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Positioning, demand and gearing to win work
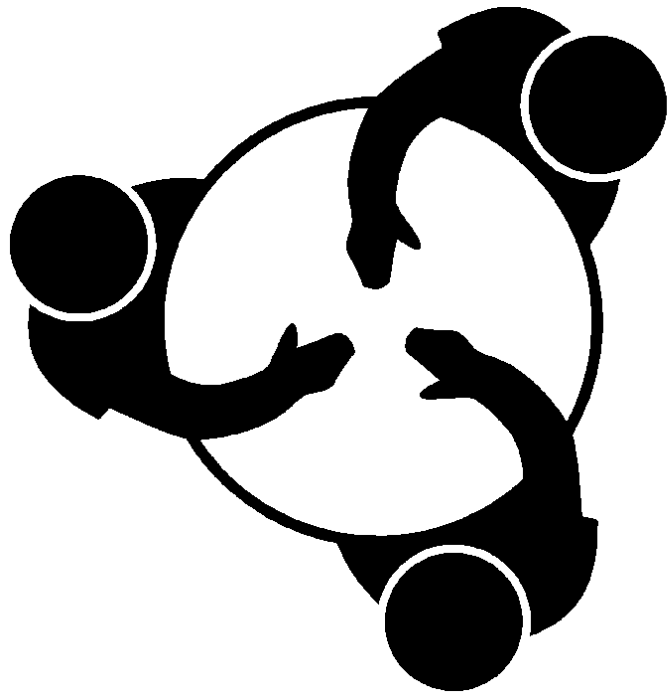
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Highlights from Training for Real research findings

Vincent Ssennyondo

Dr Sam Kayaga

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Findings from Training Inst I

- Clear vision and mission statements
- Clear objectives
- Specialisation
  - Varies between level and institution
- Existing core competencies
  - Highly qualified staff
  - Equipped training facilities and laboratories
- Clearly defined organisational structures

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Findings from Training Inst II

- Institutional linkages
  - Inter-departmental collaboration non-existent
  - Collaboration with world of work – most times lacking
  - Lack of a multi-disciplinary products though changing (e.g. i@mak)

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Findings from Training Inst III

- CB activities delivered to the WSS sector (examples)
    - Kyambogo/NWSC training for plumbers & technicians
    - Nsamizi/Mbale School of Hygiene trained DWD RUWASA staff in PRA tools
    - WEDC/UMI course for rural WSS engineers/technicians from LG, NGOs & PS

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Findings from Training Inst IV

- ## Clientele
  - MLWE/DWD
  - Other Government institutions
  - Private sector
  - NGOs

- ## Origination of courses
  - Demand driven
  - Generic

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Findings from Training Inst V

- Links to the market
  - Industrial training
  - Staff development for sector institutions
  - Informal linkages with NGOs and private sector

- Courses for continuing professional development
  - All offer

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Findings from Training Inst VI

- Staff development strategies
  - All promote staff development

- Quality assurance and evaluation
  - External examiners
  - Curriculum review committees
  - Student evaluation
  - Student follow-up (Nsamizi)

- Income from capacity building in the WSS
  - Varies

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Findings from Training Inst VII

- Constraints that inhibit ability to offer CB
  - Financial resources
  - Human resource limitations (high student /teacher ratio)
  - Low HR motivation
  - Insufficient infrastructure and facilities
  - Lack of coordination and dialogue between supply and demand in CB

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Findings from WSS Sector I

- Skills requiring priority in the sector
    - Sanitation and hygiene education
    - Health waste management
    - M & E of sector goals and objectives
    - Urban water services design, construction & management
    - Design, construction & management for WFP
    - Wastewater management
    - Community–based management systems
    - Billing systems

