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MTWARA-LINDI WATER SUPPLY PROJECT

COMPREHENSIVE TRAINING PROGRAMME

AUGUST 1992-DECEMBER 1994

FINNWATER

JULY 1992

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FINNWATER

JULY 1992

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ABBREVIATIONS

CP	Community Participation
CSTC	Civil Service Training Center
DSA	Dar Es Salaam School Of Accountancy
DWE	District Water Engineer
FINNIDA	Finnish International Development Agency
FORM IV	Ordinary Level, Secondary School
FTC	Full Technician Certificate
HRD	Human Resources Development
MAJI	Ministry Of Water, Energy And Minerals
MDP	Manpower Development Plan
NVTC	National Vocational Training Center
O & M	Operation And Maintenance
OS	Office Supervisor
PP & P	Project Preparation And Planning
RWE	Regional Water Engineer
STD IV,VII	Primary Education, Standard IV, VII
TAS	Tanzanian Shillings
WRI	Water Resources Institute

EXECUTIVE SUMMARY

INTRODUCTION

Planning the training delivery system covers the entire system required to ensure the sustainable and cost-effective organization of the training. The system will provide training services which correspond the analyzed needs of MAJI.

MANPOWER INVENTORY

A realistic approach of carrying out the manpower inventory which gave a reliable current staffing, was done by requesting the heads of sections to list down the names and job particulars of employees under their sections. A current staff inventory which is an essential tool for the development of a training programme has been prepared.

MANPOWER PLANNING

The objective of manpower planning is to assist MAJI in securing properly trained staff at all levels within the organization based on long term commitment of assisting the people to achieve, maintain and use water supply and sanitation facilities. This is expected to be carried out and adjust within a five year period.

PRESENT STAFFING

There is a great demand on the technical cadre especially at the senior level. The technicians at RWE's office are over staffed. They are supposed to be scattered among the districts, in order to make a successful water policy of all activities to be decentralized to the district level.

TRAINING PLAN

The training programme will be directed towards the areas of weakness. The weakness which can be eliminated by

training, and can be termed as a training need. The training need is the difference between what a person knows and what is supposed to know in order to execute the work efficiently. Due to limited funds, the training will focus towards the key people.

TRAINING BUDGET

The proposed training budget for the two and a half year plan can be summarized as follows:-

August - December 1992	4,830,000.00
January - December 1993	3,045,000.00
January - December 1994	7,105,000.00
	<hr/>
Total Expenditure	Tas 14,980,000.00
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RECOMMENDATIONS

1. A frequent routine is to be focused on the development of the Manpower inventory.
2. The efficiency of an employee should be evaluated, based on performance.
3. Employees are to be given promotions timely and be given ample chances for academic advancement.
4. The main objective of the training programme is to avoid ad-hoc training.
5. A short term consultant is required in assisting the execution of the training programme.

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COMPREHENSIVE TRAINING PROGRAMME

1. INTRODUCTION

By quoting from the Project Document, phasing out Phase VI, planning the training delivery system covers the entire system required to ensure the sustainable and cost - effective organization of the training. The system will provide training services which correspond to analyzed needs of MAJI. In this respect the system does not only to include the preparation of development objectives organizations and cost-sharing systems but also to involve the repeated process of revising the Comprehensive Training Programme and running the Performance Evaluation System.

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The Planning was carried out by the Training Advisor, Mr N. Karwani, in collaboration with the Training Coordinators and consulting the local training institutions. The Advisor visited all the districts of Mtwara/Lindi Water Supply Project. During the period interviews were held with RWEs, DWEs and Regional Officials associated with the Water Sector. Available data on regional and district manpower distribution, the past and present training programmes, project progress reports, budget information and other relevant documentation were examined. The terms of reference or job description for the Training Advisor is shown on Appendix 1

2. MANPOWER INVENTORY

A manpower inventory is a tabulation of human resources placed by grade and by job classification into job categories. The names of the employees for Maji - Mtwara and Lindi were not recorded according to the appropriate sections and also not according to their job categories. If it happened that the employees are listed according to their working stations then the lists were not readily up-dated, due to the internal transfers among the sections or districts.

