

MANAGEMENT DEVELOPMENT PROGRAM
FOR THE OFFICERS IN CHARGE OF
WATER SUPPLY SCHEMES IN SRI LANKA

WASH Field Report No. 426
October 1993

WASH Field Report No. 426
October 1993



Sponsored by the U.S. Agency for International Development
Operated by CDM and Associates

204-1-93MA-11257



**WATER AND SANITATION
FOR HEALTH PROJECT**

Operated by CDM and Associates

Sponsored by the U.S. Agency
for International Development

WASH Operation Center
1611 N. Kent St., Room 1001
Arlington, Virginia 22209-2111 USA

Telephone (703) 243-8200
Telex No. WUI 64552
Cable Address: WASHAID
FAX No. (703) 243-9004

8 November 1993

TAS 437

Dear Colleague:

On behalf of the WASH Project, I am pleased to provide you with a copy of WASH Field Report No. 426 entitled "Management Development Program for the Officers in Charge of Water Supply Schemes in Sri Lanka" by Ms. Jane Trent-Surles and Mr. Abhaya Goonawardhana. This report summarizes the results of the technical assistance provided by the WASH Project from October 1992 - August 1993 to help develop a management program for Officers in Charge of water treatment plants to improve their performance at the plant level.

If you have any questions or comments regarding the findings or recommendations contained in this report, we will be happy to discuss them.

Sincerely Yours,

J. Ellis Turner
WASH Project Director

WASH Field Report No. 426

**MANAGEMENT DEVELOPMENT PROGRAM
FOR THE OFFICERS IN CHARGE OF
WATER SUPPLY SCHEMES IN SRI LANKA**

Prepared for the USAID Mission to Sri Lanka,
U.S. Agency for International Development,
under WASH Task No. 437

by

Jane Trent Surles, WASH
Abhaya Goonawardhana, NWSDB

October 1993

Water and Sanitation for Health Project
Contract No. 5973-Z-00-8081-00, Project No. 936-5973
is sponsored by the Office of Health, Bureau for Research and Development
U.S. Agency for International Development
Washington, DC 20523

13N 11257
204.1 93 MA

RELATED WASH REPORTS

Training Guide for a Management Development Program in Water and Sanitation Institutions. WASH Technical Report No. 59. July 1989. Prepared by Daniel B. Edwards and Edward Salt.

The Management Development Program for the National Water Supply and Drainage Board of Sri Lanka. WASH Field Report No. 239. February 1988. Prepared by Daniel B. Edwards and Edward Salt.

CONTENTS

ABOUT THE AUTHORS	iii
ACRONYMS	v
EXECUTIVE SUMMARY	vii
1. INTRODUCTION	1
1.1 Background	1
1.2 Scope of Work	1
1.3 Overview of the Consultancy	2
1.4 Consultant Team	3
2. NEEDS ASSESSMENT FINDINGS	5
2.1 Description of the Target Audience	5
2.2 Organizational Structure	6
2.3 Management Skill Deficiencies	8
2.3.1 Role of the OIC	8
2.3.2 Management Functions	8
2.4 Technical Skill Deficiencies	11
2.5 Facilities Deficiencies	11
2.6 Organizational Issues	12
3. MANAGEMENT DEVELOPMENT PROGRAM	15
3.1 Purpose and Objectives	15
3.2 Methods	16
3.3 Participant Application Planning	17
3.4 Evaluations	17
4. CONCLUSIONS	19
4.1 Conclusions	19
4.2 Outcomes	20

5. RECOMMENDATIONS	23
5.1 OIC MDP Program Implementation	23
5.2 Follow-up Activities	24
5.3 Decentralization	24
5.4 Technical and Organizational Issues	26

APPENDIXES

A. Scope of Work	27
B. OIC Management Development Course Evaluation for Three Phased Management Training Program	35
C. Questions About the OIC Management Development Program	41

ABOUT THE AUTHORS

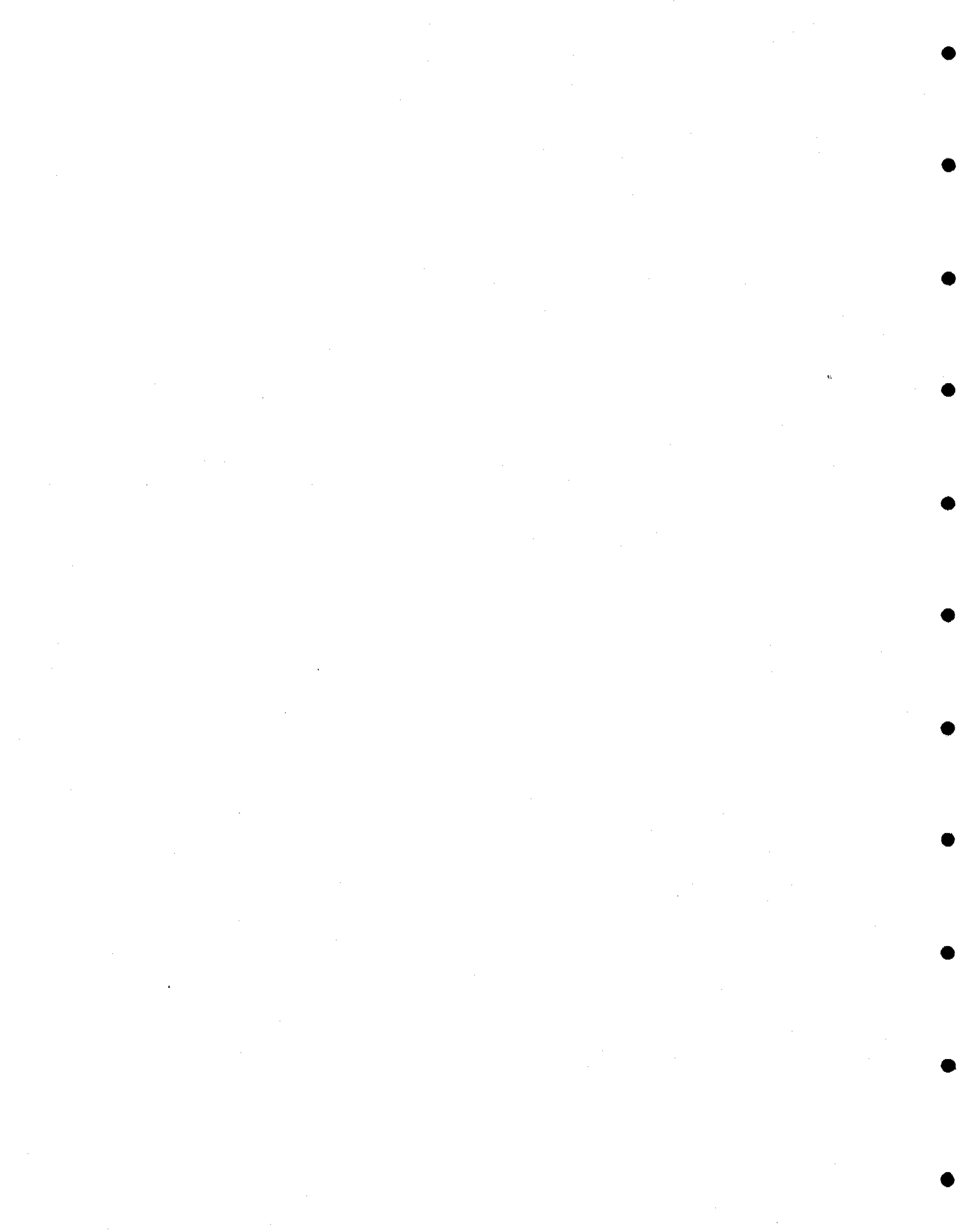
Jane Trent Surlis is an independent consultant in human resources development and organizational development. She has extensive experience in developing countries, especially in the design and delivery of management training. She has worked in many countries in Africa and has been involved in two year-long efforts in Sri Lanka, one for the Ministry of Agriculture and the other for the National Water Supply and Drainage Board. She has an M.A. in Human Resources Development.

P. Abhaya Goonawardhana is the manager of the training department for the National Water Supply and Drainage Board in Sri Lanka. He is a skilled trainer and manager and jointly designed and implemented the pilot OIC management development program with the WASH consultant. His in-depth knowledge of the NWSDB and training skills were invaluable during this assignment.



ACRONYMS

AGM	Assistant General Manager
AO	Area Office
CP	Corporate Planning
CRSC	Central Regional Service Center
DE	District Engineer
DGM	Deputy General Manger
EA	Engineering Assistant
GTO	Government Technical Officer
MDT	Manpower Development and Training
MIS	Management Information Systems
NWSDB	National Water Supply and Drainage Board
OD	Organizational Development
OIC MDP	Management Development Program for OICs of Water Schemes
OICs	Officers in Charge
P&A	Personnel and Administration
RM	Regional Manger
RSC	Regional Service Center
SRSC	Southern Regional Service Center
TA	Teaching Assistant
TOT	Training of Trainers
USAID	U.S. Agency for International Development (overseas missions)
WASH	Water and Sanitation for Health



EXECUTIVE SUMMARY

From 1985 to 1991, USAID funded the Water and Sanitation Sector Project to strengthen the institutional capabilities of the National Water Supply and Drainage Board (NWSDB) in Sri Lanka. In an effort to continue supporting the NWSDB, USAID/Sri Lanka and the World Bank agreed to provide additional funding for two years with A.I.D. funding provided through the Water and Sanitation for Health (WASH) Project. During this period, WASH provided a series of short-term management and organizational development activities, which included a management development program for the Officers in Charge (OICs) of treatment plants.

There are more than 250 OICs in the NWSDB system. OICs are trained as technical assistants with the potential to move up to engineering assistants and generally are promoted based on seniority rather than management ability. As a result, although OICs are technically proficient, they lack the management skills needed for the job. One of the goals of the activity was to assist the OICs in making the transition from technician to manager.

Description of the Program

Between October 1992 and August 1993, WASH developed a management program for OICs to improve performance at the plant level. The program consisted of a three-phased management training program, as well as a training of trainers component. Two WASH consultants and the head of the NWSDB training department developed the program and recommended making structural changes necessary for decentralization to the plant level and addressing organizational issues that block decentralization.

The Southern Regional Service Center (SRSC) was selected as the pilot region to develop the program. Twenty-one OICs were selected to participate in the three workshops. In addition, the consultants assisted the SRSC management in the implementation of the program.

The WASH effort consisted of five visits that began with a needs assessment and resulted in the design of the overall program, the delivery of the Phase I, II, and III workshops, and a progress review of the entire program.

The training program focused on five key management functions: planning and organizing, supervising, team effectiveness, problem-solving and decision-making, and staff development. Additional training is still needed in the following areas: financial and commercial systems, management information systems, personnel administration, representational skills, and technical leadership.

Outcomes

The project produced the following results:

- The OICs in the pilot training group are more effective managers.
- Decentralization activities to the plant level have begun in several regions.

- Management training is springing up spontaneously outside of the pilot region.
- The trainers from the NWSDB training department (Manpower Development and Training) have improved their skills as trainers.
- A tested management training program, including the designs and supporting materials, is available for replication.

Conclusions

- The training part of the program has been successful. The OICs in the pilot program have greatly improved their management skills, and the MDT trainers have improved their ability to deliver the program in other regions.
- The recommendations made to the national level have not been acted on as of the close of the WASH effort. Key players in NWSDB have been informed of the project and are pursuing a restructuring program for OICs in the region.
- The Board has not agreed upon a clear process to support the OIC program.