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Findings from WSS Sector II

- Skills requiring priority in the sector…
  - Project planning & management
  - Contract management & QA systems
  - Construction management
  - Finance
  - Gender issues
  - Transferable skills (e.g report-writing, advocacy, customer care, IT, information mgt)
  - GIS mapping
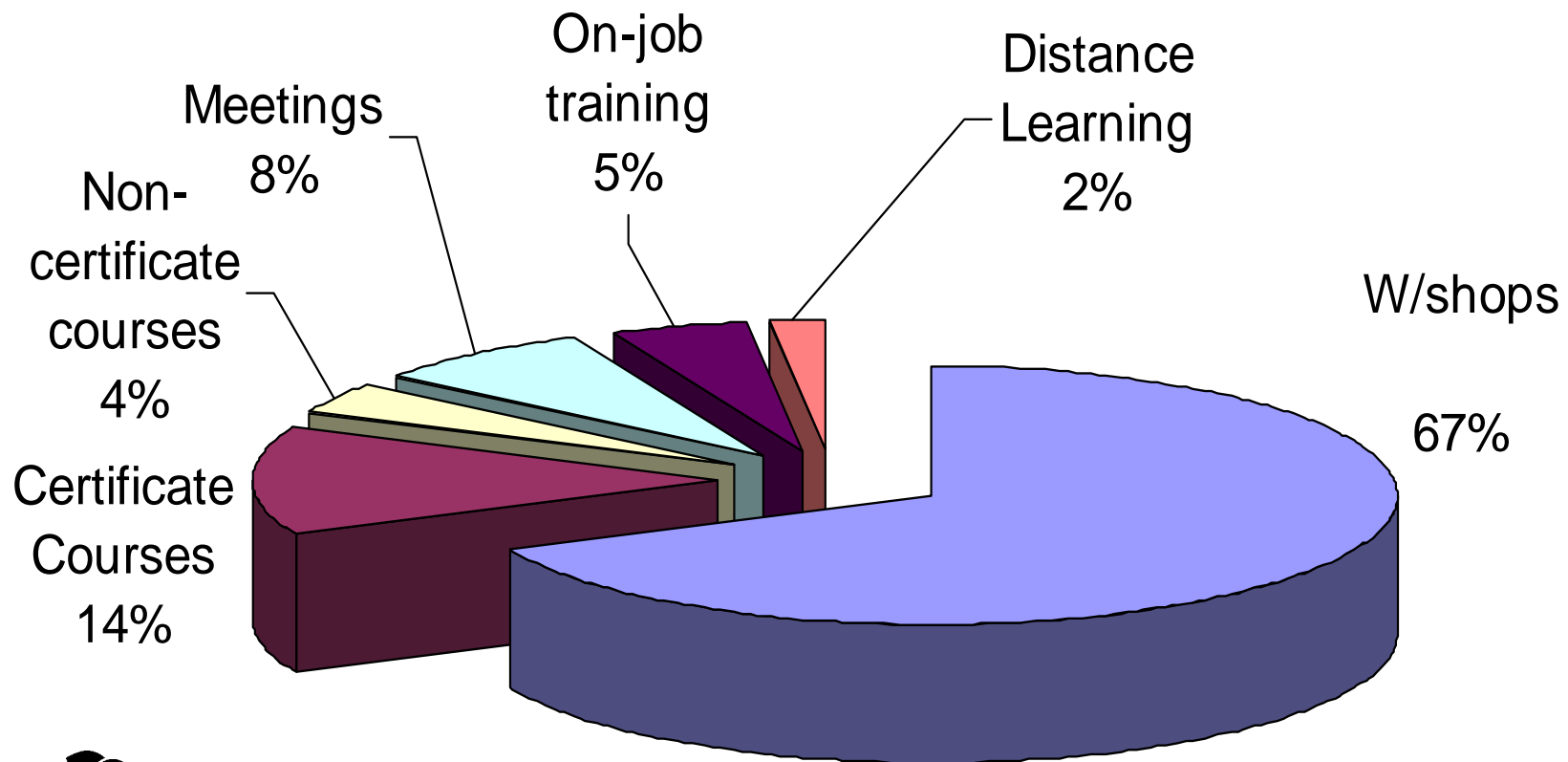 - Advanced chemical analysis

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Findings from WSS Sector III

- Many of the higher institutions of learning did not feature on the list of CB suppliers
- EHD participated actively in CD for BSc in Environmental Health with Inst of Public Health & Mbale School of Hygiene

