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The Third
Training for Real Forum

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Reporting on day 1

Questions…

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

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Individuals becoming more responsive

- Intensify interpersonal relationship building
- Positive attitude and flexibility
- Initiative
- Innovative
- Continuous professional development
- Find out demand requirements & capitalise on these areas

- Take interest to participate in meetings of the demand side
- Follow up available funding opportunities
- Find out what the customer needs
- Interaction with former students
- Strengthen industrial training for students
- Identify CD needs
- Be open-minded
- Network
- Self-assessment

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Institutions becoming more responsive

- Capacity building
- Benchmarking
- Flexibility
- Innovative
- Networking /joint projects
- Awareness of programmes
- Build business development skills
- Allocate responsibility for networking
- Institutional reforms or networking
- Equipping institutions
- Establish consulting wings & have them use standardised procedures
- Become learning organisations
- Have a good knowledge management system

- Equip training institutions
- Be more proactive
- Interact more with former students
- Increase industrial visits to organisations /projects
- Improve communication between DWD & other institutions
- Need to have a framework in institutions that is linked? With DWD
- Faculties /departments to delegate individuals to work with demand, not necessarily HoD or Dean
- Market services
- Form a unit responsible for winning new work
- Promote accountability & transparency in resource use
- Undertake institutional reforms
- Carry out ongoing TNAs
- Network
- Promote multi-skills

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The sector becoming more responsive

- Organise and institutionalise forums
- Policies that cater for special groups
- Appropriate policies
    - Enabling environment
    - Special interest groups
- Networking

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Individuals demonstrating quality

- Ensure
- Through research
- Continuous professional development
- Soliciting for feedback from clients
- Membership of professional bodies
- Time management
- Adhere to standards

- Demand
- Presentations
- Publications
- Demonstrations /open days
- confidence

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Institutions demonstrating quality

Ensure
- Quality policy
- Proper documentation
- Accreditation
- Maintenance of a data bank
- Capacity building /staff development
- Financing
- Facilities development
- Benchmarking
- Quality assurance policies and procedures
- Continuous dialogue with beneficiaries /stakeholder and generate feedback
- Tight quality controls – e.g. assessments, examination leakages etc
- Annual review reports highlighting:
- Achievements

- Weaknesses
- Mechanisms for improvements
- Document quality standards
- Continuous improvement and benchmarking of best practices
- Staff development
- Recruit a manageable number of students
- Affirmative action in training
- Stakeholder evaluation
- Minimise corruption
- Monitor /evaluate /audit performance
- Encourage competition
- Create awareness of the standards
- Enforce standards
- Encourage dissemination

Demand
- Publications
- Opening websites
- Promotion of image /services
- Provision of adequate facilities

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The sector demonstrating quality

Ensure

- Appropriate policies
- Availability of resources
- Monitoring and evaluation
- Technology choice
- Networking
- Benchmarking
- Promotion of harmony
- Training institutions motivation low and garmented
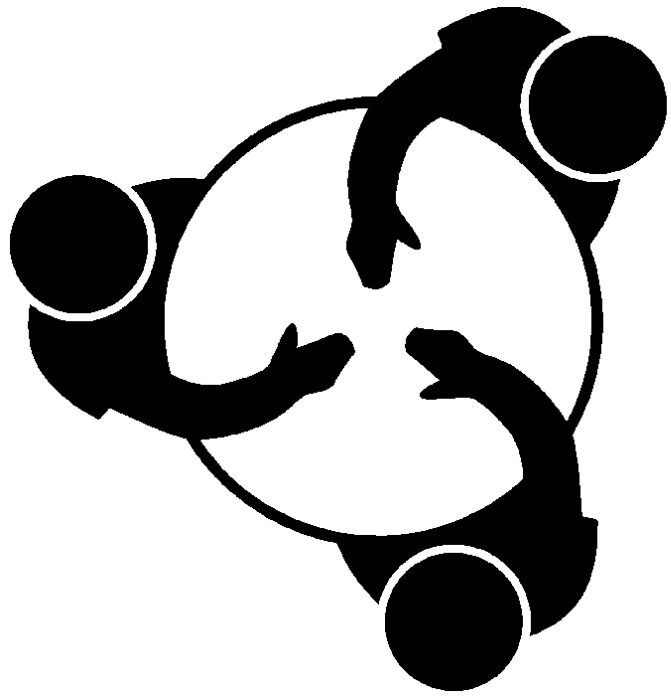- Need for harmonisation collective demand for a living wage