Recommendations

The report makes recommendations in the following four areas:

- Implementation of the OIC management development program;
- Follow-up activities to support the continued development of the management skills of OICs;
- Provision of training and organizational development support;
- Key technical and organizational issues.

Chapter 1

INTRODUCTION

1.1 Background

From 1985 to 1991, the U.S. Agency for International Development (overseas missions) (USAID) funded the USAID Water and Sanitation Sector Project to strengthen the institutional capabilities of the National Water Supply and Drainage Board (NWSDB) of Sri Lanka. The major focus of the USAID-funded project was the following:

- Consolidate the NWSDB organization responsible for major World Bank-funded projects with the remainder of NWSDB;
- Implement and expand upon a decentralization theme, where the management of the Board's schemes would be focused at the regional level rather than at NWSDB headquarters;
- Change the organizational structure, as well as the attitudes and actions of the Board's personnel to make operations and maintenance the focus.

The USAID-funded project formally ended in 1991. In an effort to continue supporting project activities, USAID/Sri Lanka and the World Bank agreed to provide additional funding for two years. The World Bank funding supports a long-term advisor and some technical assistance while the A.I.D. funds were used solely for a series of short-term management and organization development technical assistance activities provided by the Water and Sanitation for Health (WASH) Project.

While the project had focused originally on improving the overall performance of the NWSDB and the five regional service centers (RSCs), the Board realized that improvement was still needed at the plant or production level. Therefore, the WASH activities, conducted between October 1992 and August 1993, included management skills training for senior managers, the development of a program to improve the productivity and motivation of the administrative support staff, monitoring and evaluation activities, the development of a program to improve the skills of Officers in Charge (OICs) of water schemes, and a final impact evaluation. This report describes the management development program for OICs.

1.2 Scope of Work

The overall purpose of the consultancy was to develop and implement a pilot Management Development Program for OICs of Water Schemes (OIC MDP). The strategies for the OIC MDP were the same as those used in the seven-year institutional development effort: providing management development training, creating a decentralized structure, and addressing institutional issues that block decentralization.

During the initial October 1992 needs assessment, the consultants identified an additional element for the OIC MDP. The Board does not have the internal capability to implement a comprehensive management development program for OICs. As a result, few individuals in upper management positions have management capabilities. Therefore, the additional component and fourth strategy was to train and develop management trainers to replicate the OIC training for the remaining 240 OICs and to lead the organizational development activities needed to form the new work teams.

The pilot program included the following:

- A three-phased management development training program to improve management performance and to assist OICs in the transition from technician to manager;
- Recommendations for structural changes that are necessary for decentralization to the OIC level and that will reinforce the role change and improve the impact of the training intervention;
- Recommendations to address organizational issues that block decentralization to the scheme level;
- A Training of Trainers (TOT) component for NWSDB trainers (in the Manpower Development and Training Division and the Regional Service Centers) charged with replicating the Management Development training for the remaining 240 OICs not included in the pilot program.

The scopes of work for the OIC MDP are included in Appendix A. The first scope of work is for the initial needs assessment and Phase I workshop, and the second scope of work is for the design and delivery of Phases II and III and the training of trainers workshop.

1.3 Overview of the Consultancy

WASH consultants conducted five visits during the 10 and a half month follow-on period.

First Visit. The first visit in October 1992 resulted in a thorough needs assessment, which identified the following:

- Key management functions of the OICs and the training required;
- Structural changes necessary to decentralize to the OIC level;
- Organizational issues that need to be addressed in order to support the OIC program;
- Technical training needs of OICs to manage an efficient and safe water scheme.

During this visit, consultants designed the overall program and conducted Phase I.

Second Visit. In February 1993, consultants conducted a training needs assessment for the second phase of the management training program and designed and delivered a TOT for NWSDB trainers, some of which were OICs. Trainers were nominated from regions and from

the training unit of the Manpower Development and Training (MDT) Division. Eleven trainers attended an eight-day basic TOT. They subsequently attended the Phase II and III training courses for OICs. The rationale was that the trainers could learn more as course participants than they could through a classroom setting.

Concurrently, along with the training needs assessments, the consultant worked with the pilot region, SRSC, to plan and implement the recommendations at the regional level.

A detailed description of the needs assessment and recommendations from both the October and February visits are in the Phase I and TOT reports.

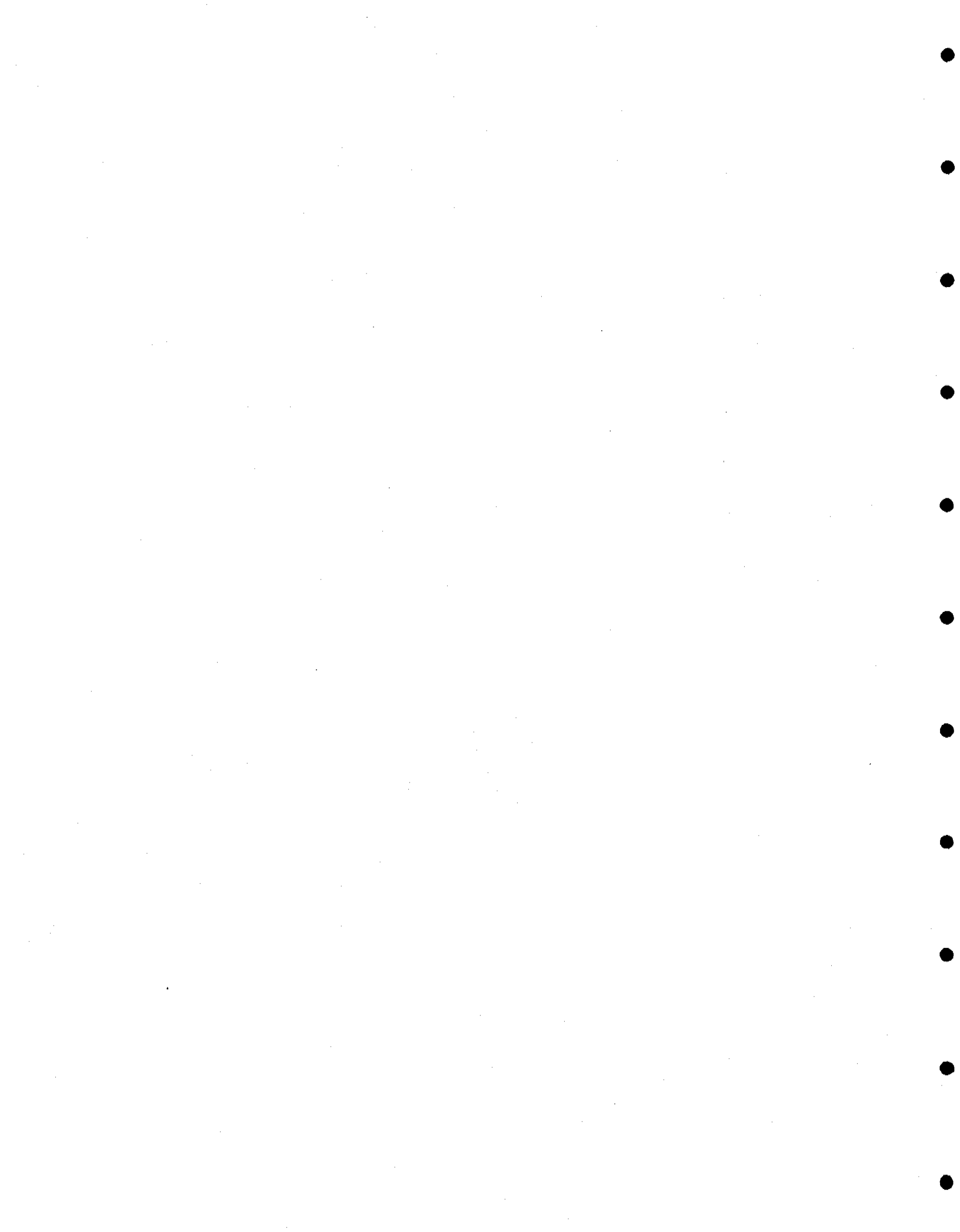
Third Visit. The May 1993 consultation focused on the design of the Phase II workshop, as well as continued coaching and support for the pilot region. The consultant visited other regions that have OICs participating in the program to raise program awareness and to identify activities that support decentralization.

Fourth Visit. The fourth visit was to deliver the Phase II workshop for OICs.

Fifth Visit. In the fifth and final visit, the consultant designed and conducted the Phase III workshop and provided a progress review of the entire program.

1.4 Consultant Team

The first activity was carried out by a team of three people—two WASH consultants and the NWSDB training officer. The WASH consultants included a training/organizational development specialist and a technical consultant experienced in plant operations. After the first visit, the WASH training consultant and the NWSDB training officer conducted the program.



Chapter 2

NEEDS ASSESSMENT FINDINGS

2.1 Description of the Target Audience

There are more than 250 OICs in the NWSDB system. OICs must have sound experience and technical qualifications before they can enter the system as Engineering Assistants (EAs) III (EA III was formerly referred to as Technical Assistant [TA]). By passing Government Technical Officer (GTO) examinations and gaining experience, OICs continue to be promoted to five possible grade levels: TA, EA III, EA II, EA I, and EA Special. If, however, no vacancies exist, they cannot be promoted. Promotions are based on seniority, and since seniority is based on time in grade, a much less qualified person can be promoted over more qualified people.

OICs are appointed from all five grade levels. Consequently, the experience, knowledge, skills, and attitudes of OICs vary greatly. Several factors determine this variance:

- A promotion and placement system based primarily on seniority, not competence or management ability;
- Insufficient management training, orientation, and development to prepare the OIC for the position;
- The personnel system assigns OICs of equal grade to systems of very different size and operational complexity.
- Personnel practices that work against assigning people to hardship postings, thus limiting the number and quality of people who are willing to assume the OIC positions.

Although the individuals chosen for this position must qualify in terms of technical proficiency and experience (some having more than 15 years of experience), most OICs lack the managerial skills, knowledge, and attitudes needed to execute their managerial role and responsibilities properly. Most OICs believe that the position is only a name with more responsibility and few benefits.

The 21 OICs who attended the pilot management development workshops were diligent, conscientious, attentive, and grateful for an opportunity to improve their management skills. Roughly one third of the group fully grasped the content and intent of the training while others struggled to master concepts and skills. This was, for the most part, a result of the selection process. Selection criteria were not based on who would be most likely to assume upgraded positions should the OIC position become transformed into a management position.

Of the 21 OICs in the pilot workshop, four were classified as TAs, 11 were EA IIs, and six were EA Is. The number of years of experience ranged from three to 15. OICs described their jobs as having a lot of responsibility without sufficient support, facilities, authority, or

compensation. They reported experiencing political pressure from inside and outside the organization. The low salary and lack of facilities often result in an unbalanced family life. Overtime pay and additional jobs are seen as ways to earn enough money to survive. Some said they cannot properly care for their families or meet basic needs.

Some of the OICs perceived themselves to be alone in their positions. Others have good supervision support. Subordinates (below TAs) that are not particularly well managed are often problematic; and superiors can be critical and dock the resources needed to provide support. The political environments in NWSDB makes it difficult to upgrade one position without correspondingly upgrading others. Therefore, many perceive that special interest groups will block attempts to upgrade their positions. They do not perceive themselves as part of NWSDB's management group, and believe that their superiors do not view them as part of the management team.

Senior managers believe that the central problem confronting NWSDB in enhancing and improving the position of the OIC is redirecting the OICs efforts from that of a technician to a manager. This lack of managerial status of the OIC is due, in part, to the fact that many OICs continue to receive salary based on a monthly wage plus overtime, while other NWSDB managers (grades 8 and above) receive a straight salary and are not eligible for overtime. Additionally, although the OIC receives a different job title, no job description, promotion, financial compensation, or facilities are given for the increased responsibility of the position.