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Findings from WSS Sector IV

Meetings
8%

Non-certificate courses
4%

Certificate Courses
14%

On-job training
5%

Distance Learning
2%

W/shops
67%
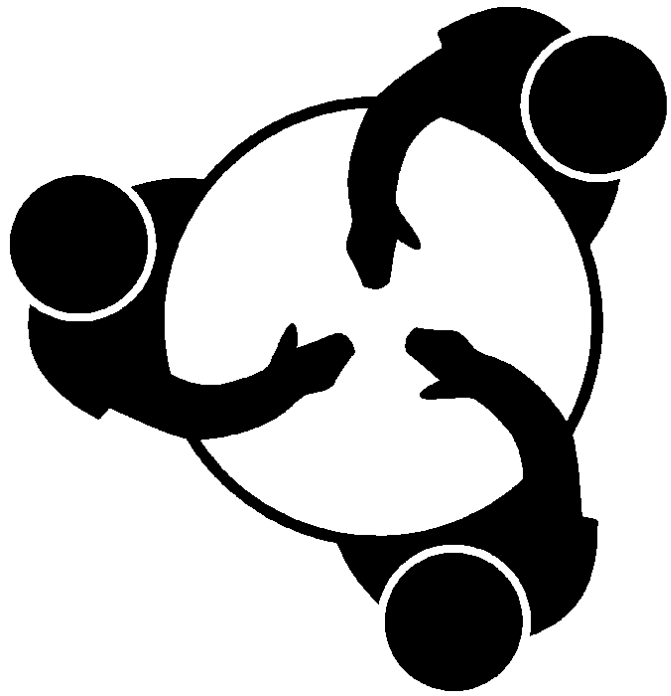
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Findings from WSS Sector V

- No formalised linkages between training and sector institutions

- Departments do not market services they can offer to sector institutions

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Conclusion

There is need to change the way things have been done in the past.

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Water Sector Human Resources Development Sub Component

Joseph Epitu

Senior Training Officer
DWD

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Contents

- Introduction
- Project Title
- Scope
- Program/Project Objectives
- Funding
- Planned Outputs

- Activities
- Strategies for implementation
- Current criteria for selection of LG staff for training
- Proposed areas of collaboration

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Introduction

The Human Resources Development sub component is aimed at addressing the capacity development needs of the Water Sector through appropriate learning interventions focusing at sector personnel at various levels (i.e. Centre, Districts and lower levels – County/Sub County), and institutional strengthening.

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Scope :

- All the Districts
- DWD Headquarters
- MoWLE Headquarters
- Private Sector/NGOs
- Support to training Institutions

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Program/Project Objectives:

- Enhanced Sector Management and financial planning capacity of the DWD in order to fulfill its new functions resulting from the SWAp and decentralisation strategies and the privatization efforts of the government.

- Sector supported to improve water supply and sanitation services in a more efficient and cost effective way

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Key Outputs

- New organization structure and change in manpower skills towards planning, financial management and social sciences(i.e mainstreaming gender and community development approaches)

- Sector supported to improve Water Supply and Sanitation Services in a more efficient and cost effective way

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Funding for FY 2003/07

3.2 Capacity Building Support to the sector

3.2.1 *Training personnel from sector agencies* ($567,700)

3.2.2 *Post* graduate *Courses (DWD & Sector)* –
($366,000)

3.2.3 Short Courses (Africa & Region) – ($293,000)

3.2.4 Support to Institutions providing training –
($908,000)

3.2.5 Conferences Abroad – ($168,000)

Total: **$2,303,000**

Planned Activities for the next 2 years :

- Define training program in light of Training Needs Analysis(TNA) to be conducted.
- Train DWD staff in monitoring, planning, financial management etc as defined by the TNA
- Train personnel from sector agencies so that they are better able to provide services defined in the SWAp

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Planned Activities Contd.

- Training sector personnel in post graduate courses
- Capacity building support to institutions providing training services to sector so as to ensure these become more responsive to the sector.
- Support to capacity building of private sector with needs as defined by the private sector study.

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Strategies for implementation

Based on the TNA, the following training interventions will be arranged for sector personnel:

• Tailor made courses/workshops for sector personnel to address specific needs to fill the performance gaps

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Strategies Cont'd

- Send sector staff for post graduate training, with specific preference to courses offered in the Africa region.

- Organize short courses for staff within the East, Central and Southern African countries

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Strategies Cont'd

- Capacity building to training local training institutions to build capacity in development and management of water and sanitation programs (E.g.. Training for REAL by WEDC, WDC/UMI training etc.)
- Continue with training programs for fresh graduates

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Criteria for allocating places to districts & other agencies

- Identified training needs
- Previous courses received by individual officers in similar area
- Incapacity by the sector agency to obtain alternative funding
- Relevance of the course to the sector

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Criteria for allocation places to districts & other agencies

- Availability of qualified staff in the sector agency to attend the required courses
- Number of personnel from the sector agency who have attended similar training in the past.
- Availability of facilities in the sector agency to facilitate transfer of knowledge
- Gender considerations

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Criteria for selection of staff for post graduate training

- Individual staff to express interest by submitting application to the HRD unit & selection will be based on the following criteria:
  - Status of employment in the civil service confirmed/not confirmed)
  - Seniority/Experience in the civil service
  - Evidence of admission to the training institution offering the course

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Criteria for selection of staff for post graduate training

- Duration of the course
- Relevance of the course to the individual and the sector
- Gender considerations