- Ongoing dialogue with the beneficiaries /stakeholders and generate feedback
- Policies to regulate sector activities
- International community

Demand

- Dissemination of information
- Publications
- tradeshows

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The Joint Sector Review

Eng Richard Cong

DWD

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5th WSS Joint Sector Review Sept 2005

- BACKGROUND
- **WSS adopted sector wide approach (SWAP).**
- **Donors are fully involved in this process**
- **Two joint reviews annually to review the process towards meeting sector targets**

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Preparatory Process

- **Preparatory Team of** 25 members from NWSC, MOH, MOES, MOLG, MGLSD, MAAF, German Embassy and KFW.

- 4 Sub-Committees: Technical, General Assembly, and Publicity & Entertainment & Logistics

- Meet every 2 weeks since 7th July 05.

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OBJECTIVES

- **To review the performance and provide budgetary and policy guidance in support of rapid, socially and economically viable, environmentally sustainable and participatory water and sanitation services in Uganda with focus on the poor."**

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JSR objectives:

- To assess progress and performance of the sector in relation to policies, resources and previous undertakings.

- To seek policy guidance in strategic areas and agree on key strategic undertakings for the forth-coming twelve-month period.

- To provide guidance to MTEF preparation with particular emphasis on resource allocation between sub-sectors.

- To contribute to overall capacity development and awareness-creation among sector operators and stakeholders.

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Scope of the JSR

- General Assembly-26th -27th Sept05 , With a theme "*Maximizing Service Delivery in the Water and Sanitation Sector*"
- Field Visit 26th -27th Sept 05, to IDP-camps in Gulu and Lira districts to assess the water and sanitation services .
- The Review Workshop: 28-30th September 05
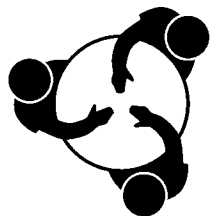
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Budget

- **UGX 210,250,000/=,**
  - **KfW- Eruo 50,000(UGX 119,655,000)**
  - **JPF -Ugshs 90,595,000/-,**

- **Facilitators will be hired to the Review deliberations**

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OUTPUT

Agreed Minutes comprising:

– the status of implementation of the previous undertakings ,

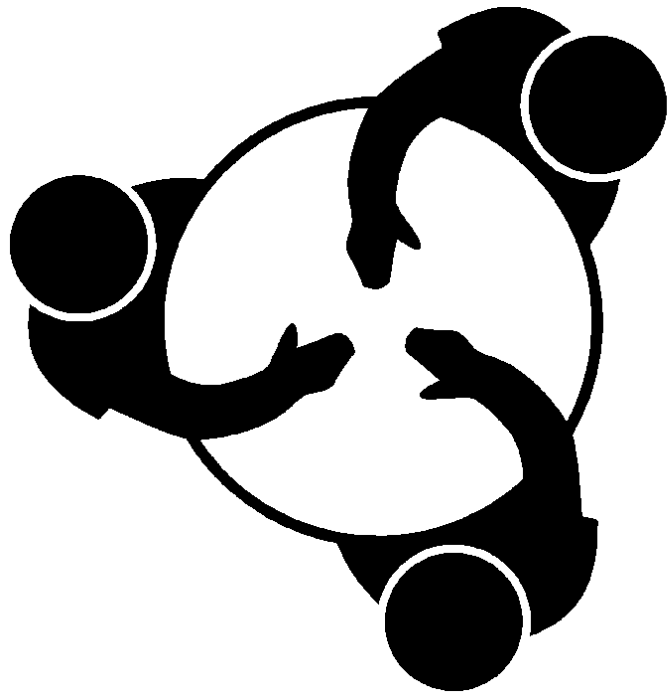– policy and strategic actions as undertakings for the next one year.

