



ORGANISATION OF AFRICAN UNITY
FARMING IN TSETSE CONTROLLED AREAS
REGIONAL PROGRAMME

P O BOX 30786 NAIROBI KENYA TELEPHONE: 250751, 338544/338570/6 EXT. 612 OR 610
FAX: 227270 E-MAIL: Reg-TA@FITCA-EA.COM OR rtcu@FITCA-EA.COM



Regional Training
Programme for
FITCA

established through a
Training Needs Assessment
in
Kenya and Uganda

March 2000



ORGANISATION OF AFRICAN UNITY
FARMING IN TSETSE CONTROLLED AREAS
REGIONAL PROGRAMME

P O BOX 30786 NAIROBI KENYA TELEPHONE: 250751, 338544/338570/6 EXT. 612 OR 610
FAX: 227270 E-MAIL: Reg-TA@FITCA-EA.COM OR rtcu@FITCA-EA.COM



Regional Training
Programme for
FITCA

established through a
Training Needs Assessment
in
Kenya and Uganda

March 2000

List of contents

- Summary
- Preface
- 1. Background
- 2. Introduction
- 3. Methodology
 - 3.1 General
 - 3.2 FITCA Kenya
 - 3.2.1 Interviews
 - 3.2.2 Training Needs Assessment Workshop
 - 3.3 FITCA Uganda
 - 3.3.1 Interviews
 - 3.3.2 Training Needs Assessment Workshop
- 4. Results
 - 4.1 FITCA Kenya
 - 4.1.1 General
 - 4.1.2 Training Needs
 - 4.1.3 Interviews
 - 4.2 FITCA Uganda
 - 4.2.1 General
 - 4.2.2 Training Needs
 - 4.2.3 Interviews
 - 4.3 Comparative analysis
 - 4.3.1 General
 - 4.3.2 Common training needs
 - 4.4 Regional training programme
 - 4.5 Link between the Regional training programme and the national training events
 - 4.5.1 Comparison between regional and national training in KENYA
 - 4.5.2 Recommendations for the KENYA - FITCA training programme
 - 4.5.3 Comparison between regional and national training in UGANDA
 - 4.5.4 Recommendations for the UGANDA - FITCA training programme
- 5. Conclusion
- 6. Recommendations
- 7. Evaluation, general

Annexes

1. Terms of Reference for the Consultant
2. Training needs and skills profile identified during the Workshop in **Kenya**
3. Training needs and skills profile identified during the Workshop in **Uganda**
4. Budget for proposed regional training programme
5. List of Workshop participants in Kenya
6. List of Workshop participants in Uganda
7. Evaluation of Workshop in Kenya
8. Evaluation of Workshop in Uganda
9. Itinerary
10. Institiogram for FITCA Uganda

SUMMARY

A consultancy was commissioned in March 2000 to assess the needs for training at regional level in the FITCA programme, before engaging in any training activity.

FITCA is a regional project for the East African countries Kenya, Uganda, Ethiopia and Tanzania and will be joined by Rwanda and Burundi at a later stage. It has a regional Co-ordination Office in Nairobi at the offices of OAU/IBAR, the umbrella organisation of FITCA. The objective of the regional component is amongst others, to offer training which is beneficial to the national projects under FITCA.

At the time of this consultancy only Kenya was operational as a project and Uganda was about to start with the Technical Assistant already in place. It is for this reason, that only Kenya and Uganda were visited during the consultancy.

In order to design a training programme, the target group and its training needs need to be identified. This was done through interviews with stakeholders in the programme, research and training institutions, NGO's, study of project and related documents and through *Training Needs Assessment* Workshops which were held in Kenya and Uganda. Participants of these workshops represented the job categories which will implement FITCA project activities.

In Kenya the 2-day workshop was held in Busia where the Project Management Unit (PMU) is based. Participants represented Government (Veterinarians, Zoologists, Agriculturists) and Community based Organisations, the Kenya-Finland LDP and private Veterinarians and Animal Health Assistants.

In Uganda the 2-day workshop was held in Jinja, where the PMU shall be located, once the project starts. Participants represented Government (Headquarter, District level Veterinarians, Entomologists, Sleeping Sickness Control Medics, Agriculturists). Although project implementation will eventually be carried out also by the private sector, no representatives are as yet involved in project preparation.

An approved methodology for the assessment of training needs was used, in which a duty and task analysis of jobs was carried out. The skills required for these activities were then identified. The next step of analysis was modified to fit the needs of FITCA. Instead of comparing these skills with the participant's own job description, as usually done, they were asked to compare the skills with their future role in FITCA and identify the knowledge gaps. For a better understanding of this role FITCA activities and the human resource profile required for implementation were elaborated. Participants were also asked to extend their assessment to their subordinates, or, in the case of non-Government participants, to their clients. The latter part of the exercise gave the required information to assume the needs of job categories and beneficiaries, such as farmers, not present at the workshops.

