by-laws, community development issues.

To be organised by Field Team assisted in some cases by District Team members for 2 days every 3 months.

For the Village Authorities:

1. info-meetings about the progress of the Programme.
- To be organised by the Field Team for 1 day every 2 months.

For all the Officers In-charge:

1. use of audio-visual aids.

To be organised by Ngezi Social Welfare Training Institute in Mwanza for 1 week.

The above given list of training activities is derived from the summary of the assessed training needs.

## 6. MAIN CONCLUSIONS DRAWN.

\* Training Advisers should be employed for both Regions in order to guide and coordinate the training programmes suggested and developed.

\* There is a general lack of management skills at all levels within the three Departments. To start with the Heads of the Regional Departments; they should attend a short management programme for senior staff, covering especially planning, coordination, organising and monitoring.

The Heads of the Departments at District level have in most cases not been exposed to management training at all and therefore should attend a management programme geared towards: human resources management, planning, organising, motivation, delegation, and performance appraisal subjects.

\* A seminar at Regional level to be organised for the Heads of the Departments on the functions their Departments are playing in the Programme and the supporting role their different sectors could perform.

\* A seminar at District level to be organised for the Heads of the Departments on the functions their Departments are playing in the Programme and the supporting role their different sectors could perform.

\* A workshop for MAJI staff to define a standardised approach for the training of the DFAs including identification of guidelines, knowledge, skills, etc.

\* For the DFAs a specific training on community approach, mobilisation techniques, conducting meetings, etc. with the aim of equipping them better for approaching villagers.

\* For the DFAs and the VMs some more specific technical training programmes should be organised, mostly through on-the-job training and/or through attachment schemes.

\* For the Health staff at District level management training has also been identified as a prerequisite for improvement in the performance of the staff.

\* A training-of-trainers programme has been identified at Regional as well as at District level by almost all staff categories that are training other staff at a lower level in the hierarchy. This programme should also include the preparation of training materials.

\* Training needs on data collection, and especially on data analysis and interpretation, and its usefulness as a tool for the planning of the activities, has been identified with District staff of Health and Community Development and at ward level.

\* In Shinyanga Region there is a very strong need for training of Health Assistants of which a substantial number have not been exposed to any professional training so far. Keeping in mind that most of the VHVs have not been trained as well, the impact at village level on the improvements in sanitation issues will be negligible, without basic training.

\* For the Community Development staff especially those in Morogoro Region project planning training should be organised, in order to enable the staff to assist in starting up small village-based income generating projects. These projects could contribute to the Village Fund that can be utilised for the Operation & Maintenance system of the water supply system.

\* A need for teambuilding and group dynamics training has been identified at different levels, in order to create better working relations within the Teams at Regional, District and Ward level.

The final conclusion should emphasise the importance for training on project planning at all levels for Morogoro Region, starting with the Regional level first; gradually trickling down to the other levels. The ultimate aim is to enable the villages to generate some income to be used for sustaining the operation and maintenance of the water supply system at village level.

For Shinyanga Region basic training should be organised for the untrained HAs, immediately followed by training for the VHWS; in order to have some impact on an improvement of the health and sanitation issues pertaining at village level.

For both Regions the training-of-trainers programme is very important, because the majority of the staff involved in the Programme has never been exposed to training methodology, but are supposed to train other implementors.

The seminars to discuss the functions and the role the Regional Departments and the District Departments are and can be playing, is very essential for the smooth running of the Programme.

Management has become a keyword to success, in some cases this statement is exaggerated; however a complete lack of management skills and knowledge is certainly hampering the progress and development of the organisations involved in the Programme. Special emphasis should be laid on management training especially at District level.

The technical training that will be organised should be concentrated at District, Field and village level; it is there that the real implementors are at work

The priorities for training have been spelt out, the success of the implementation of the training activities depends now for a great deal on the size of the budget allocation to be made for the next phase and the availability of an expert to coordinate, develop and execute the suggested training programmes. If these two conditions are not met no real progress can be expected in this field because of the preoccupation of the other advisers with other duties.

## ANNEX A

## TERMS OF REFERENCE

Morogoro/Shinyanga Rural Water and Sanitation Programme -  
Tanzania.

A mission on Training Needs Assessment and Preparation of a Training Plan.