Other reasons senior managers cited for OICs' ineffective management included an inability to delegate work to subordinates and an excessive amount of time spent on administrative duties. Senior managers also cited the need for broader experience in finance and budgetary matters and enhanced personal interaction skills, especially when dealing with consumers.

2.2 Organizational Structure

To fully appreciate the responsibilities of the OIC, it is important to begin with a review of the organizational complexity of NWSDB and the context in which the OIC works. The current organizational structure and management practices have a profound impact on the managerial responsibilities and authority of the OIC. Further delegation to the water scheme level cannot be realized as currently envisioned by senior managers unless the job classification structure and management practices are changed.

Within each RSC a Deputy General Manager (DGM) has overall responsibility for the management and operation of the region. The pilot-program RSC is divided into two divisions: engineering services and support services. The responsible parties under the engineering services are the Assistant General Manager (AGM) and the Regional Managers (RM), such as the Manager of Operations and Maintenance. The RMs supervise the District Engineer (DE) or Area Officer (AO), depending upon the given region and/or scheme. The DE or AO directly supervises the OIC. Finally, depending upon the specific responsibility and the nature of the water supply scheme, the OIC may supervise a staff of less than five to more than 20 individuals.

OICs are on-site managers of a major or minor water scheme, such as a water treatment plant, pump station, or a related type of water supply service activity. In most cases, these individuals direct the activities of shift supervisors, pump operators, laborers, security personnel, and related water scheme subordinates.

There appears to be considerable overlap and duplication of effort in the organizational structure between the RM and OIC. When the upper level managers described the work of OICs, they included tasks and responsibilities at the DE/AO level. When DEs and AOs were asked to describe their responsibilities, their descriptions were similar, if not identical, to upper management's description of the work of OICs. The OICs' description of their work was similar to that of the DEs and AOs and also included responsibilities of shift supervisors.

The situation is further exacerbated by the fact that no one in the pilot region below the level of RM has a written job description. Therefore, job responsibilities are subjective and not uniform within the regions. Problems arise from this situation and hinder decentralization to the scheme level. Some examples reported during the workshop and SRSC interviews follow.

Centralized Decision-making. Each management tier beneath the RM has authority to make some decisions and, theoretically, passes upward only those it does not have the authority to make. In practice, according to OICs, the RM makes most decisions, and routing through the DE/AO takes time. Some OICs thought they could be more effective managers if they had the same authority as the DE/AO to make decisions.

Role Conflict. OICs reported that the DE or AO often supervises or instructs scheme workers, thus confusing subordinates as to who is the boss. Occasionally, the OIC's superiors give instructions to scheme workers without informing the OIC. OICs believed that superiors could, at the very least, inform them of any instructions/work given to their subordinates.

Unclear Responsibilities. A problem consistently discussed during the management training workshops was how to get people to do things for which there is no fixed responsibility. Without job descriptions for workers, OICs cannot require certain key activities to be done. And since OICs cannot reward their subordinates nor can they punish them, they can offer few incentives. An example of a key activity for which there is no fixed responsibility is delivering the water bills. It is expected that meter readers will deliver the bills, but, depending upon the region and the incentives available, this function may or may not be efficiently and effectively performed.

At the end of this consultancy, the effort to decentralize authority and responsibility had not yet moved beyond the RSC/regional level. However, NWSDB has indicated that the Board is actively pursuing the organizational changes that must accompany the training for the program to succeed.

2.3 Management Skill Deficiencies

Varying levels of management skill deficiencies were indicated in the 10 management functions identified as essential to the OIC's job. Descriptions of the role of the OIC and the 10 management functions required to fulfill the role follow.

2.3.1 Role of the OIC

OICs, as production managers in the three-tiered management structure of NWSDB, manage the commercial enterprise of producing and supplying adequate, quality water to the community and other consumers. OICs are expected to consistently produce the following key results:

- Provide adequate, quality water on a timely basis;
- Ensure maximum utilization of resources (human and material);
- Collect revenue and deal with consumers and community leaders;
- Operate the scheme within the prescribed budget;
- Provide timely and accurate information to higher levels to support corporate planning.

2.3.2 Management Functions

The OIC's job requires skill in performing the following 10 management functions. The management development program designed the first five of these functions.

Planning and Organizing

Understands the role of the water scheme in achieving the mission of NWSDB and the RSC's mission and workload. Is aware of both internal (NWSDB) and external (consumer) demands on the scheme. Identifies, assesses, plans, and prioritizes the scheme's entire work load. Develops plans and organizes the work to maximize resources and minimize loss or redundancy.

Supervising

Defines and clearly communicates work expectations and work assignments (operations, maintenance, security, grounds, record keeping, and others). Identifies individuals and teams to perform work and delegates appropriately. Works with others to gain agreement on goals, outlines tasks, identifies progress check points, assigns resources, and agrees upon monitoring processes. Monitors progress of task, coaches, corrects, and gives performance feedback.

Team Effectiveness

Serves as team leader and team member. Uses opportunities for getting work done efficiently through teams. Participates effectively in meetings and helps make meetings productive. Maximizes participation while getting the job done without wasting time. Utilizes staff resources at all levels and status, as appropriate.

Problem-solving and Decision-making

Monitors results against plans (scheme's plan or budget), identifies deviations, and takes action to solve problems. Attends immediately to emergencies. Identifies and solves unit and personnel problems. Fully attempts to solve problems before passing them on to higher levels. Involves others in problem-solving and decision-making, as appropriate. Applies logic and objectivity to decision-making process.

Staff Development

Identifies training needs of staff (technical or other) and provides on-the-job-training, or other training opportunities. Identifies developmental needs of staff, and coaches, counsels, and assists staff in personal and professional skill development. Provides exposure and developmental opportunities for staff. Identifies opportunities for upward mobility of staff. Pays attention to developing own skills and improving own job performance, and pursues training and developmental opportunities.

Financial and Commercial

Forecasts and plans the water scheme's financial needs and projected costs for the coming year and provides this information to the RSC for budget planning. Receives annual budget from RSC, controls expenditures to stay within budget, and tracks approved funds. Identifies reasons and informs higher level when problems (overruns) occur. Ensures that workers have necessary resources and that budget is properly allocated. Allocates petty cash. Maintains methods and systems to ensure timely and accurate billing and collection of revenue. Deals promptly and appropriately with illegal connections. Operates scheme with an emphasis on saving money and time.

Management Information Systems (MIS)

Maintains current, orderly, and easily accessible records required for scheme operation by NWSDB. Monitors record keeping for accuracy and timely entry. Provides data immediately upon request to higher levels.

Personnel Administration

Exercises administrative authority and responsibility in controlling and granting leave and giving authorization for overtime and subsistence. Identifies staffing needs (vacancies), submits requests to higher level, and deploys workers within the scheme. Recommends disciplinary action to higher level. Maintains personnel records. Develops performance indicators and conducts annual performance appraisal of key staff.

Representational

Serves as the representative of the water scheme in the community and within the RSC. Attends progress and problem-solving meetings with higher level management. Represents NWSDB when appropriate. Negotiates scheme's responsibilities, work load, and time frames with higher level management. Provides consumer education and information and referral on request. Deals promptly and effectively with consumer concerns, complaints, and community issues.

Technical Leadership

Provides technical leadership at the water scheme. Performs some technical work and manages the technical aspects of the scheme's work. Ensures safety and technical excellence at the work site. Reviews documents, records, and activities of the scheme from a technical point of view.

Additionally, OICs were generally found deficient in the basic communication skills needed to manage people and deal with the public. Because OICs were not clear about their role as managers in the NWSDB structure, many identified with technical supervisors rather than the management group. They have had little or no training in management skills and, do not view themselves as managers. RSC management wants the OICs to become managers. DGMs and RMs provide role models as managers. Eventually, DEs may also be able to provide role models as they become stronger managers.

Upper management is aware of the situation and fully supports the management training effort for OICs. Upper level managers do not hold OICs responsible for their management skill deficiencies. Managers closer to OICs tend to be less aware of or sympathetic to the organizational implications of their management deficiencies. These managers focus more on supervising and checking the work of OICs and less on expanding their management capabilities. Immediate supervisors, for the most part, did not see a need for OICs to join the management team.

2.4 Technical Skill Deficiencies

It was evident during the first management training workshop that OICs were extremely interested in any available textbooks and other literature related to water distribution and treatment. At the close of each training session, OICs could present any technical concerns to the WASH technical consultant. According to the consultant, the response clearly showed that OICs wanted to supplement their management training with technical training.

Receiving continuous and up-to-date information on technical matters was especially important; for example, training in water distribution and treatment that goes beyond current practices. Individuals currently in charge of a minor water supply scheme want to be trained in water treatment, so they can be prepared to assume more responsibility if such a post becomes available. OICs in general want to continually expand their knowledge and understanding of water supply and treatment, and not only as it relates to their particular scheme.

2.5 Facilities Deficiencies

Throughout the course of the development of the OIC management needs assessment and training workshop, the technical consultant visited water treatment plants in order to develop a better perspective of the conditions under which the OIC functions, as well as to assess the operation of these facilities.

Although only a cursory inspection of the facilities was conducted, it was evident that the Board needs to assess the safety aspects of the water treatment facilities. Of particular concern are those facilities that use chlorine for disinfection. While chlorine is critical to providing safe water for the consumer, the method of installing the equipment that applies the chlorine and the control and application of the chemical need to be thoroughly reviewed.

The facilities visited had no chlorine leak monitoring or containment equipment. The operations staff would not be alerted if a leak occurred, nor could they contain it. If such a situation occurred, no emergency response plan exists to alert the staff of the water supply scheme and the local populace of the need to take precautions. A chlorine leak not only endangers the operations personnel but, if not contained, poses a significant threat to the community.

Another safety deficiency the consultant noted during visits to the water supply schemes, specifically the water treatment facilities, was the lack of safety railings on open tanks and elevated structures. This situation endangers the staff, particularly during the night, as well as visitors to the facility.

Many of the schemes do not have properly stocked first aid kits. The lack of this primary level of medical assistance presents a dangerous situation to personnel because the first minutes of attending to such an injury can sometimes be the most critical.

2.6 Organizational Issues

The trend in the social and political climate of Sri Lanka today increasingly supports and even demands further delegation of services. Consumers are vocal about their needs and desires for improved services.

One of NWSDB's key strategies for institutional change has been to increase the authority of regional management. Senior managers describe a desirable goal to further decentralize, providing the responsibility, resources, and facilities to manage NWSDB's operations at the lowest possible level, including the water scheme. Many managers support the continued decentralization of the Board's management. OICs, along with upper and mid-level managers, are now receiving management training so that all managers will be prepared for decentralization. Ongoing organizational development consultation and expertise are available. The formal structures, systems, and policies and procedures are in place at headquarters and in the RSCs down to the RM level.

Although upper management believes that decentralization to the scheme level is desirable, it has not yet implemented the organizational changes necessary to strengthen the OIC role. While the responsibility for regional management has been delegated, sufficient authority and resources still need to be provided to ensure that further delegation to the scheme level can take place. Senior management believes that OICs have been given the increased responsibility, but in general lack the authority and confidence to carry it out.

The following are the key organizational issues affecting OICs, which, if addressed, would complement the training in improving OIC performance.