Training needs were identified and ranked for priority for each job category. For the groups of Animal health/disease control personnel, Rural development (crops and livestock) personnel and Tsetse control personnel, the training needs in Kenya and Uganda were comparable and common needs were listed. Although as groups not comparable because they featured only on one workshop, the social and extension workers, the private entrepreneurs, SS control personnel and managers also had certain training needs in common with the other groups.

From this comparison training needs that appeared cross board were synthesised. The result was sorted into a logical sequence and formed the basis for the proposed training programme.

The proposed regional training programme should offer the following topics:

1. Data collection, management and analysis
2. GIS as compact course
3. Farm – Management – Extension Package
4. Management in a liberalised economy
5. Tsetse control/rural development project planning and management

Besides these 5 topics there are two distinct technical subjects which the management of FITCA might wish to include, if finances permit, as they are of importance in Kenya and Uganda to the groups *Rural Development* and *Animal health/disease control* respectively.

- ◆ Water development (livestock) and water harvesting (crops)
- ◆ Current diagnostic techniques for vector borne diseases

Courses as suggested for a regional training programme are described in detail in regards to target group, course contents and proposed trainers. Courses are targeted at the Senior Management level mainly as a certain standard of knowledge is required and as these participants should become resource persons and multipliers for the skills at national level.

On the basis of the training needs identified in Kenya and Uganda and in line with the regional programme, a review of the national training programme as indicated in the respective work programmes is also suggested. Course topics offered at regional level should be transferred to the nation level and disseminated widely. This will gradually built a base of standardised methods being used, enforcing improved communication and co-ordination within and between countries and the regional FITCA component.

Those specific national training needs that are not covered by subjects 1 to 5 from the above list are also dealt with in this proposal.

The strategy for the proposed regional training programme is to target key people from Kenya, Uganda and Ethiopia. These people will form the nucleus for promotion of “good practices” and the wide dissemination of training contents at national level. In this strategy the proposed topics for training are not delivered as a one-off event, but will be repeated at middle management, field staff and technician level in the most appropriate form. It is anticipated that through this “trickle-down” effect the greatest possible impact of training can be achieved.

The regional training programme is suggested for a one-year period. Its impact should be evaluated thereafter and further training or re-training should be planned accordingly.

PREFACE

In September 1999 at the 25th ISCTRC meeting in Mombasa, the need to formulate a training programme for the regional component of the *Farming in Tsetse Controlled Areas (FITCA)* Programme was identified. This component had been left unspecified in the Regional Annual Work-Programme. An input by the Consultant was requested for early in the year 2000 and the visit to the region took place in March 2000.

In the meantime, the TA of the FITCA Kenya Programme left the Project and the Work-Programme for FITCA Uganda had not yet been signed by the authorities. An interim TA was appointed for FITCA Kenya and FITCA Uganda was still not operational by the time the Consultancy was effected.

Upon arrival of the consultant, this regional mission was met with strong resentment by the staff of national components. The need for this consultancy had not been agreed upon by all partners involved, i.e. by both the regional and national programmes. The national programmes felt very strongly that this mission came too early. The objective of the consultancy, however, could only be met by carrying out a *Training Needs Assessment (TNA)* in both national programmes in order to identify *training needs* common to both countries that could constitute regional *training needs* and lead to a justifiable proposal for a *regional training programme*.

Extensive consultations were held with stakeholders in FITCA Regional and Kenya and to a lesser extent in Uganda before and between the TNA Workshops in the attempt to incorporate additional views of people involved in the planning of FITCA since its inception.

The results of this consultancy have to be seen against this background and the recommendations resulting from the national TNA's are made in anticipation of the national projects' implementation of activities, which will only start after this consultancy.

1. BACKGROUND

FITCA is a regional project which is implemented under the auspices of the OAU/IBAR. It is funded by the EU as a project for East African Countries. It consists of a Regional Co-ordination Unit based in Nairobi and national projects in Kenya, Uganda, Ethiopia and Tanzania. Rwanda and Burundi will join the programme at a later stage.

At the time of this report, the Kenya national project was operational; the other countries were undergoing the administrative procedures leading to implementation.

The regional component's overall objective is *to contribute to the socio-economic development of the Region through the co-ordination of national activities to ensure rural development.*

The specific objective is *to improve the implementation capacities of the countries concerned through the co-ordination of regional and national programmes.*

The regional programme foresees the following activities to achieve the project purpose:

- ◆ Co-ordination of the national activities
- ◆ Co-ordination of Environmental Monitoring and Impact Assessment
- ◆ Strengthen research co-ordination and collaboration
- ◆ Evaluation and monitoring of national projects

Furthermore the Regional Programme will bring in short-term experts to give specific inputs.