I. Approach

The proposed approach to define training needs and design a training plan for the Rural Water and Sanitation Programme consists of the following steps:

1. Study the overall objectives and targets of the Rural Water and Sanitation Programme.
2. Study the major institutions/organisations involved in the implementation of the Programme (at Central, Regional, District, Divisional and Village levels).
3. Study of the existing System Design of the Programme, specifying functions, job descriptions and expertise required for Programme implementation; in close collaboration with Programme staff.
4. Comparison of System Design of the Programme and the definition of the functions and its weaknesses in the sense of ill defined job descriptions at all levels involved in the implementation of the Programme.
5. Based on steps 3 and 4, definition of major target groups for training and required subjects to enhance knowledge and skills and change attitudes. To define training programmes designed for cross-Departmental target groups and groups of individuals having common training needs. The guideline for these training events is given by the major overall objective of the Programme namely to support the sustainability of the Operation and Maintenance System of the water and sanitation projects at village level.

6. Design of training plan:
  - identification of target groups
  - identification of subjects (knowledge, skills, attitudes)
  - training methods to be used
  - delivery systems
  - development of materials
  - selection of conductors of training
  - training of trainers
  - time planning and sequencing for implementation
  - training budgeting
  - monitoring and evaluation system

## II. Implementation

1. The proposed expert will spend 6 weeks in Tanzania in the period January/February 1991. He will collect and analyze data with the Ministries involved in the Programme, as well as at regional, district and village levels. The data collection will be carried out in close collaboration with local staff.
2. More specifically, information will be collected in the following organizations/levels:
  - \* Ministries of Water, Health and Community Development.
  - \* Water and Sanitation Committees at district and village level.
  - \* Regional Planning Offices, Regional Departmental Offices of Water, Health and Community Development.
  - \* District and Field Teams.

## ANNEX B.

## LIST OF ABBREVIATIONS:

|            |                                                  |
|------------|--------------------------------------------------|
| AFYA -     | Health                                           |
| AMREF -    | African Medical Research Foundation              |
| CDA -      | Community Development Assistant                  |
| DA -       | District Adviser                                 |
| DFA -      | District Field Assistant                         |
| DCDO -     | District Community Development Officer           |
| DCDOI -    | District Community Development Officer In-charge |
| DHO -      | District Health Officer                          |
| DHOI -     | District Health Officer In-charge                |
| DED -      | District Executive Director                      |
| DOI -      | District Operations In-charge                    |
| DPO -      | District Planning Officer                        |
| DWE -      | District Water Engineer                          |
| DWSC -     | District Water & Sanitation Committee            |
| ESAMI -    | East South African Management Institute          |
| HA -       | Health Assistant                                 |
| IDM -      | Institute for Development Management             |
| MAENDELEO- | Community Development                            |
| MAJI -     | Water                                            |
| RDD -      | Regional Development Director                    |
| RCDO -     | Regional Community Development Officer           |
| RCDOI -    | Regional Community Development Officer In-charge |
| RHO -      | Regional Health Officer                          |
| RHOI -     | Regional Health Officer In-charge                |
| ROI -      | Regional Operations In-charge                    |
| RPO -      | Regional Planning Officer                        |
| RWE -      | Regional Water Engineer                          |
| SA -       | Scheme Attendant                                 |
| SHYCOM -   | Shinyanga Commercial Institute                   |
| VCT -      | Village Caretaker                                |
| VHW -      | Village Health Worker                            |
| VM -       | Village Mechanic                                 |
| VCDW -     | Village Community Development Worker             |
| VWSC -     | Village Water & Sanitation Committee             |
| WRI -      | Water Resources Institute                        |

## ANNEX C.

## LIST OF PERSONS CONSULTED:

NATIONAL LEVEL

## Ministry of Community Development

1. Mrs. V.Kumei - Assistant Commissioner for Research and Planning

## Ministry of Water,

2. Dr. Lucas - Technical Coordinator
3. Mr. Ishengoma - Assistant Technical Coordinator
4. Mr.P.Kusare - Training Officer
5. Mr. A.Vincent - UNDP Adviser

## Ministry of Health

6. Mr. A.Kahesa - Acting Senior Health Officer
7. Mr. C.Swai - Health Officer (in-charge of water and sanitation)
8. Mrs.Mwandemane - Village Health Workers - Progr. Officer

## Netherlands embassy

9. Mr. van Hengel - Tweede Sekretaris

## Water Research Institute

- 10.Mr. Mukono - Head in-service courses planning Unit

## REGION: MOROGORO

## Community Development

11. Mrs. Chisunga - Regional Community Development Officer In-charge
12. Mr. Mawoweloa - Assistant Regional Community Development Officer
13. Mr. G.P. Lipinga - Regional Community Development Officer
14. Mr. H.Mgingi - Officer In-charge of audio-visual aids
15. Mrs. S.Mwenda - Community Development Officer (appropriate technology)
16. Mrs. S.Mwaipyana - Community Development Officer (women organisation and youth activities)
17. Mrs. Maeda - Community Development Officer (women activities and children)