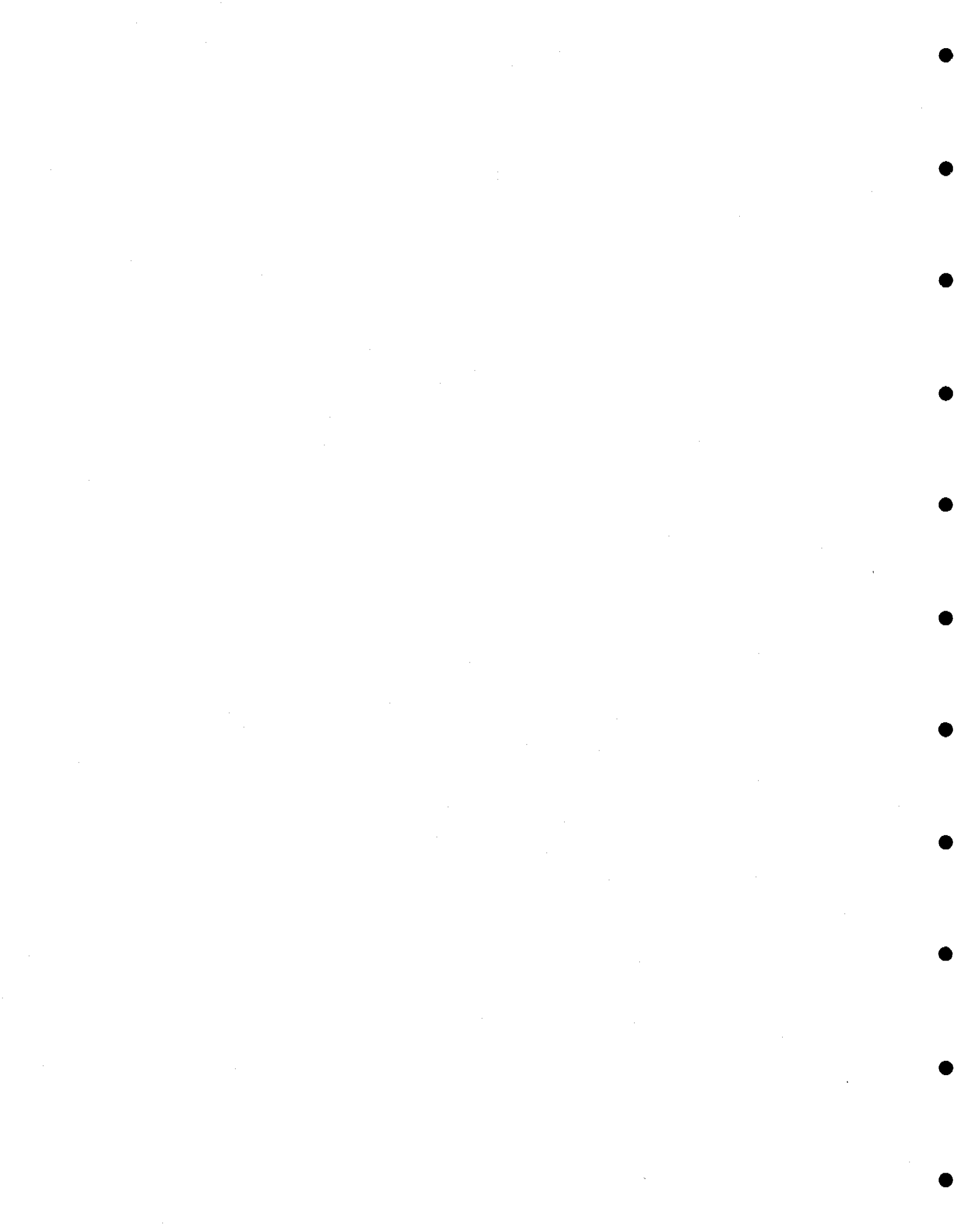
The first issue concerns the way decisions on personnel management are made. Participants in the needs assessment and workshops reported that decisions regarding personnel management and the provision of resources and facilities appear to be based more on subjective and personal considerations rather than on plans, policies, and procedures.

For example, the region served by the SRSC is considered undesirable due to factors such as lack of facilities, poor quality of life, and distance from the capital city. Many people are either unwilling to accept assignments in the region, or they leave as soon as they can find a better position. This lowers the level of management competency and creates vacancies that are difficult to fill. It also causes an imbalance across NWSDB, with the desirable sites in Colombo and Kandy staffed by highly qualified people and the less desirable sites staffed with any individuals willing to serve in those areas, regardless of their qualifications.

The second issue concerns the selection and posting of OICs. The selection and posting of OICs, according to needs assessment information, is not based on published and codified requirements for the size and type of scheme. This allows individuals to lobby for a particular posting based on seniority and influence. Personal desire and influence can also be used to prevent a person from being assigned to an undesirable site. Managers and OICs cite special interest groups such as unions and professional associations as supporting the needs of individual workers.

The third and related issue is the absence of accurate, written job descriptions and performance standards. No written job descriptions exist below the position of RM, and the performance of managers below that level is not evaluated. The selection and promotion process should be based, in addition to seniority, on accurate, written job descriptions and performance standards, and on performance appraisals which measure the OIC's ability to fulfill the job description.

The fourth issue is the need to upgrade the OIC position. The OIC position is considered a technical grade, not a managerial grade, yet the responsibilities are essentially managerial. Every level of management interviewed in the needs assessment, with the exception of the OICs' immediate supervisors, think it is important to upgrade the position. All technical grades receive salary based on a monthly wage plus overtime while managers receive a straight salary and are not eligible for overtime. In addition, there is no promotion or financial compensation that goes with the position and increased responsibilities.



Chapter 3

MANAGEMENT DEVELOPMENT PROGRAM

3.1 Purpose and Objectives

The purpose of the management workshops was to raise the awareness of the OICs about their role and responsibilities as managers of water schemes while providing them with the opportunity to develop knowledge, skills, and attitudes necessary to help NWSDB achieve its mission and the Board decentralize to the lowest level.

The workshops were designed in three phases to support OICs in performing their present management responsibilities and to prepare them for decentralization. The workshops addressed the skills needed for the first five of the 10 management functions: planning and organizing, supervising, team effectiveness, problem-solving and decision-making, and staff development.

Phase I focused on the role of the OIC and addressed planning, organizing, and supervising. Phase II repeated the Phase I skills and added team effectiveness, problem-solving, and decision-making. Phase III included the skills from previous workshops and focused on problem-solving and decision-making, as well as delegation and assertiveness.

The goal of the Phase I workshop was to equip OICs so they could more effectively manage their water schemes and participate as managers in the NWSDB structure. Workshop objectives were to enable OICs to do the following:

- Describe their role and management functions as line managers in the NWSDB structure;
- Communicate effectively with subordinates, superiors, peers, and communities the schemes serve;
- Plan, prioritize, and organize the work of the scheme in order to achieve optimum results;
- Delegate work to subordinates and monitor and evaluate the results;
- Develop a "next step" plan to use as a guide in the workplace.

The goal of the Phase II workshop was to equip OICs so they could manage and lead the team at the water treatment site. Workshop objectives were to enable OICs to do the following:

- Understand skills and concepts presented in the Phase I workshop;
- Understand team development, team dynamics, and the behaviors needed for effective team work;

- Practice a team leadership model to help follow team progress and identify and address problem areas;
- Examine the elements and considerations for problem-solving and decision-making;
- Practice problem-solving and decision-making skills;
- Develop a “next step” plan to use as a guide in the workplace.

The goal of the final workshop was to integrate the management skills learned in Phases I and II and to practice the skills needed for team management, decision-making, delegation, and assertiveness. OICs would then be prepared to join the management ranks of NWSDB. Workshop objectives were to enable OICs to do the following:

- Understand skills and concepts presented in the Phase I and II workshops;
- Practice team leadership and meeting management skills;
- Continue to examine and practice the elements and considerations for problem-solving and decision-making;
- Use delegation as a time management tool and a method for staff development; and
- Develop strategies to support continued management development.

3.2 Methods

The workshop designs were based on principles of adult education and experiential learning methods. These methods encouraged and supported attitude changes and alternatives perspectives. The curriculum was organized to give OICs maximum opportunity to practice skills and to strengthen their knowledge, skills, and attitudes about their management role through the following methods:

- Discussing effective management practices within the reality of the management culture and context of NWSDB;
- Practicing skills in the above areas using actual work-related problems;
- Analyzing and making recommendations for action using specific case studies and critical incidents;
- Using personal assessment inventories to identify leadership and management skills and styles;
- Providing structured, individual planning for work site application of the skills, knowledge, and attitudes learned;
- Requiring OICs to take leadership positions in group work and to critique themselves as group leaders and members;

- Requiring the trainer participants to analyze the stage of group development, identify potential interventions, and make design recommendations on a daily basis.

3.3 Participant Application Planning

At the conclusion of each management training workshop, the participants were given a "Planning for Work Application" form. This form gave them the opportunity to reflect on what they had learned and to plan how they would apply it in the workplace. In addition, the participants were asked to list any problems they would need to overcome in implementing their management plan and to identify the support needed from their immediate superiors to be more effective managers.

In order to effectively apply these management skills in the workplace, OICs expressed a need to properly train their subordinates and identify ways to motivate subordinates to become more interested in their assignments. In addition, OICs recognized the need to become more proficient in financial matters and to improve their personal interaction skills when dealing with consumers.

OICs desired balanced feedback, both positive and corrective, from their superiors. They reported that most feedback they currently receive is negative and does not help solve problems or correct situations. OICs were concerned about their immediate managers (DE, AO, or RM) supporting them in their management objectives. They also indicated that their managers need to provide more feedback regarding job performance and clearer instructions regarding work to be performed. One OIC's overriding concern was that he be given the authority to properly administer the various functions related to his job.

3.4 Evaluations

At the conclusion of each five-day management workshop, participants evaluated the training. This information assisted in identifying strengths and weaknesses, both in the training material and in the presentation techniques and allowed the training team to refine the material pilot prior to presenting it to future participants.

At the final workshop, participants evaluated the three-phased training program. Overall, the results of the evaluation were highly positive. When asked to evaluate their ability to perform the five management functions of the program, the participants' score averaged from 3.5 to 4.12, with five the highest score. The participants also rated the effectiveness of the course in improving communication, stress management, assertiveness, and delegation skills. These scores ranged from an average of 3.77 to 4.38. The final evaluation form and results can be found in Appendix B.



Chapter 4

CONCLUSIONS

4.1 Conclusions

NWSDB has undergone tremendous change in the last seven years as it has transformed into a self-sufficient public company. It has changed its organizational structure, its focus, and its business practices. This has occurred as a result of a new vision and a planned change effort supported by extensive technical assistance, both long- and short-term. The project that helped transform NWSDB is a leading model for institutional development.

The process of continued delegation to lower levels is now being continued from the RSC level to the production level. Senior managers recall the difficulties of making the required changes when the Board decentralized to the RSC level and expect that it will be necessary to repeat the same process as it further delegates to the production level. They are very clear that they are repeating a similar experience and are likely to encounter similar resistance.

The WASH-implemented activities have finished. The three-phased management training has been conducted for the pilot group, and draft designs for the three workshops left with the MDT Division. Trainers have had an initial TOT and are conducting workshops in the regions. The MDT Division responded to its program responsibilities in a timely and proactive manner and was completely supportive of the complex training effort.

Participants in the pilot training program made excellent progress and improved their management skills even though not all were able to fully grasp the content. The OICs were excellent participants and applied themselves diligently to the training despite language barriers and long hours of work. They were eager to learn and totally positive about the training. Now that they have returned to the workplace, their managers report that they are more productive and better able to solve problems.