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Conclusion

- Planning is finalised
- Organizing the JSR started

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Strategy and Capacity Building
reflections from TFR

Brian Reed

Water, Engineering and
Development Centre

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Give a man a fish and you feed him for a day.
Teach a man to fish and you feed him for a lifetime.

Chinese proverb

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Reasons to manage training

- Development priority
- Barrier to infrastructure delivery
- Ensure value for money
- Improve efficiency and effectiveness
- Change management

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"However, whilst we are in the process of calculating capital funding deficits and developing motivations for additional funds, we are also faced with a situation where funds are unspent. I hear that … millions of … funds [are] sitting in municipal bank accounts earning interest instead of being spent on addressing the backlogs. Targets are about time – how can we ask Treasury for more funds when funds are not being spent? The answer here is not to stop our efforts to increases the pool of long term funding resources – the answer is to get to the bottom of why the funds are not being spent.

A review of the deliberations of meetings … shows that the same issue comes up over and over again. The problem is a lack of municipal capacity to implement the … programme and capacity for ongoing operations and maintenance of infrastructure. Implementation and institutional capacity is one of the biggest challenges facing us in our efforts to meet the targets."

From a Speech by South African Minister of Water Affairs and Forestry: Ms BP Sonjica at Phumelela Municipality 05/07/05

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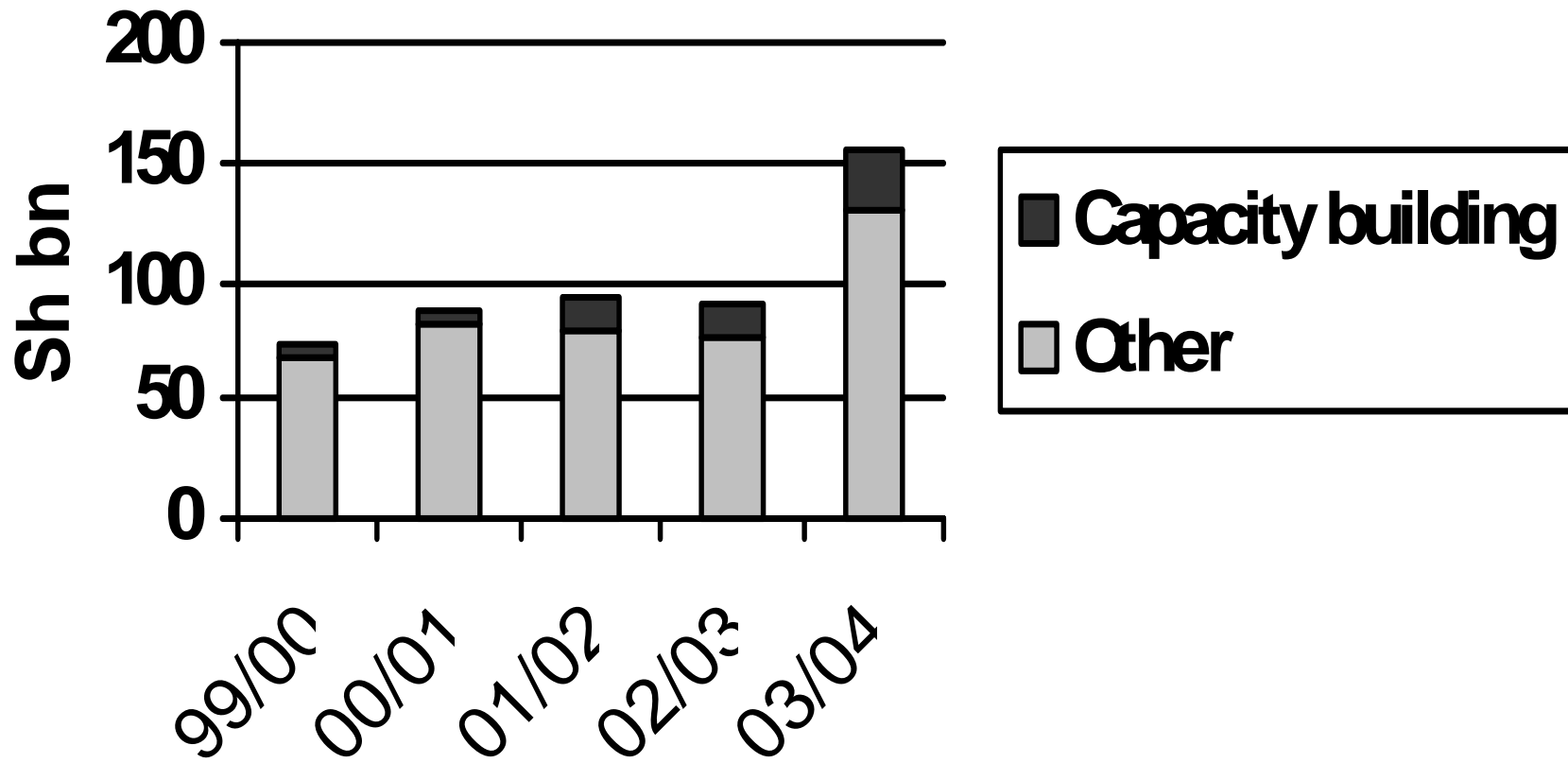
Macro and micro

