

MTWARA LINDI WATER SUPPLY PROJECT

SUMMARY OF THE TRAINING
PROGRAMME APPROACH

FINNWATER/MAJI

JULY 1992

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PROGRAMME APPROACH

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1. TRAINING DELIVERY SYSTEM

Planning the training delivery system covers the entire system required to ensure the sustainable and cost-effective organization of the training. The system would provide training services which correspond to the analyzed needs of MAJI. In this respect the system does not only include the preparation of developed 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. The planning would be carried out by the Training Advisor in collaboration with the Training Co-ordinators and consulting the local training institutions.

The comprehensive training programme would be revised with close relationship with MAJI Training Co-ordinators, that the training will continue even after the departure of the Training Advisor.

It was intended during 1992 that training would be directed to provide support to the community participation and cost-sharing through the following steps:

- Conducting courses for shallow well caretakers and pump attendants of small water projects from villages of the Project area.
- Training of village leaders in simple technical methods in order to provide support for shallow well and pump attendants.
- Training village storekeepers in order to improve the delivery system of stores and materials on construction sites in the villages thereby raising safety standards.

This would in a way improve the ground for active community participation in the villages and to raise the sense of ownership of the water projects in the villages. It is intended to continue with technical skills training for MAJI employees at the grassroots level. This would strengthen the District Water Engineers teams for the dissemination of skills to the village projects.

The training of well caretakers would be stepped up in the villages, there by conducting training courses in the villages grouping the number of villages together. This would provide adequate support to the village water systems, especially taking into consideration the fact that shallow wells are the most reliable water systems for the villages.

2. PERFORMANCE EVALUATION SYSTEM

After the training, evaluation forms have been statistically set to give the feedback from the theoretical knowledge obtained from the course conducted. The information collected can be used in the improvement of proceeding similar courses. The forms are giving the general performance of the trainers, the importance of the course content and relative knowledge gained. The remaining important part, is the performance improvement of the service offered by the trainees to their working stations. A sample of the course evaluation forms is shown at the end of this pamphlet.

Training needs were studied separately for personnel on the different levels in the organizations. Training needs of personnel within the management and administration were identified based on the revised job description worked out in connection of the manpower survey and interviews of executive officers of the Regional Offices. Performance evaluation system can be done by considering developed training needs. The good successful training programme would fully clear all the training needs.

So the training needs can be used as a primary measure for performance evaluation system. 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 be derived from investments in training, the preceding factors must be present and homoniously linked together.

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 encourage the improvement of 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. PAST TRAINING ACTIVITIES (1st August 1991 - 31st July 1992)

Introduction

Following the water analysis and sanitary inspection report obtained from the MAJI Regional Water Laboratory for the districts, the situation indicated that wells for the villages, were not used properly as long as no one was found to be responsible for taking care. Surroundings were left dirty, also washing activities were done at the well site.

In connection with such habits, the training of the well caretaker's has been thought to be very help-full.

The courses were run consecutively through out Mtwara and Lindi districts. The number of intake per course was 20 trainees and each village selected two participants for the course, with a preference of one male and one female. The training venue was one of the project village according to the ward or division of the respective district.

The courses were being executed by the Training Co-ordinators, assisted by Regional hand pump maintenance supervisors, District maintenance Technicians and Village area Technicians. The entile groups were being supported and advised by the Training Advisor.

Course Report

Out of 200 expected villages, the ^{well caretakers} course was fully conducted in 80 villages. The total number of participants was 160, average education level was standard seven and their ages ranged between 20 and 40 years. The wells which were in good working condition are Nira Af 85. The old pumps which have not been replaced are not working; these pumps are Nira Af. 76, India mark 11 and Afridev.

Training Expenditure

The minimum rates in conducting the course for 20 participants in seven days was as follows.

Trainees	-	20 x 7	x 770 =	TAS	107,800
Trainers		3 8 x 7	x 1650 =	TAS	34,650
Co-ordinator		7	x 1650 =	TAS	11,550
Training materials			=	TAS	25,000 - ?
Fuel (diesel)			=	TAS	21,000

			TOTAL	TAS	200,000
					=====

The contribution for the total funds for conducted 8 courses were as follows:-

Mtwara Region - Local Component	=	TAS	250,000
- Foreign Component	=	TAS	750,000
Lindi Region - Local Component	=	TAS	250,000
- Foreign Component	=	TAS	550,000

Grand Total	TAS	1,800,000	=====

Problems Facing Shallow Well Maintenance

Major problems as outlined by the well caretakers are as follows:-

- None availability of hand pump spares at the District hand pump stores.
- Hand pump well caretakes are missing the spanners and other tools for maintaining the hand pumps at their respective villages.

- Lack of proper follow-up of the hand pump wells due to lack of transport, fuel and funds for shallow well programme.
- Lack of insentives to the well caretakes improper handling of the pump when the water table drop below the pump level.
- Lack of complete sets of hand pumps for replacement.