The advisor decided to carry out manpower inventory by requesting the heads of sections to list down the names of employees under their sections, indicating the job classifications, salary scales, and also the age limits. This approach was realistic and gave the current staffing within a short time, although there were some few cases, where the section heads forgot the names of some of the employees under their sections. The manpower inventory for Maji - Mtwara is shown on appendix 3.

In order to make this exercise of manpower inventory be familiar to all heads of sections, the appendix 3 forms will be available at OS's office and they will be required to be up-dated once every year. In monitoring and evaluating this work a consultant will be available in short periods of ten days, once every year, to assist in the smooth running of the exercise.

It appears that there is scarcity of getting new recruitments from Central Establishment due to reluctance of employees to stay in Mtwara and Lindi regions, thus discouraging planners of the offices

to request more staff especially for categories A and B. Incentive should be given to the volunteers, it has been agreed upon that through training programme, the staff should be given training opportunities so that they can manage the present professional posts. However there is still a chance of recruitment for technicians from WRI and craftsmen who are trained locally under the regional training programme.

By interpreting the results shown on the next page, the current staffing obtained from the manpower inventory, it is clearly indicating that there is a great demand on the technical cadre especially at the senior level. This may be due to the lack of qualified people or no promotions being provided or negotiated transfers are provided without replacement. It can also be seen from the chart that the technicians at RWE's office are over staffed. They are supposed to be scattered among the districts, in order to make a successful water policy of all activities to be decentralized to the district level.

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MASI MTWARA

SUMMARY OF MANPOWER INVENTORY

SECTION	STAFF IN EVERY CATEGORY							TOTAL
	A	B	C	D	E	F	G	
RWE'S OFFICE	7	1	10	77	2	19	7	123
MTWARA URBAN			2	5	2	1	1	11
MTWARA DISTRICT				11	22	2		35
NEWALA DISTRICT			2	5	14	1	3	25
MASASI DISTRICT		1	2	18	61	1	9	92
T O T A L	7	2	16	116	101	24	20	286

KEY:

- A - Senior Management
- B - Profession - Senior Tech./Admin./Clerical
- C - Intermediate - Technical/Admin./Clerical
- D - Junior - Technical/Admin./Clerical
- E - Craftsmen
- F - Operators
- G - Unskilled and Semi-skilled
- H - Community - Based Personnel

3. MANPOWER PLANNING

Manpower planning involves forecasting for the right numbers and the right kinds of people at the right places at the right time and the right costs to perform activities that will benefit both the organisation and individual in it. The objective of manpower planning is to assist Maji in securing properly trained staff at all levels within the organisation based on Maji's long term commitment of assisting the population to achieve, maintain and use water supply and environment sanitation facilities.

It is recognized, that in many developing countries the baseline data for human resources planning is frequently incomplete. What is available may have been broadly estimated. Broad estimates will perhaps be adequate for an initial effort at manpower planning. However as experience is gained in the planning process more detailed manpower information will be desired. Lack of information should not discourage the planner from starting; initially, there will be a lot of subjective judgements, but over time, the data base will improve, not only become easier to produce but also more meaningful.

It may be difficult, in the initial instance, to systematically develop detailed staffing patterns. It is therefore suggested that the staffing patterns be adjusted based on activities. The column of estimated staff on appendix 3, will be filled with reference to the manpower required according to the available and projected activities. This exercise will be performed once a year, for a period of at list five years. It is expected that an appropriate staffing pattern will be achieved.

If the total adjustment of the staffing pattern would be imposed at a glance, it will affect the efficiency of the manforce, especially when the victims are not in favour of changing their dwelling spots. The good approach is to let the change be negotiated gradually within a span of five years. The consultant will be available, once a year to compare and evaluate the estimated staff per district or section with reference to the planned activities.