- National development is an investment in people – needs long-term strategy
- Capacity development is an investment in people – needs short-term actions

- How are these linked?

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Micro

- Simple
- Easy
- Short-term
- Supplier (trainer) led?
- Product focused
- £ spent
- "What?"
- Individual
- Fragile/ not sustainable/ dependent

- "Unconnected"
- Task specific
- "Real" and tangible
- Cause
- Local
- Practice
- Shallow
- Basic management goals
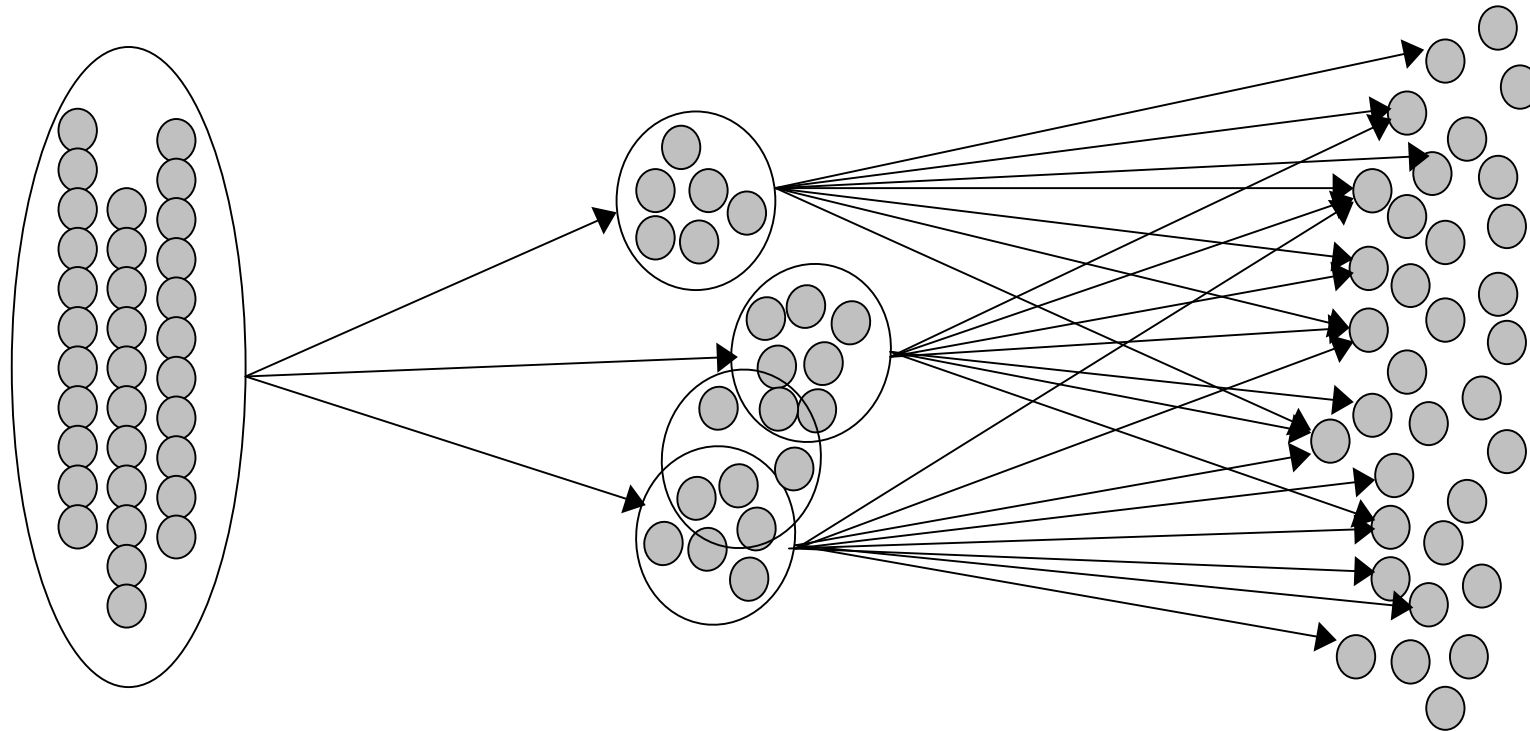- Roles