One of the areas under *co-ordination of national activities* is **Training and Workshops**, which will eventually accommodate a *Regional Training Programme*.

Human Resources Development is a very important part of the FITCA Programme, both at regional and national level. It is to go hand in hand with the implementation of all other activities in order to enhance capacity and improve performance of the implementers as well as of the beneficiaries. The availability of skilled personnel is a major consideration in the formulation of project activities. This applies to all categories of staff ranging from line management to professional to technical and field extension levels. It is for this reason that the national projects in Kenya and Uganda have made provision in their budgets for training activities specific to their projects. In addition, the Regional FITCA component also included a training programme in the work programme. These training activities are to focus on training requirements common to Kenya and Uganda and those of other countries, if necessary.

2. INTRODUCTION

There have been considerable delays in the launch of the FITCA national projects due to administrative and technical problems. These delays, however, should not affect the co-ordination of collaborative activities planned under the FITCA Regional component.

It is important to integrate a *Human Resource Development* component into the planning of a long-term programme at the earliest possible opportunity. However, a training needs assessment can only be conducted correctly when staff are in post and their “needs” can be assessed. The planning of FITCA’s regional training component occurred before national projects had reached the stage of full implementation or were still undergoing partial revision, stakeholder consultations and integration.

The national projects have a wide scope of activities to achieve their objectives. Skilled staff are a crucial element in achieving results, and if not available in sufficient numbers, can become a serious bottleneck for the success of the projects. Furthermore the beneficiaries - the rural community - need to be included in a continuous learning process, and in the creation of awareness about their roles in and contributions to the development process.

Activities in the national projects can be broadly categorised into:

- ◆ Animal health/disease surveillance, diagnosis and control
- ◆ Human sleeping sickness surveillance, diagnosis, treatment & control
- ◆ Tsetse control
- ◆ Rural development through community based livestock improvement
- ◆ Project management, including monitoring and evaluation of activities and co-ordination of activities within and between countries

In Kenya and Uganda different institutions contribute their personnel to these activities. In Kenya they comprise Government Departments of the Ministries of Agriculture and Livestock Development, Health, Social Services but also Non-Governmental Organisations, other Projects and the Private Sector, in particular private animal health service providers, and Research Organisations.

In Uganda many Ministries and LIRI as research institution are involved. In the near future, the decentralisation policy will result in a redistribution of responsibilities between Headquarter and District levels. Of equal importance and possibly of greater influence will be the *Programme for Modernisation of Agriculture*. This foresees a drastic change towards handing over of Government responsibilities to the private sector. These aspects were only marginally considered with regard to the implementation of FITCA. It is at present almost exclusively Government delivery oriented. At the beneficiary level, however, the programme has incorporated a strong participatory approach and capacity building.

It is obvious that stakeholders and “implementers” will vary a lot in their ability, professional background, experience and commitment to implement the projects’ activities.

Areas of technical knowledge, managerial skills, extension skills and human skills, attitudes and behaviours will have to be addressed specifically for each group to improve performance across the board.

A suitable method to establish the level of existing knowledge, based on the jobs carried out

assessment. Training needs are related to essential tasks for which specific training is required. These needs are also specific to certain categories of personnel i.e. managers, professional staff, technical staff, field personnel and farmers.

The method chosen for this consultancy is based on an approved technique, which was modified to establish FITCA's specific training needs. Two *Training Needs Assessment* Workshops, one in Kenya and Uganda, were held and individual stakeholders at the planning, research and training level were interviewed in each country. From the results of these national Workshops, training needs common to both countries were synthesised and some were identified as regional training needs that can be addressed under the Regional Programme.

3. METHODOLOGY

3.1. General

One week was spent in Nairobi at the OAU/IBAR/FITCA Regional Office to familiarise with the Project. A number of stakeholders were also visited. 3 days were spent in the FITCA Kenya Project area (Busia) to familiarise with the project area. 2 days were spent in Busia carrying out the *Training Needs Assessment* Workshop.

2 days were spent in Entebbe and Kampala to meet with the Government Authorities, experts at Makerere University and the EU Delegation. 1 day was spent on travelling to Jinja and preparation of the Workshop, 2 days for the Workshop.

On return to Nairobi, a de-briefing was organised with OAU/IBAR and the EU Agricultural Adviser to present findings and preliminary conclusions and recommendations.