The age distribution of current staff can be indicated to assist in forward planning for replacements due to retirements. Manning ratios of employees to service offered, have tended to develop gradually over time rather than having resulted from systematic calculations. Overall staffing in waterworks organizations fall generally in the range of one employee per 600 to 1600 population served, depending on the level of development and the degree of automation of its facilities.

4. PRESENT STAFFING

Maji's operations are distributed among a Regional Unit and District Units. At both Regional and District levels the organizational structures are virtually identical. The senior management post is the Regional Water Engineer, in the districts the District Water Engineer.

The units are divided into four operational sections:-

- a) Finance and Administration
- b) Project Preparation and Planning (PP & P)
- c) Construction
- d) Operation and Maintenance

The regional unit has project preparation and planning, there is no equivalent section in the districts.

In principle, the purpose of districts is to decentralize the operations of Maji to the greatest extent as possible. It is clear that decentralization has still a long way to go, the Regional Office has nearly a half times as many staff as the total number employed in its districts.

The weighting towards the Regional Office may be even more pronounced since the Urban Section is within the Regional Yard and in all probability, there will be a substantial amount of interdependence, at least for the next few years.

The policy of handing over finished projects to the villages should relieve Maji of the responsibility for minor maintenance procedures but introduces a need for the training of village well caretakers. Maji will also continue to be responsible for major maintenance and repairs to broken equipment, for the construction of new systems in villages not yet served and for the expansion of existing systems to meet the needs of increasing population.

There has been a long felt need to establish a system for monitoring progress, standard and effects of the activities in the water sector. The objective here, is to form a management information system which gives easy and realistic access to programme achievements and its fulfilment of current objectives. The introduction of monitoring and evaluating subsection within PP and P under RWE's office, can be introduced.

5. TRAINING PLAN

A training programme is an arrangement of training specifications indicating learning experiences or instructional materials, time required in such learning, place, method of instruction to be used, cost of training trainees and people responsible for giving such training.

a) Types of Training

The training desired for Maji, staff can be grouped into three types of training, namely management or supervisory courses, performance improvement courses and academic qualification advancement.

i) Management/Supervisory

It has been a common practice for most of the technical staff in considering management courses as clerical type of a profession. It was not felt from the beginning, that technicians or engineers could be managers. Most of the technical staff in the water sector are not aware of management styles although they can perform well in their field of specialization.

The technical staff seem to be reasonably competent on technical matters but they have no training or experience in management. Very few of those in management positions have had any management training. Many have inherited poor

management procedures and practices that were in place before they came into their jobs.

It has been earlier thought that management is a talent, it cannot be taught in schools. The experience has proved that even those talented type of people can do well if there are exposed to management styles. The Advisor will take this opportunity to expose the top cream management to courses leading to managerial styles. The guiding factor in selecting the participants for management courses is the responsibility. The District Water Engineers, the Heads and sub-heads of sections and also the Regional Water Engineers and the Makonde Water Supply Resident Engineer will be required to qualify in management course.

There will be another group of people who will be required to join the above mentioned group because they are in senior job category. Sometimes, these people are required to act on behalf of their heads when they are absent.

ii) Performance Improvement

The major objective of this training programme is to improve Maji workers in performance. The performance courses can be grouped into job categories with respect to the options, that is the water oriented

courses and the supporting courses. Without performance training the efficiency of a worker is expected to reduce as years pass away, especially with this new technology coming into the system. The brain is equated to a sharp knife, if it is used several times without sharpening it, it becomes blunt. so, the brain has to be sharpened using performance oriented training.

Before the development of the course outlined for the performance improvement the workers have to be interviewed then the course outlined has to focus towards the difference between what they know and what they are supposed to know in order to work efficiently. The course outlines are shown on appendix 5.

iii) Academic Qualification Advancement

According to the interviews conducted, most of Maji employees are interested in academic qualification advancement. The rigidity of the system for promotion and salary increase based on qualifications does not courage the improvement of work quality and quantity.