## Water Department/ MAJI

18. Mr. Bwire - Regional Operations Officer

## Health Department/ AFYA

19. Dr. P.Kilima - Regional Medical Officer
- 20.Mr.Abdul Mchomvu - Regional Health Officer In-charge
- 21.Mr. Mukanga - Former Regional Health Officer

## Institute for Development Management

- 22.Mr.Rutainurwa - Head of Department of Short Courses and Consultancy

**District: MOROGORO RURAL**

District Council

- 23. Mr.P.Ponnella - District Executive Director
- 24. Mrs. Lyimo - District Adviser

Community Development/ MAENDELEO

- 25. Mr.R.R. Ntungilwege - District Community Development Officer
- 26. Mr. N'juu - District Community Development Officer In-charge

Water Department/ MAJI

- 27. Mr. Kanisa - District Operations In-charge

Health Department/ AFYA

- 28. Mr. Fue - District Health Officer In-charge

**District: Kiloso**

District Council

- 29. Mr. Mwakamoja - District Adviser

Community Development/ MAENDELEO

- 30. Mr.M.Jaka - District Community Development Officer

Water Department/ MAJI

- 31. Mr.J.Mdede - District Water Engineer
- 32. Mr.R.Komba - District Operations In-charge
- 33. Mr.R.Mkoba - Surveyor Shallow Wells

Health Department/ AFYA

- 34. Mr.R.Simkunja - District Health Officer
- 35. Mr.Msemsemya - District Health Officer In-charge

**District: Kilombero**

District Council.

- 36. Mr.E.Liachema - District Adviser
- 37. Dr.B.Morona - Adviser Swiss Tropical Research Institute
- 38. Mr. Burchard - Officer In-charge of latrines and sanitation Programme

Community Development/ MAENDELEO

- 39. Mr. J.Temahanji - District Community Development Officer
- 40. Mr. Manusa - District Community Development Officer In-charge

Water Department/ MAJI

- 41. Mr. Lihundi - District Water Engineer
- 42. Mr. A.Lyanga - District Officer In-charge
- 43. Mr. O.Chale - Groupleader construction team
- 44. Mr. J.Ilemba - Construction team member
- 45. Mr. P.Bimbona - Surveyor on piped water supply

Health Department/ AFYA

- 46.Mr. D.Makeula - District Health Officer (also DHOI)

**District: Ulanga****District Council.**

- 47. Mr. Chazua - District Commissioner
- 48. Mr. Mbolembole - Assistant District Executive Director
- 49. Mr. Mbilisi - District Adviser

**Community Development/ MAENDELEO**

- 50. Mr. H.Mabita - District Community Development Officer
- 51. Mr. B.Mganga - District Community Development Officer In-charge

**Water Department/ MAJI**

- 52. Mr. Melanji - District Water Engineer
- 53. Mr. M. Kubuke - Storekeeper

**Health Department/ AFYA**

- 54. Mr. C.Kafuka - District Health Officer In-charge
- 

**REGION: SHINYANGA****Regional level**

- 1. Mr. A.Modu - Regional Administration Officer
- 2. Mr.O.Sajini - Regional Planning Officer

**Community Development/ MAENDELEO**

- 3. Mr. J.Changae - Regional Community Development Officer
- 4. Mr. N.Kalomo - Regional Community Development Officer

**Water Department/ MAJI**

- 5. Mr. T.Pacho - Regional Water Engineer
- 6. Mr. Shapa - Regional Operations In-charge
- 7. Mr. Kunje - Assistant Regional Operations In-charge

**Health Department/ AFYA**

- 8. Mr. Masuha - Regional Health Officer
- 9. Mr. Hillu - Regional Health Officer In-charge
- 10. Mr. Kabeya - Assistant Regional Health Officer In-charge
- 11. Mr. Malembo - Regional Code Chair Operations

**District: Kahama****District Council**

- 12. Mr. P.P.Masanja - Acting District Executive Director
- 13. Mr. J.Mulazi - District Planning Officer + District Adviser

**Community Development/ MAENDELEO**

- 14. Mr. S.Simuli - District Community Development Officer
- 15. Mr. G.Kiyabi - District Community Development Officer In-charge
- 16. Mrs. T.Misalu - Community Development assistant