The SRSC formed committees and in April began to examine the recommendations for structural changes. The center will submit its work to corporate planning in September. No date has been set to begin pilot testing the recommendations in the SRSC; however, the Central Region DGM has agreed to pilot test them as soon as they are approved. Much concern and uncertainty exist in the SRSC regarding the potential career impact for OICs and their immediate superiors.

Most of the recommendations made verbally and in the October 1992 report relating to structural changes and organizational issues have yet to be acted on as of the close of the consultancy. The OIC MDP had not been formally introduced to the organization (via a management cell meeting or other forums), nor has DGM Personnel and Administration (P&A) been fully informed of the program or its key role in the structural changes. The WASH end-of-program assessment with DGMs and AGMs showed that their knowledge about the program was primarily limited to the management training element. However, they are not

opposed to grading schemes and giving the OIC more responsibility and authority to do the work.

Top management has realized the need to address the organizational issues needed to make the OIC program a success. Now that the training component has been developed, the Board believes that it is important to focus on the organizational issues. The Chairman of NWSDB has instructed the Additional GMs to pursue OIC restructuring in the regions and the DGM and World Bank consultant to pursue it in Greater Colombo. One element of the plan is to use the current structure to improve the performance of both the DE and OIC and simultaneously work towards changing the structure. These types of changes will undoubtedly take time.

In the target region, improvements can be made in supervising OICs. Too often, OICs need more support in supervision of water schemes; when upper management wants something done, OICs are frequently given the task without additional resources. The result is that some OICs are isolated from regional planning and receive less support than they need. Coaching and support from superiors are essential for any management development effort to succeed. Involving the production manager in the planning process is necessary to improve production.

It appears that OICs can be better utilized in their current position. Without inside knowledge or understanding of what is possible at the scheme level, realistic targets cannot be set. Although a direct linkage cannot be established, the Kataragama scheme is a good example of the contribution that a strengthened OIC can make to performance at the scheme level. When the OIC in this pilot region applied the Performance Management Cycle (a key concept from the training program), Kataragama *doubled* its revenue. The DGM acknowledged the Kataragama scheme accomplishments at the closing of the management workshop. It is an admirable personal achievement by a competent, experienced OIC and may be an indication of what can be achieved at the scheme level.

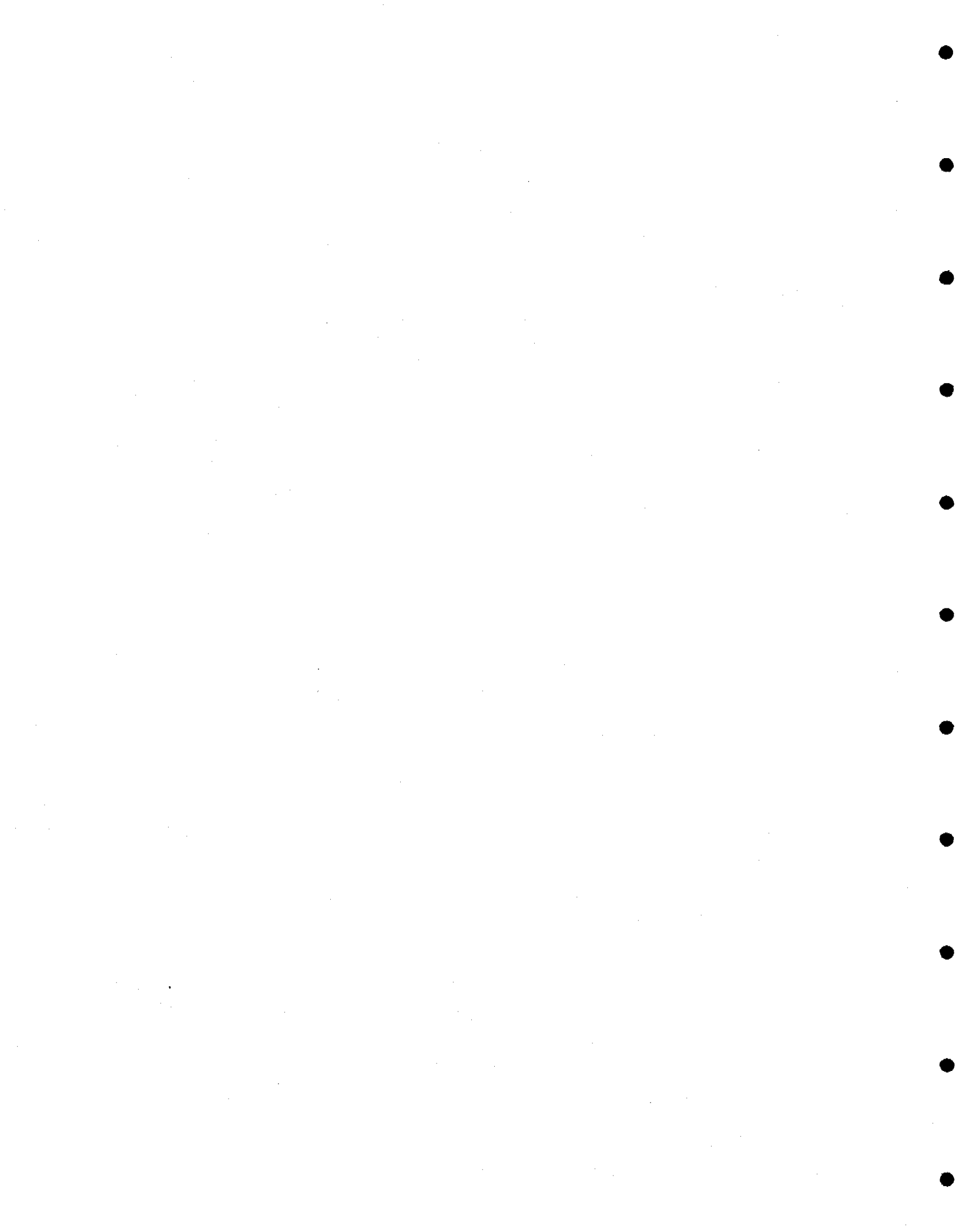
4.2 Outcomes

At the end of this consultancy, there have been a number of positive outcomes.

- All levels of the Board are more aware than they were a year ago about the need to decentralize to the site level, and they are beginning to look at ways to accomplish decentralization. It should be noted that the NWSDB was well aware of this need, which is why the consultancy was requested in the first place.
- The OICs in the pilot training group are aware of the need to manage the site more efficiently and effectively, and they now have the skills to do so. They also expect their managers and superiors to use effective management practices, especially with regard to planning, problem-solving, and team management, and they will work with them to develop realistic plans. The OICs in the pilot program have matured considerably since the October 1992 training in Hambantota. They are confident, skilled managers, who are eager to learn what will happen with their jobs.

- Decentralization activities have spontaneously begun in several regions, probably due to need, but the program has raised awareness of the need to identify and consolidate those efforts and share them throughout the Board. Currently, these activities are uncoordinated. The aim of the OIC MDP is to institutionalize this process.
- Management development training is springing up outside of the pilot region. This appears to be due to the enthusiasm of the OICs who participated in the training and the interest of their superiors who value trained managers. The MDT Division is conducting management training in the pilot region in an attempt to bring all of the SRSC OICs up to an acceptable level of management competency.
- The MDT Division trainers have improved considerably through the OIC MDP, but still need a great deal of training and experience to become competent management trainers.

The OIC MDP has not initiated a pilot test for decentralization to the scheme level. The Board has all of the necessary ingredients to do so with the exception of leadership from senior managers. Without that leadership, top managers cannot expect to achieve change. Senior managers report they are too busy to attend to the OIC decentralization effort.



Chapter 5

RECOMMENDATIONS

Following are the final recommendations for the OIC MDP program. The recommendations address training as well as organizational issues, both of which must be addressed for the program to succeed.

5.1 OIC MDP Program Implementation

The following are recommendations for OIC MDP program implementation:

- DGM SRSC finalize the recommendations for the pilot test.
- DGM SRSC—Coordinate with additional (ADDL) GM Corporate Planning (CP), ADDL GM Operations, DGMs P&A, and Finance and Commercial to obtain necessary approvals for testing.
- ADDL GM CP—Disseminate information to other RSCs about the nature and particulars of the pilot test. Inform pilot regions about the extra allowance available for pilot test sites (AGM P&A cited the option of applying for extra allowances at July 29 meeting to evaluate the progress of the OIC MDP) and how to apply for them.
- DGM SRSC and Central RSC (CRSC)—Conduct the pilot tests in SRSC and CRSC.
- ADDL GM CP—Coordinate, monitor, and support the pilot projects. CP needs to ensure that the approved recommendations are the ones tested in order to evaluate them at the end of the test period. A monitoring and evaluation plan should be developed and used for this program.
- AGM MDT—Provide team building workshops for regions' testing pilot recommendations. Provide training for planning and decision-making for teams of TA/OIC/DE/AO/RM.
- ADDL GM CP/DGM P&A/WORLD BANK CONSULTANT—Work together to establish the ways and means of implementing the program, especially in regard to the career ladder for OICs.
- ADDL GM CP—Evaluate the outcomes of the pilot test.
- DGM SRSC and CRSC—Evaluate the outcomes of the pilot test.
- Finalize recommendations and implement throughout the Board.

5.2 Follow-up Activities

The following are recommendations for follow-up activities to support the continued development of OICs' management skills:

- Managers should support OICs in applying their new skills. Managers need to become familiar with the models and methods OICs have been trained to use and work with them to plan and solve problems. Currently, upper level management behavior is contrary to what OICs have been taught.
- Train managers in teams (RM, DEs, AOs, OICs, and shift supervisors) to use the Performance Management Cycle, the four-step problem-solving model, and the team management model. All should be aware of and using the same management tools.
- OICs should be involved in the RSC/regional planning process, not simply be on the receiving end of plans and targets.
- Announce OIC MDP program decisions soon so that OICs will know their future.
- The questions OICs posed to the senior management on the last day of the Phase III workshop (see Appendix C) should be circulated to all Board managers and OICs. Answers to these questions should be developed and returned to the OICs within one month.
- The OICs chosen to pilot test the upgraded positions, as well as their supervisors, should be given a refresher course in management skills and job expectations.
- The OIC management development training should continue until all OICs who are or will be managers have been trained in management skills.
- Training should be provided in the five remaining management functions: financial and commercial systems, management information systems, personnel administration, representational skills, and technical leadership.

5.3 Decentralization

The following are recommendations to provide the training and organization development support needed to decentralize to the site level:

- The MDT Division must prepare itself to deliver the management training and organization development activities that are required for decentralization. There is an insufficient number of skilled trainers and organization development practitioners to meet the demands of this program and to support decentralization activities. This situation was addressed in the October 1992 debriefing with the recommendation that someone be identified to be responsible for the organization development of the decentralized structure. It was addressed again in the February WASH report after the TOT Workshop.

Currently, a few individuals in the organization have these skills, but they hold key, upper level management positions and are unable to consistently provide the services the Board needs. The management and organization development capability must be institutionalized for the Board to sustain decentralization.