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Macro issues

- Complex
- Long-term
- Demand (employer) led?
- Performance focussed
- "Social energy" / £ saved
- "Why?"
- Organisational
- Robust/ self sustaining/ independent

- "Network"
- Flexible and adaptable
- Abstract
- Effect
- (Inter) national
- Policy
- Deep
- Influencing agenda
- Rules

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Centralised or decentralised?

Championing progress

Supporting our training officers

- Why do we need to develop our capacity building activities?

- Why is it an emerging issue?

- Who are the main stakeholders?

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What have you been saying the issues are?

- Research has identified many emerging issues related to capacity building
- Some are macro and some are micro

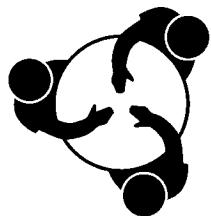**TRAINING** *for* **REAL** UGANDA

Emerging issues I

- A human resource <u>strategy</u> is needed to provide direction and co-ordination. Strategy has been developing through the sector wide approach for the delivery of water and sanitation services, but has not extended to the management and development of human resources. How should a sector-wide strategy be developed? Who will co-ordinate action?

- Each <u>sub-sector</u> and organisation has highlighted the need for capacity development. Is a human resource development strategy needed for each sub-sector? Can the process move from isolated training-needs analysis to skills analysis and continuous professional development?

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Emerging issues II

- There are <u>many capacity-building initiatives</u>; are they all necessary? Should they be co-ordinated? Can the stakeholders retain ownership of shared initiatives? Who should champion capacity building in the sector and at what level? Should this be organised at MWLE, DWD or sub-sector level?

- The various asset holding, regulatory, enabling, co-ordinating and monitoring roles that are emerging within the sector mainly focus on concrete activities, financial issues, contractual and performance monitoring. Human resources can form the major asset of some organisations, so should human resource development be added to the <u>regulation</u> remit?

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Emerging issues III

- Training materials: recent initiatives such as the MoH/ SIDA/ UNICEF booklets on sanitation promotion have provided good material for advocacy & training. What other material is needed? Who should provide it & how they can be adopted sector-wide?

- Training formats: are workshops the best way to develop staff? What is the most efficient way to provide effective training? Are workshops a waste in terms of capacity building? How else can we consult & inform people? Are they too easy?

- Incentives for training; how can short-term financial remuneration (e.g. workshop allowances) be adapted to motivate individuals towards long-term career growth and organisational development? What are the real incentives for training and drivers for change?

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Emerging issues IV

- In order to provide targeted training, task allocation and <u>job descriptions</u> are required. Increasing movement of staff between institutions will require understanding, recognition and acceptance of work experience throughout the sector. Is some sort of common understanding needed in order that educational establishments and professional institutions can provide managers, engineers, socio-economists and technicians for the whole sector?