Water Department/ MAJI

- 17. Mr. Saloum Ali - Acting District Water Engineer
- 18. Mr. J.Mazwa - District Operational In-charge
- 19. Mr. K.Mkuloi - Storekeeper

Health Department/ AFYA

- 20. Mr. Kijuw - District Health Officer
- 21. Mr. Mchina - District Health Officer In-charge

**District: Maswa**

District Council

- 22. Mr. Mungure - District Executive Director
- 23. Mr. G.Rimoi - District Planning Officer

Community Development/ MAENDELEO

- 24. Mr. A.Kato - District Community Development Officer
- 25. Mrs. Batungi - District Community Development Officer In-charge

Water Department/ MAJI

- 26. Mr. R.Chambulilo - District Water Engineer
- 27. Mr. N.Sitta - District Operational In-charge
- 28. Mrs. R.Kaijage - Stores Officer

Health Department/ AFYA

- 29. Mr. V.Magolyo - District Health Officer
- 30. Mr. G.Kilave - District Health Officer In-charge

**District: Bariadi**

District Council

- 31. Mr. E.Kitokezi - Acting DED, District Officer

Water Department/ MAJI

- 32. Mr. C.Lukumay - District Water Engineer
- 33. Mr. G.Maralle - District Operations In-charge
- 34. Mr. P.Kilulu - District Field Assistant
- 35. Mrs. A.William - Store Assistant

Health Department/ AFYA

- 36. Mr. E.Nakuzelwa - District Health Officer

**District: Meatu**

District Council

- 37. Mr. Tingira - District Executive Director
- 38. Mr. A.Mageka - District Adviser

Division Level

- 39. Mr. M.Mangalu - Division Head

Community Development/ MAENDELEO

- 40. Mr. J.Makinda - District Community Development Officer
- 41. Mr. Z.Manyinya - District Community Development Officer In-charge

Water Department/ MAJI

- 42. Mr. E.Makiya - District Water Engineer
- 43. Mr. Jumasaumu - District Operations In-charge

Health Department/ AFYA

- 44. Mr. I.Gosso - District Health Officer

District: Shinyanga Rural

District Council

- 45. Mr. T.Maulid - District Executive Director
- 46. Mr. B.Malulu - District Adviser

Community Development/ MAENDELEO

- 47. Mr. A.L.Matina - District Community Development Officer In-charge

Water Department/ MAJI

- 48. Mr. M.Irege - District Water Engineer
- 49. Mr. J.Ibuwa - District Operations In-charge

Health Department/ AFYA

- 50. Mr. J.Shuma - District Health Officer
- 51. Mr. D.Magale - District Health Officer In-charge

## ANNEX D

## Draft of Training Adviser/Manager's job description.

Job Title: Training Manager

Responsible to: Senior Programme Adviser

The Officer will be responsible for the following tasks and duties:

- Coordination of the training activities organised for the different levels of implementors involved in the programme by MAJI, AFYA and MAENDELEO.
- Organisation of training to be conducted by the Programme Office for which the Programme staff is the main conductor.
- Designing training programme curricula for the different levels of implementors and discuss those proposals with the staff of the relevant Training Institutes, if necessary.
- Monitoring and assisting in the training programmes organised by the MAJI, AFYA AND MAENDELEO Departments for the staff involved in the Programme.
- Monitoring the logistics in relation to the training programmes organised by the Programme staff.
- Performing training needs assessment at the different levels of implementation of the Programme, at least twice a year.
- Making adjustments and refinements, if necessary, on the job descriptions of the Implementors.
- Conducting management training workshops for the staff at the different levels of implementation.
- Conducting training-of-trainers sessions for different implementors.
- Establishing regular contacts with the short courses section of Training Institutes relevant for the Programme like: AMREF (Dar es Salaam), Water Resources Institute (Dar es Salaam), Institute for Development Management (Mzumbe), Institute of Rural Development Planning (Dodoma), Shinyanga Commercial Institute (Shinyanga).
- Evaluate the training programmes attended by implementors.
- Institutional development of the training sections and incorporation in the 3 Departments.

**The qualifications requested for this position:**

- a Master Degree in Business Administration or Management, with educational/training background or a Master Degree in Education or comparable level.
- having experience in designing, monitoring, conducting and evaluating training programmes.
- having experience in assessing training needs.
- being able and having experience in working in a team.
- at least 7 years of relevant experience, preferably in developing countries.
- having an excellent knowledge of English in speech and writing; knowledge of Kiswahili is an asset.

Those should be the minimum requirements for this position.