As a result, most of the population in the villages lack the service of safe and clean water as planned, although shallow well structures are available in the villages.

Recommendations

In order to improve the services of the Water Supply to the people in the villages the following items should be improved.

- Spare parts for the existing hand pumps, that is Nira AF 85, Indian Mark 11 and Afridev pumps should be supplied according to the District stores.
- Tools for carrying out the maintenance of the hand pumps, should be supplied and sold to the villages with no tools.
- Hand pump Nira AF 85 complete sets, should be supplied according to the District demands, in order to replace the existing old type Nira AF 76.
- Villages should be mobilized in order to establish village water funds and active water committees which will take correct measures on how to keep water points ares clean, proper handling of pumps and protection of the water sources.

Conclusion

In order to have up to date information of the condition of shallow wells in the villages, a proper follow-up of the hand pump wells should be maintained and also the well caretakers course should be continued. This will in some cases reduce the problems arising in the mechanism of the pumps.

The services offered to the villages can be evaluated by setting indicators for measuring the village development. These indicators would identify the standards of the services offered before and after the training for the well caretakers. The difference before and after the training would be the correct measure of achievement gained by the trainees. These services could be measured although questionnaires, interview and village and village site visits.

4. COMPREHENSIVE TRAINING PROGRAMME Previous Phases

The preparation of the Comprehensive Training Programme was started already during phase IV by tentative training and manpower need studies. In the beginning of phase V the manpower survey, covering employees of the two regions and seven districts of the Project area, were carried out.

The comprehensive training programme which was worked out during the first year of phase V, contained the information of the identified training needs, training courses specifications with revised syllabus given separately for different sectors of MAJI, information on training institutions and cost estimates of separate courses and an implementation programme with trainers inclusive.

Present Phase VI

In previous phase the sustainability of training has been dependent on FINNIDA inputs except for MAJI's regional training programmes consisting of courses in craftsmanship such as masonry, survey, auto mechanics, water laboratory work pump mechanics, etc. In phase VI, which is the last, the training delivery system shall be made sustainable also in the eventual absence of outside financial and personnel support. Every possibility of using the existing resources of organizations and permanent training institutions shall be utilized.

Training shall be relevant providing the trainees with knowledge and skills which will help them to deal with the actual every - day problems encountered in their work. It shall also be performance - oriented, i.e the emphasis shall be on the improvement of the on-the -job performance of individual workers. The success of training shall be assessed on the basis of an evaluation system of this performance and not on the basis of mere attendance of training events.

The New Training Programme (August 1992 - December 1994)

A Comprehensive Training Programme for Mtwara/Lindi Water Supply Project, which is expected to start by August 1992 up to December 1994, has been developed. The Comprehensive Training Programme for phase V and the present one are the same, except the difference is on the objectives. While the training is directed to performance improvement, in the past phase, the training was also meant to prepare the trainees to seat for the grade tests, before they could be shifted from Finnwater to MAJI.

The training programme will be directed towards the areas of weakness. The weakness which can be eliminated by training, and can be termed as 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. The summary of the types of courses desired and trainers is clearly shown on the next page. The course budget for two and a half years has been proposed as TAS 14,980,000.

TYPE OF COURSE DESIGNED AND TRAINERS

S/NO.	COURSE	DURATION (DAYS)	PERIOD	TRAINING CENTRE	EXTERNAL TRAINERS
1.	MANAGEMENT TRAINING	7	JULY-DEC. 1992	MTWARA	D.S.M. UNIVERSITY
2.	SUPPORTING ACTIVITIES - Computer Programming - Safe Driving - Electricity	56 14 14	" " "	D'SALAAM MTWARA MTONGWELE	DAR - ES - SALAAM WATER INSTITUTE N.V.T.C.
3.	HAND PUMP SECTOR - Shallow Well Survey - Store Keeping	14 14	JAN - DEC 1993 "	MASASI MTWARA	WATER INSTITUTE D.S.A.
4.	SUPPORTING ACTIVITY - Office Procedures	14	"	MTWARA	C.S.T.C.
5.	WATER WORKS SECTOR - Pump Mechanics - Water Treatment	14 14	JAN - DEC 1994 "	MTONGWELE MTONGWELE	WATER INSTITUTE WATER INSTITUTE
6.	SUPPORTING ACTIVITIES - M.V. Mechanics - Plumbing - Carpentry - Masonry - Welding	14 14 14 14 14	" " " " "	LINDI MTONGWELE MTONGWELE MASASI N.V.T.C.	WATER INSTITUTE WATER INSTITUTE N.V.T.C. N.V.T.C. N.V.T.C.

Note: The number of participants in every course is 20 with an exception of 8 in computer programming. The number of participants will be divided equal for both regions.

Recommendations

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

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.