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Criteria for selection of staff for post graduate training

- In addition, preference will be given to the following :
  - courses offered within the Africa region, unless such a course can not be obtained within the region
  - Distance learning and Evening programs

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Allocation of Slots

- Short Courses:
  - DWD = 50%
  - Local Governments = 30%
  - Other Stakeholders/Min. Hqts = 20%

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Allocation Of Slots Cont'd

- Post Graduate Training
  - DWD = 40%
  - Local Governments = 60%
- Conferences
  - DWD = 50%
  - Local Governments = 30%
  - Other Stakeholders = 20%

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Allocation Of Slots Cont'd

- Study Tours
  - DWD = 50%
  - Local governments = 30%
  - Other Stakeholders, Inc. Min. Hqts = 20%

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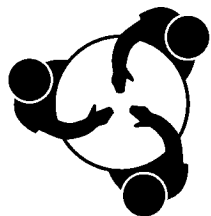*for* **REAL**
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Proposed Areas of collaboration with local training institutions

- Training & Capacity needs assessment for the local Governments/sector personnel;
- Design of relevant training programs to address the needs of the LGs/Sector;
- Selection of LG/sector personnel for courses in accordance with the standard procedures of the respective institutions;
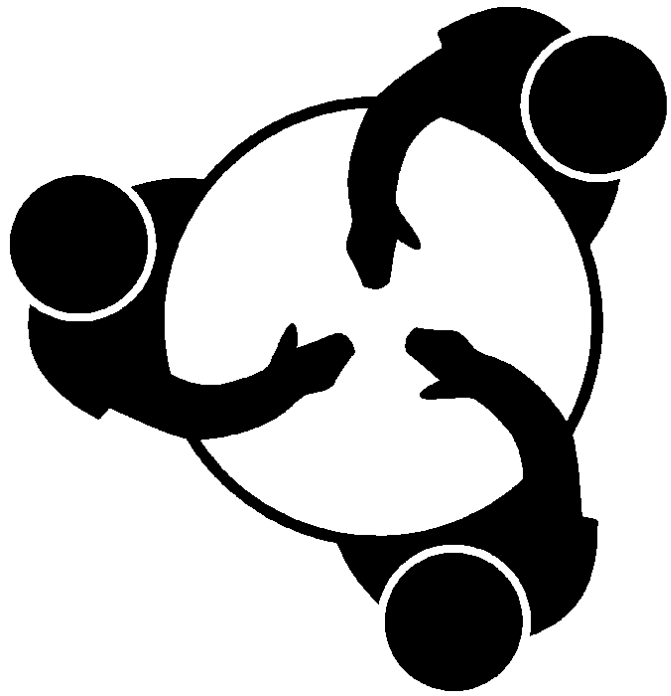
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Way Forward

How best can we improve the collaboration channels with the training institutions for effective delivery of sector training programs?
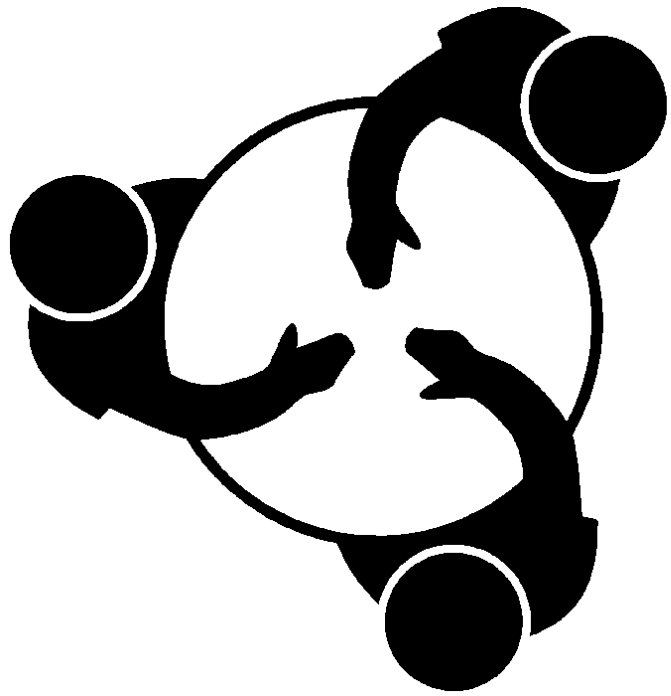
THANK YOU

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Some questions…

- How do we become more responsive?
- How do we ensure and demonstrate quality?
- As
  - Individuals?
  - Institutions?
  - A sector?

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