## ANNEX E.1.

## PROPOSALS FOR TRAINING PROGRAMMES TO BE OFFERED

1. TRAINING METHODS AND TECHNIQUES

|                              |
|------------------------------|
| TITLE: Training of Trainers. |
|------------------------------|

**Objectives:**

To enable participants:

- to choose appropriate training methods and techniques for specific purposes.
- to prepare training materials to be used in training activities.
- to choose amongst the audio-visual aids available to them the appropriate one for the specific training event.
- to train others on training methods, training techniques and preparation of training materials.

**Subjects to be dealt with:****Methods:** - lectures

- programmed instruction
- structured discussions
- syndicate groupwork
- job instruction training (JIT)
- case studies
- role plays
- brainstorming

**Audio-visual aids:** - screens

- projectors
- video
- chalkboards/flannelboards
- flipcharts

**Training materials:** - poster

- brochure
- handout
- manual
- module
- case study

Training of trainers approach.

Curriculum Development.

**Methods of instruction:**

- discussion
- role play
- syndicate work
- exercises
- short lectures ( maximum 20 minutes)

**Participants:** - Regional Departmental Officers  
- District Departmental Officers  
( most of them have work experience of at least 10 years; some have been exposed to such a programme before - so in those cases it has a refresher function)  
Total number of participants should not exceed 15.

**Duration:** 10 workdays

**Conductor and venue:** IDM

## ANNEX E.2.

## SURVEY METHODS, DATA COLLECTION AND DATA ANALYSIS

Title: Basic data collection and its interpretation.

**Objectives:**

To enable participants:

- to choose the appropriate data collection method to be used in the village.
- to perform basic statistical calculations.
- to analyse the relevant data collected.
- to interpret the data collected and use them for their planning.

**Subjects to be dealt with:**

- Statistics:
- introduction to vital statistics
  - general use of statistics
  - percentage
  - mean
  - average
  - median
  - histogram
  - pie chart
  - graphs

- Data collection methods:
- questionnaires
  - interviews
  - sampling
  - at random selection

- Data analysis:
- treatment of data
  - compiling
  - analysis of data
  - interpretation of data

- Methods of instruction:
- discussion
  - exercises
  - short lectures ( maximum 20 minutes)

- Participants:
- Regional Departmental Officers
  - District Departmental Officers (especially Health Officers)
  - ( most of them have work experience of at least 10 years).
  - Total number of participants 15.

Duration: 10 workdays

Conductor and venue: IDM

## ANNEX E.3.

## MANAGEMENT FOR DEVELOPMENT. (workshop)

Title: Management skills and its role in the implementation of development efforts at village level.

**Objectives:**

To enable participants:

- to identify projects at village level.
- to follow the steps as indicated in the project planning cycle.
- to plan and coordinate their activities efficiently.
- to manage the resources especially the human resources.
- to analyse problems related to their work and take decisions.
- to lead and guide their team in an effective way.

**Subjects to be dealt with:**

- project planning at grassroots level
- project cycle
- basic budgeting of grassroot projects
- planning of the organisation
- planning of activities
- controlling
- coordination
- management of resources
- management of human resources: selection
  - performance appraisal
  - motivation
  - interviewing
  - coaching/counseling
- communication skills: specifically two-way communication
- team building
- decision making
- problem solving
- leadership skills

**Methods of instruction:**

- discussion
- role play
- syndicate work
- exercises
- short lectures ( maximum 20 minutes)

**Participants:**

- Regional Departmental Officers
- District Departmental Officers
  - ( most of them have work experience of at least 10 years; some have been exposed to such a programme before - so in those cases it has a refresher function)

Total number of participants 15

Duration: 15 workdays

Conductor: IDM

Venue: Mikumi Lodge.

## ANNEX E.4.

## REFRESHER PROGRAMME OM FINANCIAL MANAGEMENT

|                                                    |
|----------------------------------------------------|
| Title: Financial management and budgeting methods. |
|----------------------------------------------------|

**Objectives:**

To enable participants:

- to control the financial expenditure.
- to make cost estimates.
- to prepare budgets for projects and programme activities.

**Subjects to be dealt with:**

- estimates
- cash book
- ledger book
- trial balance
- budgeting

**Methods of instruction:**

- discussion
- syndicate work
- exercises
- short lectures ( maximum 20 minutes)

**Participants:** - District Departmental Officers

( most of them have work experience of at least 10 years; some have been exposed to such a programme before - so in those cases it has a refresher function)

Total number of participants: 15

Duration: 10 workdays

Conductor and venue: IDM