3.2 FITCA Kenya

3.2.1 Interviews

The following Institutions/people were visited and discussions were held on their views of :
1) their role in FITCA Kenya, 2) the training needs they saw for their staff involved in FITCA Kenya and 3) their possible input as a trainer/training institution:

- ◆ KETRI: the Director, the Assistant Director (Research), the Training Officer
- ◆ KARI: the Director Human Resources Development
- ◆ Veterinary Department: the Director, the Deputy Director Vector Control, the Chief Zoologist
- ◆ KVAPS: the Co-ordinator
- ◆ Min. of Agriculture and Livestock Production: Deputy, Senior Deputy Director Livestock Production
- ◆ ILRI: the Training Officer, the Ac. Head Animal Health Division, the GIS Unit, the Head of EM&IA Dept.
- ◆ Kenya-Finland Livestock Development Programme in Kisumu: the Technical Assistant, the National Co-ordinator
- ▲ ICRAF Masego: a scientist on station

3.2.2 The Training Needs Assessment Workshop

The Workshop was held at the Farmview Hotel in Busia. 26 people participated in this 2-day Workshop. Participants came from the Districts of Busia (13, incl. 4 FITCA PMU staff), Bondo (3), Bungoma (3), Teso (2), Siaya (1) and from Kisumu (2) and Nairobi (2).

Participants represented the following areas of work and were grouped accordingly for group work during the Workshop:

- Group 1: Tsetse control
- Group 2: Animal health/disease control
- Group 3: Rural development (social and extension aspects)
- Group 4: Rural development (livestock production aspects)
- Group 5: Private entrepreneurs

The Workshop was opened by Dr Solomon Haile Mariam, Chief Livestock Projects Officer, OAU/IBAR.

The Workshop comprised input from the Consultant on the role of training for successful and sustainable project implementation and the detailed explanation of the training needs analysis. Input from the FITCA Busia staff was integrated in the schedule in form of a general overview on the project's aims and objectives (day 1) and a detailed description of the planned activities and the progress of those already ongoing (day 2).

The Needs Assessment followed the procedure described hereafter, but was modified to consider human resources profiles required by FITCA as the "measuring stick" for competency requirements (rather than personal job descriptions as taken normally). These profiles were outlined during the presentation of the FITCA activities and a discussion thereafter under the heading: *what is new with FITCA that was not there before FITCA*.

Procedure:

DAY 1 (Situation analysis)

1. participants listed their 3 most important duties in their present positions (individual work)
2. they described the tasks that need to be carried out for each duty (individual work)
3. they described the skills/knowledge they need to have to carry out these tasks in terms of technical and managerial knowledge (individual work)
4. they compared skills/knowledge amongst members of the group and synthesised the common ones (group work)
5. they prioritised the common skills (group work)
6. group 1, 2, 4 expanded the skills analysis to the job category above and to the two categories below their own position, group 3 and 5 expanded it to their clients and collaborating partners (group work)

DAY 2 (Requirement analysis)

7. after presentation and discussion of FITCA activities, participants attached new tasks under FITCA for their area of work to any of the job categories they had analysed

8. they described the skills that would be required for these new tasks, provided they were not found on the list already compiled on Day 1
9. they included these skills into the list of Day 1
10. they identified competency deficiencies for skills on this combined list following given criteria
11. they allocated these competency deficiencies or skills gaps or *training needs* to the different job categories (groups 1,2,4) and clients/collaborating partner (groups 3,5)
12. they prioritised the *training needs* identified for each job category/client/partner
13. they suggested the *type of training* required for each training need
14. they suggested the Institution to deliver the training
15. they suggested the number of people to be trained

The Workshop was evaluated using an anonymous questionnaire. Dr Solomon closed the Workshop officially and also introduced the TA FITCA Kenya, Dr Rosemary Dolan, and the Co-ordinator FITCA Regional, Dr Heinz Politzar, who had both arrived in Busia in the meantime.

3.3 FITCA Uganda

3.3.1 Interviews

Visits in Uganda were only few due to the short time spent in the country and because no appointments had been made for such visits beforehand. Facts on the project were mainly gathered from project documents and discussions with Project staff.

- ◆ Project staff: Dr Ogwal, Project supervisor, Director COCTU; Dr Kansime, Dep. Director COCTU; Dr Dransfield, TA
- ◆ Director Veterinary Services, Dr. Ociba: was met in Nairobi
- ◆ Makerere University: Dr Laker, Dr Lubega
- ◆ EU Delegation: Mr Moller, Agricultural Adviser
- ◆ LIRI: the Director, Dr Olano-Mukani as participant in the Workshop

3.3.2 The Training Needs Assessment Workshop

The Workshop was held at the Sunset Hotel, Jinja, on 16. and 17.3.2000. The first day coincided with a Public Holiday. 25 people were invited and 21 people attended the Workshop, of whom two had to leave on the morning of the 2nd day. Participants came from the Districts of Jinja (4), Iganga (2), Mukono (2), Pallisa (1), Mbale (1), Tororo (3), Bugiri (1), Kamuli (1) and from Headquarters in Entebbe (6).