- The Performance Measurement Framework will have an impact on how resources are allocated. What <u>indicators</u> of HRM and HRD will best suit the sector?

- <u>Communication</u> between capacity development providers & employers in the sector is vital and appears feasible with the correct facilitation. Who should facilitate this?

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Emerging issues V

- Resource centres: DWD has a library at Luzira, water resources information is held at Entebbe, NWSC has a vocational training centre at Bugolobi; universities have libraries and laboratories for training students; the UWASNET consultation on capacity building noted the need for accessing resource materials. How should resource centre initiatives be rationalised, co-ordinated and monitored?

- How do we value general, professional skills like report writing or consultancy expertise

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Developing SMART objectives

Possible undertakings for next year?

- **S**pecific
- **M**easurable
- **A**chievable
- **R**ealistic
- **T**ime bound

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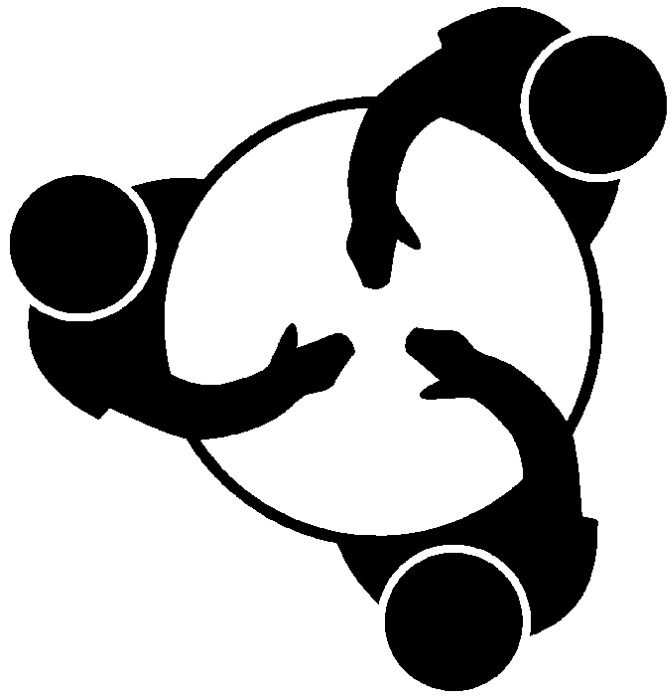# Ideas on *who? why?* and *what?*

Championing progress

- Why do we need to develop our capacity building activities?

- Why is it an emerging issue?

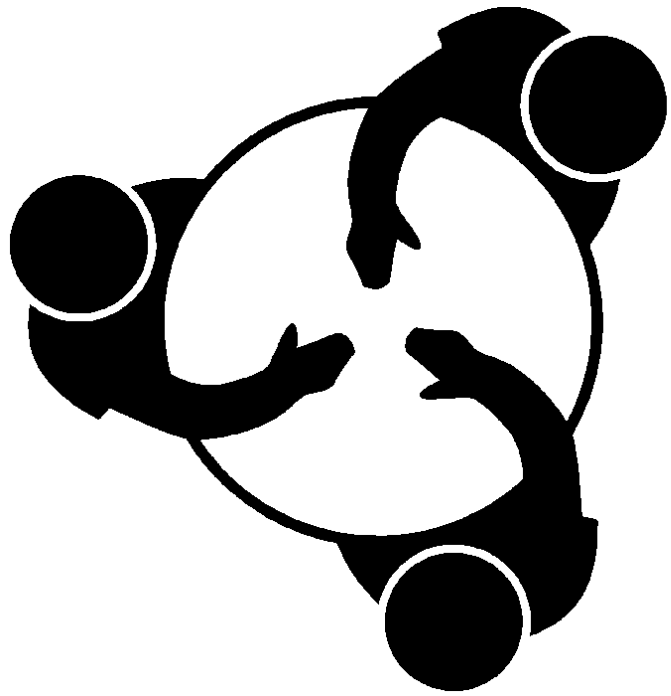- Who are the main stakeholders?

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