Some suggestions for preparation follow:

- Develop trainers at the national and regional level to conduct management training workshops and to conduct team building and regional planning activities;
 - Refocus the effort in the MDT Division from administering training and fellowships to evaluating the impact of training and fellowships in terms of increased productivity, efficiency, and effectiveness to meet Board objectives;
 - Institutionalize the training function at the RSC level;
 - Provide the materials and resources necessary for trainers to plan and conduct high-quality training programs.
- Management should ensure that the OIC management development training is provided to OICs who will assume upgraded positions.
 - Team building and team planning activities to support the pilot testing of the recommendations and the finalization of the recommendations are necessary. Training the OICs alone develops them as individual managers, but each regional management team should learn to work together.
 - Stand-alone workshops should be provided in the key areas that OICs noted: performance planning, problem-solving and decision-making, and team management. Additionally, several other topics should be provided as stand-alone workshops: delegation, meeting management, communication skills, assertiveness skills, stress management, and collaborative work organization and monitoring. These could be one- to three-day workshops offering new instruction or refresher courses.
 - The TOT program for national and regional level trainers should be continued. Management should identify individuals who will assume the training responsibility for each RSC (using common criteria). MDT should help the RSC/regions establish a training function.
 - An evaluation approach and system for all of the Board's training, fellowships, and organization activities should be developed. The OIC management development training program pilot should be formally evaluated before the designs are finalized and the program replicated.

- All levels of management need management training and/or a refresher course. There is little evidence of the use of OIC MDP's participative management practices in the various management levels.

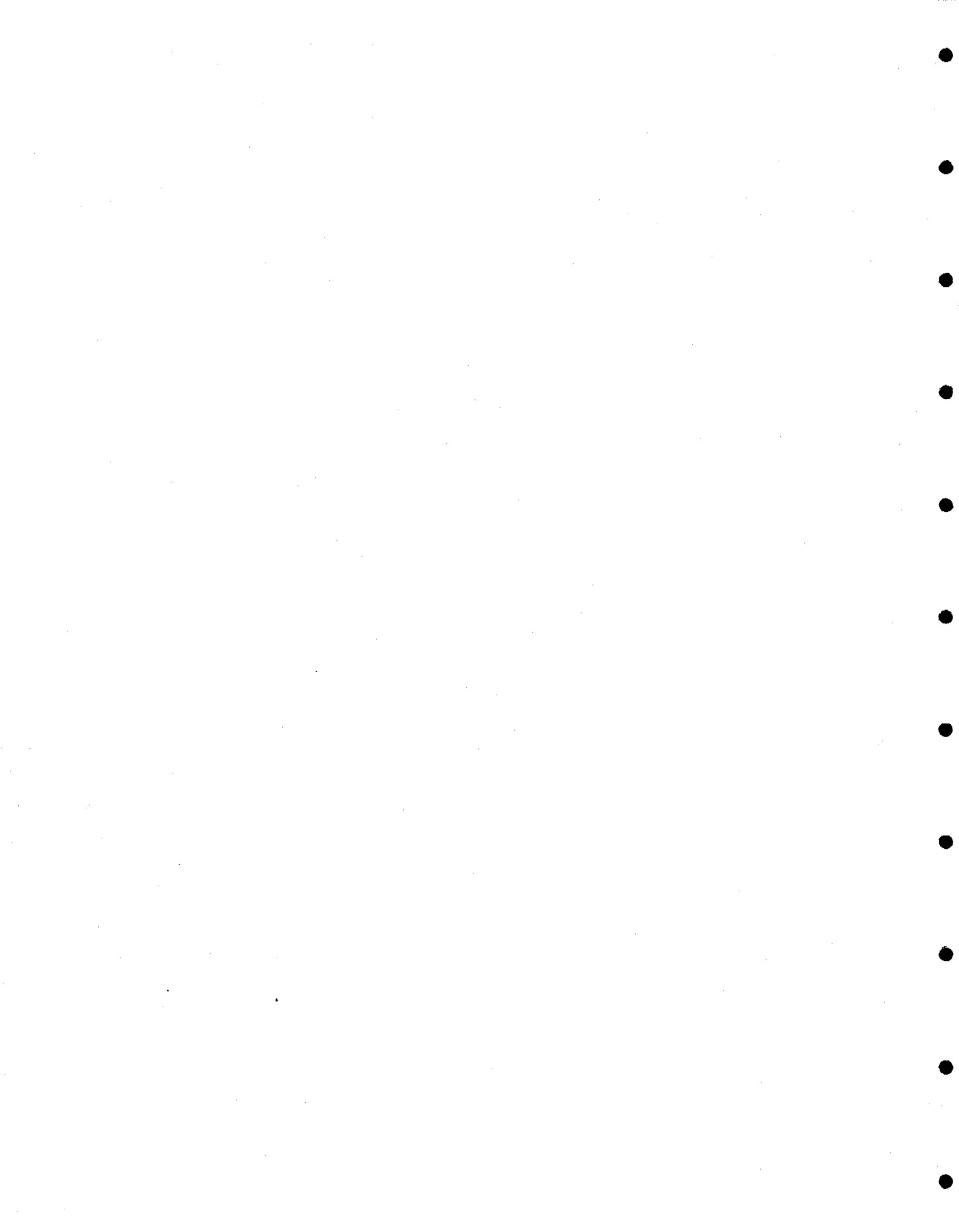
5.4 Technical and Organizational Issues

The following recommendations address technical and organizational issues:

- The Board should act on recommendations made in the October 1992 WASH report to address technical and safety issues (Section 4.2) and organizational issues (Section 4.3).
- The organizational issues are complex and intertwined with the overall decentralization effort. To date, one recommendation has been accomplished. The lower level of the organization (OIC committee Recommendation 4.3.3.) has studied the recommendations and is in the process of developing final plans to test in the pilot regions.

The critical actions lie at the national level.

APPENDIX A
SCOPE OF WORK



SCOPE OF WORK

Sri Lanka: Development of Training Program for Officers in Charge of Water Schemes

Background

The AID-funded Water and Sanitation Sector Project ended in 1991. The purpose of the project was to strengthen the National Water Supply and Drainage Board (NWSDB) of Sri Lanka. The institutional building elements included consolidating the NWSDB organization responsible for a major World Bank-funded project with the rest of the NWSDB, decentralizing to the regions, and changing the overall organizational structure, attitudes, and actions to make operations and maintenance the focus. The project, which began in 1985, was implemented by Engineering Science, Inc in association with several subcontractors.

In an effort to continue supporting project activities, USAID/Sri Lanka and the World Bank agreed to provide additional funding for a two-year period. The World Bank funding supports a long-term advisor and some technical assistance while the AID funds are being used solely for a series of short-term technical assistance activities being carried out by WASH during the 1992-1993 period. The WASH activities include management skills training, development of a program to increase consumer awareness in the NWSDB, improvement of the productivity and motivation of administrative support staff, monitoring and evaluation activities, a final impact evaluation, and the development of a training program for training Officers in Charge (OIC) of water schemes. This scope of work is aimed at this last activity. To date WASH has carried out the management skills training and the monitoring and evaluation activity.

Most of the project focus since 1985 has been on improving the overall performance of the NWSDB headquarters and the regional service centers. The NWSDB would like to focus on improving the performance at the plant level and the key person at the plant level is the OIC.

The OIC is the person in charge of managing a water treatment plant and its relationship with the community it serves. Most OICs are people recruited from technical schools and thrust into a job that requires not only understanding of the technical process elements but all of the management aspects as well. They are often given the job and left to manage with little coaching or supervisory support from the Regional Manager and the Regional Service Center Management. Many are very unclear about what their role is. They have no background in basic supervisory skills including how to manage and motivate staff, how to develop a budget, how to conceptualize what needs to be done, and how to deal with the public. Most of the staff the OIC supervises are unmotivated.

In general, the OIC identifies with these operators and because the OICs have also been somewhat forgotten, they see themselves as a part of the "lower level" operational staff and not as part of the management of NWSDB. The challenge is to change the self-concept of the OIC from seeing himself as a technician toward having a management perspective.

The purpose of this activity therefore is to develop a program to improve the performance of the OIC. The program will include a training program for the OICs, but will also define the structural changes that would reinforce the role change and improve the impact of a training intervention. These structural changes include such issues as upgrading the positions to the management level so they pay as much as OICs now earn with basic salary and overtime. The fact that the OIC can earn overtime to augment their salary puts them on the same level as the workers.

Tasks

1. Become familiar with key background information on the Water and Sanitation Sector Project and the NWSDB.
2. Carry out a needs assessment to determine the major performance problems at the plant level and how improvement of the job performance of the OIC could contribute to improving plant performance. This needs assessment will involve interviews with staff from the corporate headquarters, the designated regional service center (RSC), OICs, and plant staff. NWSDB will designate one of the five RSCs as a pilot region for the program. The RSC should be able to provide baseline data on plant performance.
3. Using the needs assessment data, design a program to improve the performance of the OIC. This program should include a training program and the organizational or structural changes necessary for the training program to make a difference. The training program is likely to focus on such areas as supervisory skills, relations with consumers, and financial management and budgeting. The organizational changes could include such items as improving financial systems at the plant level, developing better information systems, etc.
4. Conduct a pilot training program for 12-15 OICs.
5. Based on the results of the pilot course, make the necessary revisions.
6. Develop a training guide so the training program can be replicated in the future in other regions.
7. Write a final report which summarizes the activity, defines the organizational changes necessary to support the training program, and makes recommendations for implementation.

8. Debrief the NWSDB and the USAID mission.

Personnel

The team will consist of two WASH consultants and two NWSDB staff.

The two WASH consultants for this activity include a management trainer and a technical trainer. The management trainer should have the skills to develop a comprehensive training program and extensive international experience. The technical trainer should be familiar with treatment plants, knowledgeable about conditions in developing countries, and skilled in training.

The two NWSDB should include the Chief Training Officer and someone from the O&M training office. Involvement of NWSDB staff is critical to ensure that the program that the program is on target and that it can be delivered in the future by local trainers.

Timing

This assignment will take place during a four-week period from October 1-27.

SCOPE OF WORK

Sri Lanka: Development of Training Program for Officers in Charge of Water Schemes (Phase II)

Background

During October 1992, two WASH consultants assisted the National Water Supply and Drainage Board (NWSDB) in developing a strategy for improving the performance of Officers in Charge (OICs) of water schemes. The strategy consisted of a three phase training program focused on strengthening supervisory skills, the development of a cadre of trainers capable of delivering the program, and a series of recommendations to address some of the organizational constraints fundamental to the improvement of OIC performance. The final report describes these organizational constraints in some detail.

The Phase I workshop included approximately 20 participants. The eventual training population is 270, the number of OICs who will need to be trained. The strategy envisioned the development and pilot testing of workshops for Phases II and III. Once the complete program is developed, the intent is for all the OICs to participate in the entire program.

The overall purpose of this activity is to complete the additional phases of the OIC training program. At the end of the activity, the goal is that the NWSDB will have a three phase training program including written training designs and a pool of trainers with the skills to deliver it.

Tasks

This section is divided into four visits and tasks to be carried out in each visit.

First Visit

1. Design and conduct a five-day training of trainers program for approximately 12 NWSDB staff. The training of trainers program should prepare the workshop participants to conduct the OIC program.
2. Hold follow-up meetings with senior NWSDB staff to determine what progress has been made in addressing the organizational issues identified during Phase I.
3. Begin the Phase II needs assessment.

Second Visit

4. Complete the needs assessment for the Phase II workshop.
5. Design the Phase II workshop and write up the training design.

Third Visit

6. Conduct a pilot test of the Phase II workshop in conjunction with NWSDB trainers who have participated in the training of trainers program.
7. Based on the results of the pilot test, revise the written training design.

Fourth Visit

8. Conduct the needs assessment for the Phase III workshop.
9. Design the Phase III workshop and write the training design.
10. Conduct a pilot test of the Phase III training program and revise the written training design based on the results of the pilot.
11. Assess the progress which has been made on the organizational issues.
12. Write a final report on the activity including recommendations for the future.
13. Debrief the NWSDB and the USAID mission.