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Due to financial strains, employees have not been considered in academic qualification advancement. there were obvious cases related to the shortage of qualified staff. For example Maji - Mtwara does not have enough engineers and in most of the Districts, technicians are filling the post of District Water Engineer. Although they are apparently able to do the jobs of

DWE, their pay scales are those of technicians. These people do not have the confidence and the ability to exercise their authority. It has been recommended that these technicians should go for academic qualification advancement and become engineers, otherwise they should be replaced by engineers.

The main governing factor for offering the academic qualification advancement is the vacancies at higher posts. A cautionary note must be introduced concerning the limitations of training. Training by itself is not enough to improve employee's performance some of the other factors which are vitally important include, incentives, working conditions, supervision, tools and equipment, standards and procedures. Thus, in order to optimize the benefits to derived from investments in training, the preceding factors must be present and homuniously linked together.

b) Comprehensive Training Programme Approach

Since the training is mainly based on performance improvement, the local institutions are expected to be the best trainers. Inspite of being cheap to handle, it is easy for them to detect the common problems and execute the course outline accordingly. Training institutions have been selected basing on their reputable training experiences which are reflected from former trainees.

The summary of the types of courses desired and trainers is clearly shown on appendix 4. Each course will be conducted by one external trainer, being assisted by a Maji counterpart. The number of participants for every course will be 20, that is 10 participants from each region, preferably 2 participants from every district.

The combination of participants working in different areas with different problems and with assistance of external trainers, the exchange of experiences among themselves will be very useful in gaining knowledge and skills. Due to limited funds the training will be focused towards the key people. The people who can easily disseminate their knowledge and skills to their work mates.

The training centers have been selected by putting into consideration the availability of training facilities and teaching aids.

For the purpose of evaluating the full training programme, the participants will be required to fill in the evaluation forms. The objective of forms will be, to get the feed-back from the course contents and targets of training needs. The evaluation form is shown on the next page.

COURSE EVALUATION FORM

This form is designed to give a feedback from course participants. The rating ranges from 5 being the highest to 1 being the lowest. The participant will be required to write only a number in the box against each statement which indicates a true impression about the course:-

- 5 - Very Good
- 4 - Good
- 3 - Satisfactory
- 2 - Poor
- 1 - Very Poor

1. How would you rate the contents of the course?
2. What is your feeling on tutor presentations?
3. How would you rate the coverage of topics?
4. Were practicals, discussions or field visits useful?
5. Do you think the course duration is enough?
6. Did the course bring a positive performance attitude to you?
7. What is overall assessment of the course?
8. Were there any topics of least effectiveness?
9. What points were you expecting from the course but were not talked about? Name at least three points:-
 1.
 2.
 3.
10. Put down your comments and recommendations which you feel will be helpful to course organisers.
 1.
 2.
 3.

6. TRAINING BUDGET

Many of the costs associated with training programmes can be assessed fairly and accurately. The training budget can be prepared in terms of allowances of participants and fees for instructors or tutors:-

a) Local Training Institution

Night allowance for participants away from their regular places of work is paid at the government rate, which varies according to location and grade of the employee. The rate which applies to cities and towns, varies from 2400 to 3800 Tas per day.

When the employee is taking a course at the working station or when is staying at full boarding institutions, will be required to get a pocket money of 500 Tas per day. This pocket money is valid for short courses which are not more than three months. For full boarding, at long term of more than 3 months, only text books and stationary allowance is provided.