Dr Politzar, Co-ordinator FITCA Regional, Dr Ogwal, FITCA Uganda supervisor and Dr Dransfield were present as observers.

Participants represented the following areas of work and were grouped accordingly for group work during the Workshop:

- Group 1: Sleeping Sickness (SS) control
- Group 2: Tsetse control

Group 4: Rural development (Land use)
Group 5: Managers

6 participants (29%) represented Headquarter line management and consequently a 5th group of Managers was introduced (unlike in the Kenya Workshop).

The Workshop was opened by Dr Ogwal, who also contributed the general overview on the projects' aims and objectives on the first day. The *Needs Assessment* followed the procedure as described under 3.2.2. The project's activities as laid down in the FITCA Uganda work programme and the human resources profile required for implementation were presented by Dr Dransfield.

Procedural differences were introduced for group 5 (Managers) by expanding their tasks to the elaboration of an Institutiogram showing the interaction and networking between the Ministries at Headquarter level and the authorities at District level. An attempt was made to also include other stakeholders who could come into play in the future, such as the private sector, NGO's and CBO's (Annex 10). Group 1-4 was not asked to assess skills of their superiors as they were present at the Workshop.

The Workshop was evaluated using similar questionnaires as in Kenya, modified to include questions of interest to the Project supervisor.

Dr Ogwal closed the Workshop officially.

4. RESULTS

4.1 FITCA Kenya

4.1.1 General

As described in the previous chapters, a *Training Needs Assessment* is a tool for the identification of areas that require performance improvement to carry out certain activities in a given job or for the achievement of certain project objectives. This particular exercise came at a point in time where only few of these project relevant activities are being implemented, the greater part, however, are still being planned. This notwithstanding, it revealed competency deficiencies of people who will in one way or the other be involved in their implementation and will therefore remain relevant.

The involvement of the private sector (mainly private animal health service providers) is an area that requires careful integration and co-ordination with the activities of Government staff and consequently revealed the need for improvement of managerial skills for those that do the co-ordination, i.e. the PMU staff and the line managers of District Departments and the KETRI dependance in Alupe. The private service providers themselves also need to be trained in communication and co-ordination with the project network. Furthermore they need improved capability to educate and create awareness amongst their clients for the benefits of an improved animal health delivery system.

The ultimate beneficiaries the farmers will eventually be reached by all groups that

the “front-line” staff of each group. This finding shows quite clearly in the analysis. Farmers training needs were assessed only indirectly through the front-line workers and farm visits.

4.1.2 Training needs

The full profile, including common skills for all job categories analysed for each group, new tasks under FITCA and the identified training needs is given in Annex 2.

For easier reference, only the first 5 training needs for the job category present at the Workshop and the first two for other job categories/clients/partners are given here.

Group 1: Tsetse control

District Zoologist	<ol style="list-style-type: none">1. project management and planning skills2. GIS understanding/interpretation of output3. budgeting of tsetse control schemes4. basic computing skills5. diagnostic techniques for trypanosomosis surveys¹6. skills in environmental management
Tsetse officer	<ol style="list-style-type: none">1. business skills²2. mobilisation skills²
Zoologist	<ol style="list-style-type: none">1. project management & training2. basic computer skills
Provincial Zoologist	Communication skills

Group 2: Animal health/disease control

District Veterinary Officer	<ol style="list-style-type: none">1. basic computer skills2. senior management skills3. current diagnostic techniques4. project proposal writing5. budgeting
KETRI Researchers	<ol style="list-style-type: none">1. data management and interpretation skills2. scientific report writing3. project proposal writing4. current diagnostic techniques of vector borne diseases5. budgeting
Veterinary Officer	<ol style="list-style-type: none">1. current diagnostic techniques2. basic computer skills

¹ In Kenya the Zoologists are also involved in the trypanosomosis surveys

Livestock Officer	<ol style="list-style-type: none"> 1. laboratory diagnostic procedures 2. current diagnostic techniques
-------------------	---

Group 3: Rural development (social and extension)

CW ³ and PMU staff and Extension staff	<ol style="list-style-type: none"> 1. Training skills 2. Participatory monitoring & evaluation 3. basic skills on tsetse control 4. data management & interpretation 5. influencing positively
CBO's ⁴	<ol style="list-style-type: none"> 1. micro-financing 2. business management 3. basic skills on tsetse control 4. Participatory monitoring & evaluation 5. PR skills
Farmer	<ol style="list-style-type: none"> 1. business management 2. basic skills on tsetse control
Co-operatives	<ol style="list-style-type: none"> 1. Business management and microfinancing 2. Participatory monitoring & evaluation