Personnel

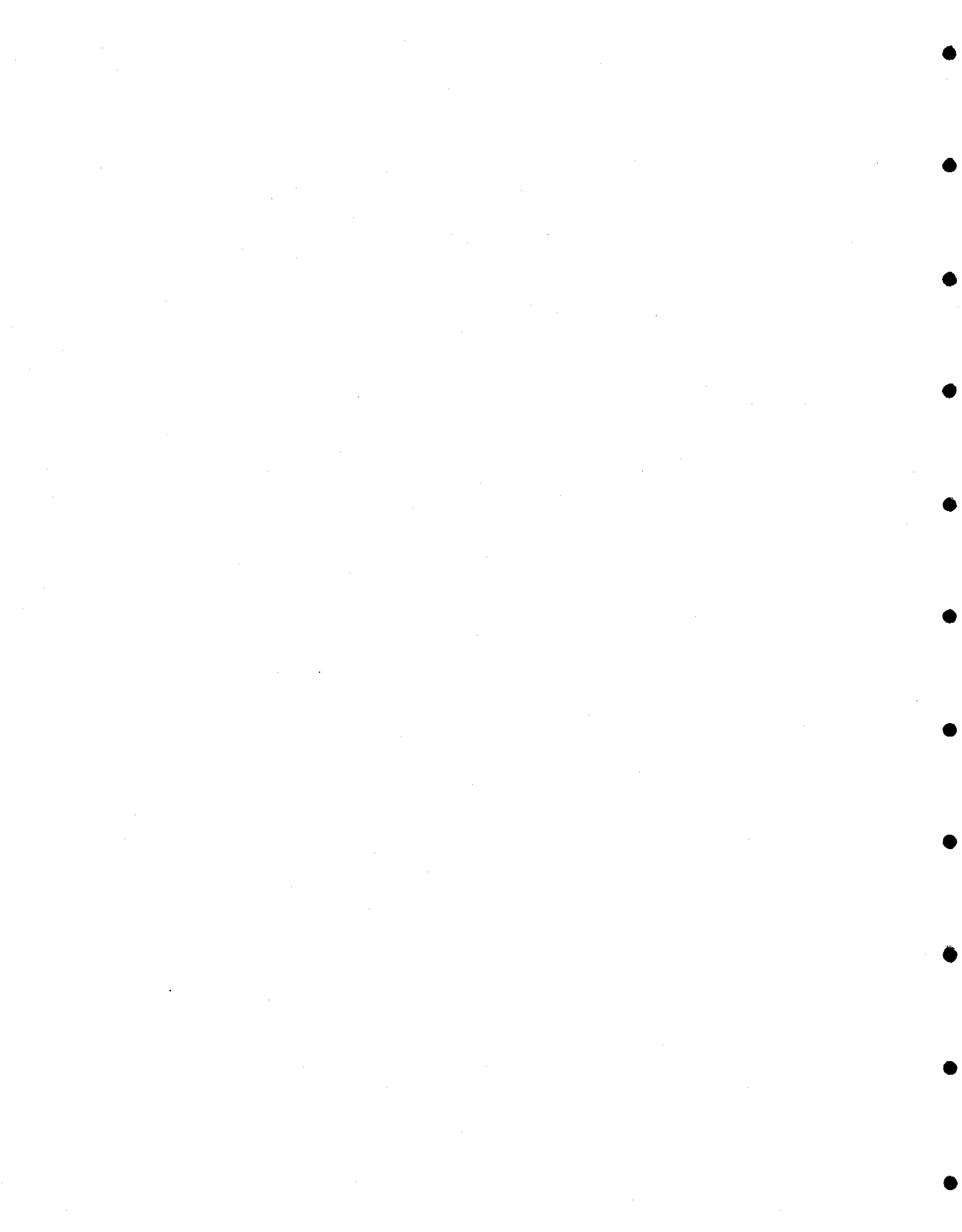
One WASH consultant will carry out this activity. This consultant should be the same one who carried out Phase I. The consultant should have experience in supervisory and management training and extensive international experience.

The Chief Training Officer of the NWSDB should work closely with the WASH consultant throughout all phases. In addition, one or two additional NWSDB trainers should be involved, especially in the actual delivery of the pilot workshops.

Timing

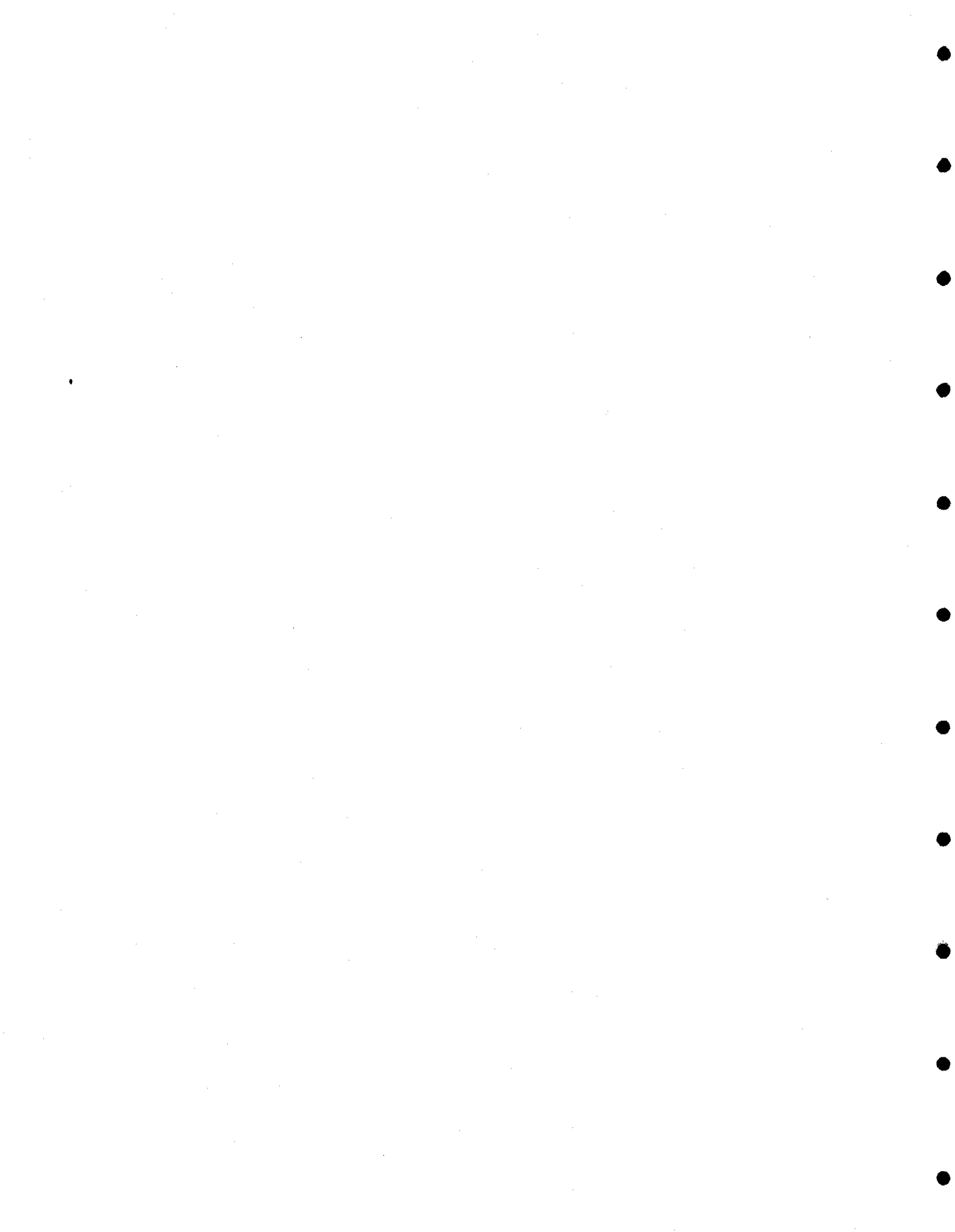
First Visit	February 5-21
Second Visit	April 22 - May 7
Third Visit	June 1-9
Fourth Visit	July 7 - August 15

Note: The WASH consultant is carrying out this work in connection with other activities in Sri Lanka. Therefore the travel costs will be shared with another project with the result that WASH will pay the equivalent of two round trips for the four visits.



APPENDIX B

**OIC MANAGEMENT DEVELOPMENT COURSE EVALUATION
FOR THREE PHASED MANAGEMENT TRAINING PROGRAM**



Appendix 2

OIC Management Development Course Evaluation
for
Three-Phased Management Training Program
Conducted from October 1992 - August 1993

The OIC Management Development Program training was designed to give OICs the knowledge, skills and attitudes they need to join the management ranks of the NWSDB. The content of the three-phased management development training program was based on the first five of ten management functions required of the OIC in the upgraded position:

- Planning and Organizing
- Supervising
- Team Effectiveness
- Problem Solving and Decision Making
- Staff Development

The training for the remaining five management functions will be conducted in separate classes for the specific area of need: financial and commercial; management information systems; personnel administration; representational; and technical leadership.

The course evaluation will measure your opinion of your ability to perform in each of these areas. Please read the Management Functions handout that describes the first five functions. Rate your ability to perform the management function on a scale of 1 to 5. 1 = Not Able to Perform and 5 = Fully Able to Perform. Please circle the number that best describes your ability to perform the management function.

1. PLANNING AND ORGANIZING - As a result of the training I am:

NOT ABLE		ABLE		FULLY ABLE
1	2	3	4	5

Participants scored at 3.85

2. SUPERVISING - As a result of the training I am:

NOT ABLE		ABLE		FULLY ABLE
1	2	3	4	5

Participants scored at 4.12

3. TEAM EFFECTIVENESS - As a result of the training I am:

NOT ABLE		ABLE		FULLY ABLE
1	2	3	4	5

Participants scored 3.96

4. PROBLEM SOLVING AND DECISION MAKING - As a result of the training I am:

NOT ABLE		ABLE		FULLY ABLE
1	2	3	4	5

Participants scored 3.73

5. STAFF DEVELOPMENT - As a result of the training I am:

NOT ABLE		ABLE		FULLY ABLE
1	2	3	4	5

Participants scored 3.5

In addition to the training for management functions, you received training in skills that could help you both on the job and off the job:

- Communication Skills (Listening, Presentation, Feedback)
- Stress Management Skills
- Delegation Skills
- Assertiveness Skills

Rate each area in terms of how helpful these skills are in your life and work:

1. COMMUNICATION SKILLS

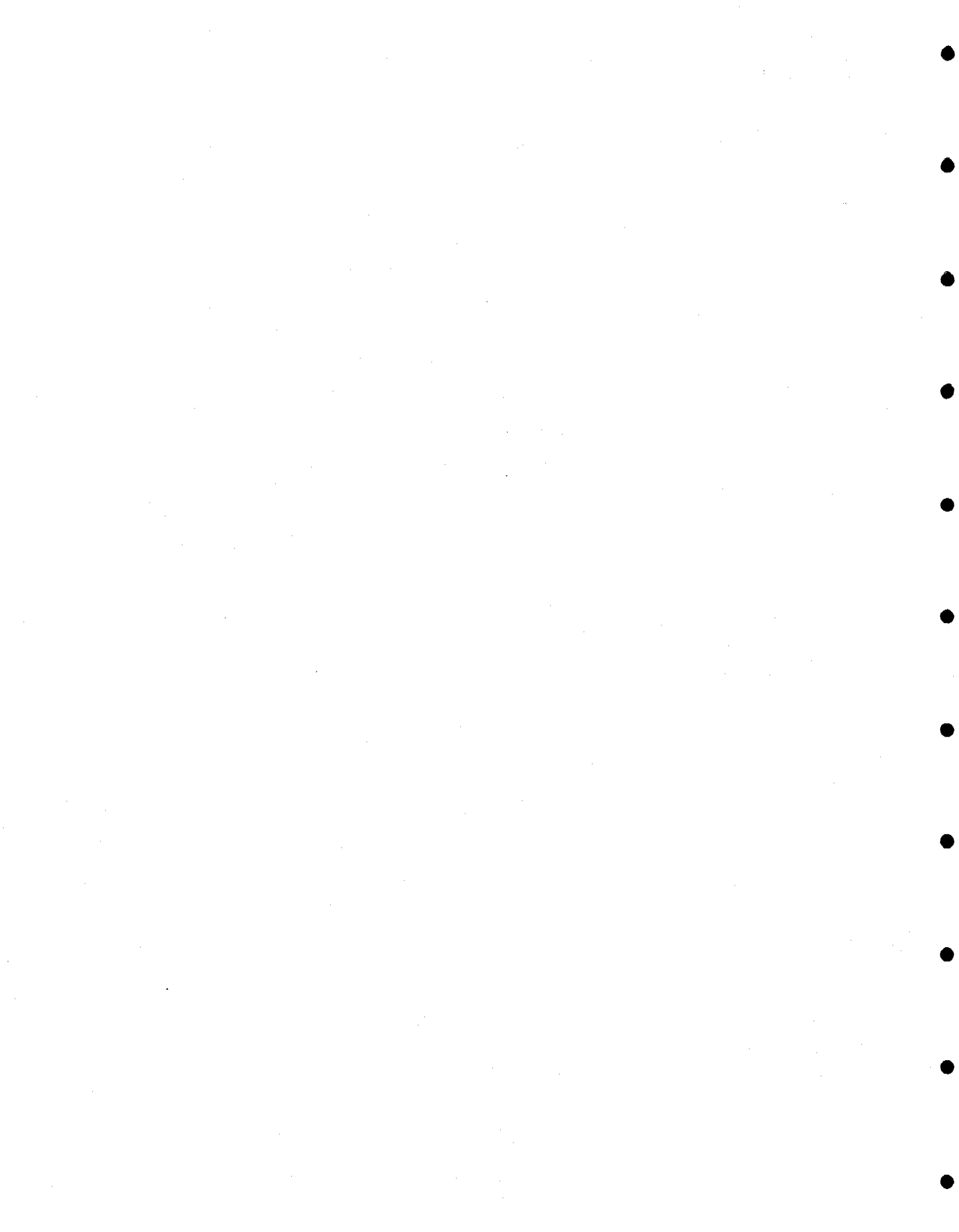
NOT HELPFUL		HELPFUL		VERY HELPFUL
1	2	3	4	5

Participants scored 4.19

2. STRESS MANAGEMENT

NOT HELPFUL		HELPFUL		VERY HELPFUL
1	2	3	4	5

Participants scored 3.77



APPENDIX C

**QUESTIONS ABOUT THE OIC MANAGEMENT
DEVELOPMENT PROGRAM**



Questions About the OIC Management Development Program

On the final day of the workshop OICs identified and listed the questions they have about the OIC MDP. The Additional GM for Corporate Planning, the DGM for the Southern Regional Service Center and the AGM for O&M answered some of the questions, but, due to insufficient time, were unable to address all of the questions. The AGM for Manpower Development and Training took responsibility for getting the answers and sending them to the participants within one month. The list of questions follow:

STRUCTURAL CHANGES

What is the planning process used by the top management?

How do top management plans link with RSC? How do RSC and Regional plans link with the site plans?

What are the structural changes?

What are the structural changes above the site level and below the OIC level?

What are the pros and cons of the structural changes? How have they been analyzed? What criteria?

Will higher management stop the changes if there is external pressure?

Will O&M be a closed field?

Will the site manager be able to move to commercial?

To what level will authority be delegated?

What is the career path for the OIC?

Will lateral entries be allowed (people coming in from the outside without experience and without coming through the management ladder)?

How long will it take to implement this program/changes?

How will this change (decentralizing to the site level) benefit the organization?

What is the cost and benefit of the proposed program?

What does the manpower survey show about number of current positions and the work that needs to be done?

Why is the change needed?

Why decentralize to the site level - is government policy influencing the change?

Are we moving towards a consumer oriented organization?

Are there international forces for the change?

Is this change the first step towards privatization?

Will there be a reduction or increase in staff due to the change?

PILOT PROGRAM

When will the Southern RSC start pilot testing the structural changes?

Why are we pilot testing instead of implementing organization wide?

What is the role of the other regions (in regard to pilot testing structural changes)?

How long will (the program) be tested?

Will staff who involved in the pilot test get additional benefits?

What is the monitoring and evaluation plan for the pilot test? Who is responsible?

How was the pilot region selected? Why was the Southern RSC selected? By what criteria?

TRAINING

Will this training be given to other OICs?

Who will conduct the training?

How long will it take to train all of the OICs?

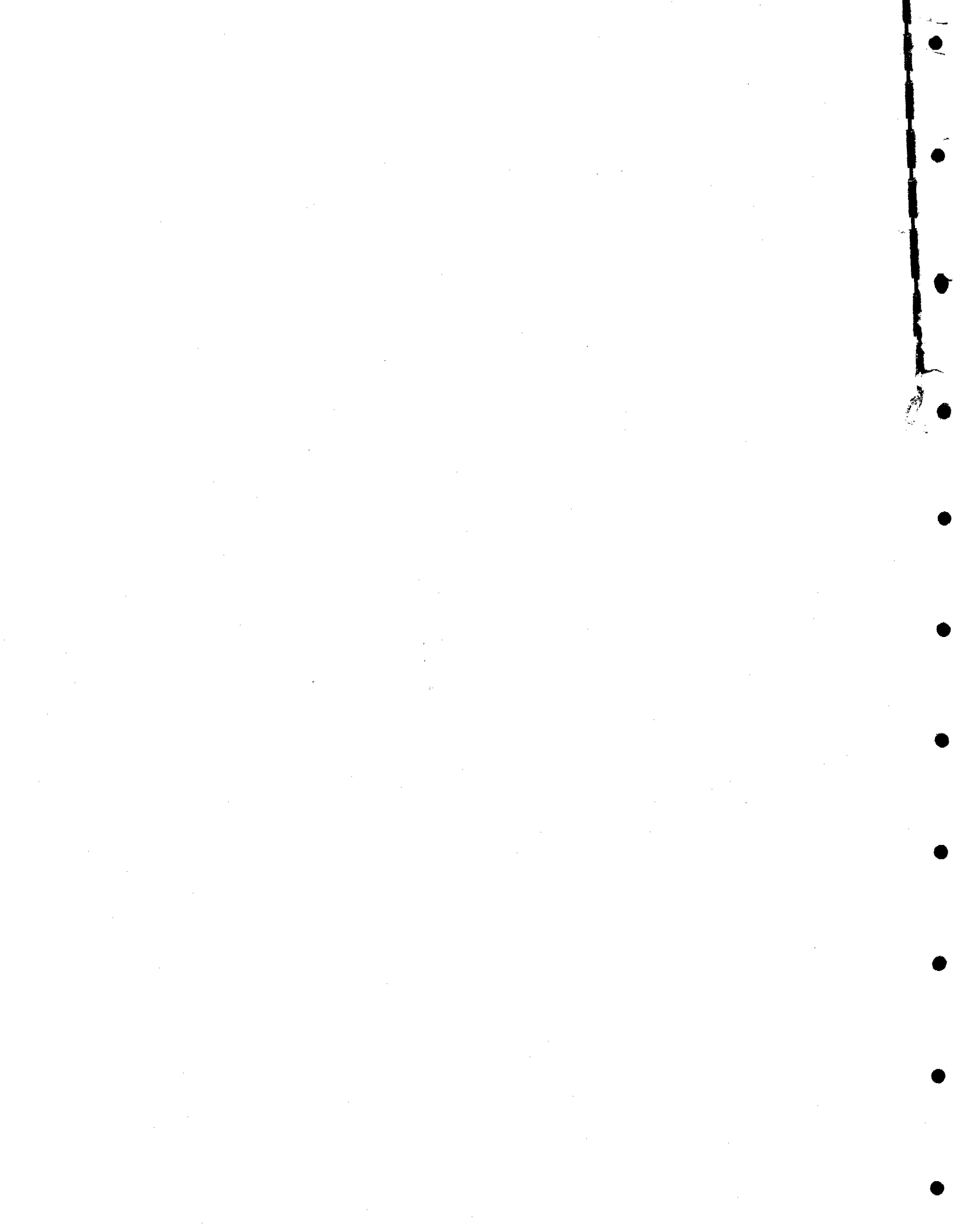
Will there be other specialized training (in our areas of need) i.e. financial management; personnel management; consumer relations; management information systems; technical leadership; record keeping; representing the Board at meetings?

Will we (OICs in pilot course) get a refresher?

Will the pilot trainees get feedback about their skills from the trainers?

Will higher management get similar training?

Will higher levels and others be informed about the OIC training program?





Camp Dresser & McKee International Inc.
Associates in Rural Development, Inc.
International Science and Technology Institute
Research Triangle Institute
University Research Corporation
Training Resources Group
University of North Carolina at Chapel Hill

WASH Operations Center

1611 N. Kent St., Room 1001
Arlington, VA 22209-2111
Phone: (703) 243-8200
Fax: (703) 243-9004
Telex: WUI 64552
Cable Address: WASHAID

THE WASH PROJECT

With the launching of the United Nations International Drinking Water Supply and Sanitation Decade in 1979, the United States Agency for International Development (A.I.D.) decided to augment and streamline its technical assistance capability in water and sanitation and, in 1980, funded the Water and Sanitation for Health Project (WASH). The funding mechanism was a multi-year, multi-million dollar contract, secured through competitive bidding. The first WASH contract was awarded to a consortium of organizations headed by Camp Dresser & McKee International Inc. (CDM), an international consulting firm specializing in environmental engineering services. Through two other bid proceedings since then, CDM has continued as the prime contractor.

Working under the close direction of A.I.D.'s Bureau for Science and Technology, Office of Health, the WASH Project provides technical assistance to A.I.D. missions or bureaus, other U.S. agencies (such as the Peace Corps), host governments, and non-governmental organizations to provide a wide range of technical assistance that includes the design, implementation, and evaluation of water and sanitation projects, to troubleshoot on-going projects, and to assist in disaster relief operations. WASH technical assistance is multi-disciplinary, drawing on experts in public health, training, financing, epidemiology, anthropology, management, engineering, community organization, environmental protection, and other subspecialties.

The WASH Information Center serves as a clearinghouse in water and sanitation, providing networking on guinea worm disease, rainwater harvesting, and peri-urban issues as well as technical information backstopping for most WASH assignments.

The WASH Project issues about thirty or forty reports a year. *WASH Field Reports* relate to specific assignments in specific countries; they articulate the findings of the consultancy. The more widely applicable *Technical Reports* consist of guidelines or "how-to" manuals on topics such as pump selection, detailed training workshop designs, and state-of-the-art information on finance, community organization, and many other topics of vital interest to the water and sanitation sector. In addition, WASH occasionally publishes special reports to synthesize the lessons it has learned from its wide field experience.

For more information about the WASH Project or to request a WASH report, contact the WASH Operations Center at the above address.