The fees for the tutors from WRI has been calculated by taking a night allowance of 3000 Tas per day plus the teaching allowance of 3600 Tas per day. The fees for other local institution has been taken lumpsum according to the round figures obtained from them.

b. Average Cost Estimates Per Course

External Trainer

	<u>Tas.</u>	<u>Tas.</u>
Air Ticket	20,000.00	
Airport charges	2,000.00	
Consultance fee 14 days each 6,600.00	92,400.00	
	<hr/>	
Total		114,400.00

Local Instructor (counterpart)

Teaching allowance 12 working days each 1,800.00	21,600.00	
Night allowance 14 days each 3,400.00	47,600.00	
	<hr/>	
Total		69,200.00

20 Participants

Night allowance 14 days x 20 Parti- cipants each 2,800.00		784,000.00
Training materials		25,000.00
Fuel		22,400.00
		<hr/>

The cost per course	1,015,000.00
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c) Short Term Consultancy

In order to make sure that the developed training programme is executed according to the plan, it has been agreed upon, that a short term consultant will be available to monitor and evaluate the

progress of the planned programme. It has also been recommended that the person involved in the development of this training programme should be employed as a short term consultant.

This consultant will also assist in the adjustment of the staffing pattern. He will be available for 10 days period in the month of December every year. The total payment sum for monitoring and evaluation work will be taken as US\$ 50 per day. The training budget for every year, extracted from appendix 4 is clearly indicated on the next page.

SUMMARY OF COURSES AND COSTS (TAS)

AUGUST - DECEMBER 1992

1. Management Training	800,000.00
2. Supporting Activities	
- Computer programming	2,000,000.00
- Safe Driving	1,015,000.00
- Electricity	1,015,000.00
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	4,830,000.00
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JANUARY - DECEMBER 1993

1. Hand pump Sector	
- Shallow Well Survey	1,015,000.00
- Store Keeping	1,015,000.00
2. Supporting Activity	
- Office Procedures	1,015,000.00
	<hr/>
	3,045,000.00
	=====

JANUARY - DECEMBER 1994

1. Water Works Sector	
- Pump mechanics	1,015,000.00
- Water Treatment	1,015,000.00
2. Supporting Activities	
- M V Mechanics	1,015,000.00
- Plumbing	1,015,000.00
- Carpentry	1,015,000.00
- Masonry	1,015,000.00
- Welding	1,015,000.00
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GRAND TOTAL	14,980,000.00
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OBSERVATIONS AND RECOMMENDATIONS

1. There is no centralized personnel department, therefore collecting information on personnel, their grade, their job function and so forth means that several information sources have to be consulted. A frequent routine on manpower inventory should be introduced, which will act as a data base for HRD.
2. The rigidity of the system for promotion and salary increase based on qualifications does not encourage the improvement of the work quality and quantity. Ways should be found for rewarding better than average performance but care must be taken to allocate such rewards judiciously.
3. There is a great demand on the technical cadre especially at the senior level, this may be due to lack of qualified people, or no promotion or negotiated transfers are provided without replacement. It is therefore recommended that the employees should be highly motivated by providing them with academic qualification advancement and timely promotions.

4. The main objective of the training programme is to avoid ad-hoc training, therefore the arrangement of the course in the sequential order should be followed.

TRAINING ADVISOR

(POSTED IN MTWARA)

JOB DESCRIPTION

1. To prepare with the relevant MAJI personnel a proposal for a sustainable delivery system including training facilities and training aids.
2. To prepare in cooperation with the relevant MAJI personnel and other advisors a comprehensive training programme for Phase VI.
3. To advise the Training Coordinators for both regions in arrangement of individual training events according to the comprehensive training programme.
4. To establish together with the relevant MAJI personnel cooperation with existing Tanzanian training institutes to obtain their assistance in carrying out the comprehensive training programme.
5. To supervise the preparation of performance oriented training materials by training institutes and individual trainers.
6. To prepare with the relevant MAJI personnel and other advisors a performance - oriented evaluation system of the results of training.
7. To instruct the MAJI personnel and advisors giving training to other in the use of the appropriate training methods.
8. To assist the relevant MAJI personnel in evaluating the results of training using the performance - oriented evaluation system.
9. To advise the relevant MAJI personnel in the collection and use of follow-up data on training.