Group 4: Rural development (livestock production)

DALEO ⁵	<ol style="list-style-type: none"> 1. team building 2. monitoring & evaluation skills 3. supervisory skills 4. basic computer skills 5. staff needs assessment
DLPO/ DAO ⁶	<ol style="list-style-type: none"> 1. data collection, management & interpretation 2. monitoring & evaluation skills
DEC	<ol style="list-style-type: none"> 1. team building 2. data collection, management & interpretation
FEW ⁷	<ol style="list-style-type: none"> 1. water development 2. data collection, management & interpretation

³ CW= Community worker

⁴ Community based organisation

⁵ District Agriculture & Livestock Extension Officer

⁶ District Livestock Production Officer/District Agricultural Officer

Group 5: Private entrepreneurs

Veterinarian	<ol style="list-style-type: none">1. clinical and differential diagnosis2. contract management (e.g. with FITCA)3. animal husbandry (local animals)4. new drugs and their use5. credit management
Animal Health Assistant	<ol style="list-style-type: none">1. minor surgery2. pregnancy diagnosis3. clinical and differential diagnosis4. use of drugs and trypanocides5. animal husbandry
Farmers & Social groups	<ol style="list-style-type: none">1. basic diagnosis of animal diseases2. use of non-ethical drugs

4.1.3 Interviews

There was a general emphasis on training needed at implementation and beneficiary level. The implementation should strengthen their skills to mobilise and communicate with communities, identify their needs and to raise their awareness about feasible and economically viable activities. Veterinarians, both Government and private, should improve on their diagnostic skills, provided the means for diagnosis are available at diagnostic centres.

Emphasis should be given to education in the use of trypanocidal drugs and the use of pour-ons to swiftly overcome wrong assumptions on their effect on tsetse flies.

KETRI and ILRI and ICIPE were identified as training institutions.

Complementarity in particular in training was identified between FITCA and Kenya-Finland LDP with FITCA's input in the animal health aspect of dairy development.

4.2 FITCA Uganda

4.2.1 General

The *Training Needs Assessment* Workshop came at a point in time when participants were eagerly expecting to see the project get started, some even expressed their suspicion that FITCA is yet another project that might not bear fruits in time.

The Workshop achieved that participants focussed attention back on to activities planned under FITCA, relevant for their respective area of work, rather than on general discussions about obstacles surrounding its onset and hence brought attention back to the foreseeable benefits and impact it will have.

It was well recognised, that the land use aspect was a new dimension in tsetse control compared to previous projects. The need for appropriate and skilled collection of breeding

Basic computer skills were recognised as almost a prerequisite required by most job categories to transfer collected base line data into computerised data management systems. Contrary to the situation in Kenya, most District Offices (medical, veterinary and entomology) have or will have computers.

The participatory approach promoted by FITCA for the recognition of beneficiaries needs was also well recognised and training needs for improvement of extension skills, more specifically the PRA technique featured prominently.

4.2.2 Training needs

The full profile, including common skills for all job categories analysed for each group, new tasks under FITCA and the identified training needs is given in Annex 3.

For easier reference, only the first 5 training needs for the job category present at the Workshop and the first two for other job categories are given here.

Group 1: SS Control personnel

DDHS ⁸ and DVCO ⁹ and MO ¹⁰	<ol style="list-style-type: none"> 1. computer literacy and computer packages 2. SS data management and interpretation 3. SS supervisory skills 4. patient care 5. information education and communication (ICE)
SSS ¹¹ and SSA ¹²	<ol style="list-style-type: none"> 1. data management and interpretation 2. Malaria control¹³
Lab Assistants and Lab Technicians	<ol style="list-style-type: none"> 1. SS diagnosis 2. SS patient counselling
CO ¹⁴	<ol style="list-style-type: none"> 1. SS patient management 2. SS patient counselling

Group 2: Tsetse Control

Entomologist	<ol style="list-style-type: none"> 1. training in conducting PRA 2. computerised data management 3. Project cycle management (PCM) 4. interpretation of GIS outputs 5. Tsetse biology and ecology
--------------	--

⁸ Director District Health Services

⁹ District Vector Control Officer

¹⁰ Medical Officer

¹¹ Sleeping Sickness Supervisor

¹² Sleeping Sickness Aides

¹³ in view of the integration of SS personnel into the District Health Services

¹⁴ ...

Entomological Assistants	1. training in PRA 2. Tsetse biology and ecology
--------------------------	---

Entomological Attendants	1. Tsetse control techniques (basic) 2. Tsetse biology and ecology
--------------------------	---

Group 3: Animal health/disease control

District Veterinary Officer	1. Computer literacy 2. diagnostic methods 3. report writing ¹⁵ 4. management – general skills 5. data collection and analysis
-----------------------------	---

Veterinary Officer	1. Trypanosomosis diagnosis methods, surveillance & monitoring 2. Extension skills
--------------------	---

Assistant Animal Health Officer	1. sample collection (blood smears) 2. extension skills on animal treatment
---------------------------------	--

Group 4: Rural development (Land use)

District Agricultural Officer	1. computer literacy 2. new technologies on crop production 3. PRA as a method 4. data collection, storage and analysis 5. management skills - general
-------------------------------	--

Agricultural Officer and Field Extension Officer	1. soil fertility management 2. PRA as a method
--	--

Group 5: Managers

Managers	1. GIS training 2. computer skills and data management packages 3. human resources development and staff appraisal 4. strategic planning and policy development 5. Project Cycle Management
----------	---

4.2.3 Interviews

No arrangements had been made for the consultant to meet with stakeholders other than those invited to the Workshop. Makerere University has a limited potential to deliver training for FITCA, mainly in the field of laboratory based diagnostic techniques and drug testing and in the GIS Unit at the Environmental Science Department. LIRI has capacity for training in human and animal trypanosomosis diagnosis, surveillance and treatment.

4.3 Comparative analysis

4.3.1 General

A comparison between the training needs identified for job categories represented by participants of the two Workshops can only be done when taking into consideration the different implementation approaches by the national projects as described in the previous chapters. Direct comparison is only possible between the groups of Government Veterinarians, Government Entomologists and partially Government Agricultural Officers (Kenya: livestock specialists, Uganda crop and land use specialists). The groups of Managers, Private Entrepreneurs, social workers and SS Control Officers, although they were only present at one of the Workshops, subscribe also to a number of the common skills, which are listed hereafter. Those common between single groups are also listed and underlined. Common training needs were synthesised across the job categories of a group for the purpose to identify topics of regional importance. For their relevance to specific job categories, please refer to the profile in Annex 2 and 3.

4.3.2 Common Training Needs

a) Animal health/disease control personnel

- ◆ Current and specific diagnostic techniques, i.e. dark ground microscopy
- ◆ Data collection, management and analysis
- ◆ Extension skills
- ◆ General management skills
- ◆ Computer literacy
- ◆ Report writing (in view of FITCA procedures to be harmonised)

b) Rural development (crops and livestock) personnel

- ◆ Water development (livestock) and water harvesting (crops)
- ◆ Data collection, management and analysis
- ◆ Extension skills, PRA and community mobilisation in specific
- ◆ General management skills with emphasis on communication, monitoring & evaluation , supervision
- ◆ Computer literacy

c) Tsetse control personnel

- ◆ Input into GIS and interpretation of output
- ◆ Data collection, management and analysis
- ◆ Training skills
- ◆ Project management
- ◆ Budgeting and financing of tsetse control operations
- ◆ Computer literacy

Kenya: Rural development (social and extension workers)

- ◆ Data collection, management and analysis
- ◆ Extension skills
- ◆ Business and financial management

Private Entrepreneurs

- ◆ Business and financial management
- ◆ Current diagnostic techniques

Uganda: SS Control personnel

- ◆ Current diagnostic techniques
- ◆ Data collection, management and analysis
- ◆ Extension skills, IEC in specific
- ◆ Report writing
- ◆ Computer literacy

Managers

- ◆ GIS as a software package and its use
- ◆ Senior management skills
- ◆ Data collection, management and analysis
- ◆ Advanced computer skills

Across the board there is a specific technical skill or two for each group which differentiates the group from others. The other training needs reappear in all groups and can therefore be labelled as common skills for personnel which will assist in the implementation of the FITCA national programmes.

4.4 Regional Training Programme

On the basis of the common training needs listed above, those for specific groups in the two national projects and information generated from interviews and discussions, the following topics are proposed to be offered by a Regional Training Programme:

1. Data collection, management and analysis
2. GIS as compact course
3. Farm – Management – Extension Package
4. Management in a liberalised economy
5. Tsetse control/rural development project planning and management

This training programme is proposed for the period August 2000 to September 2001. Its impact should be evaluated thereafter and, if a need for further or repetitive training can be identified, the programme could be extended.

The 5 topics listed above are of importance across the board for the majority of job groups. There are two distinct technical subjects which the management of FITCA might wish to include, if finances permit, as they are of importance to the subjects of *Rural Development* and *Animal health/disease control* respectively:

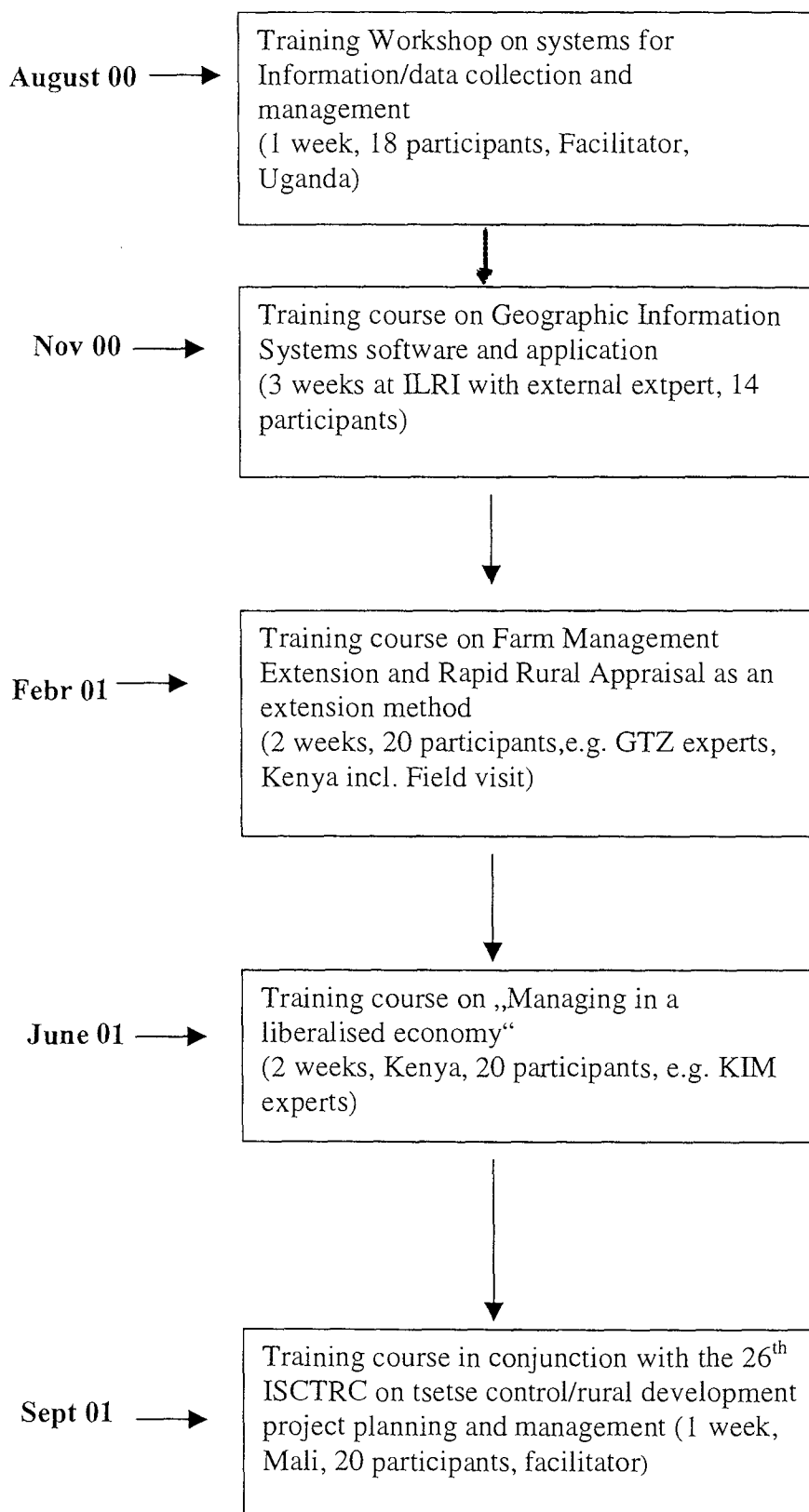
- ◆ Water development (livestock) and water harvesting (crops)
- ◆ Current diagnostic techniques for vector borne diseases

All training events proposed under the Regional Programme are designed in such a way that they can have an impact also on the national projects. They are targeted at key persons in the implementation of the national projects, who will receive training to enhance their personal competence. They will also become resource persons and multipliers for the method and the skills imparted on them. Because of this dual role of participants as trainees and future resource persons, the regional training programme is targeted at professional staff in senior and middle management. The sequence of events has been proposed in such a way that competencies are gradually being built up. It is recommended that the themes offered by the regional training programme should be transferred to the national level for wide dissemination and repetitive training for high impact.

Although the Ethiopian FITCA project was not included in this assessment, it is acknowledged that it is already in its preparatory phase. Harmonisation with the other FITCA partners is attempted by inviting at least 2 Ethiopian participants to each of the first four courses

The following diagram (Fig. 1) shows the sequence of proposed training events. Details of the proposed events such as justification, target group, time period, course contents and trainer are also elaborated. A tentative cost estimate for the first four training events is given in Annex 4.

Figure 1 **FARMING IN TSETSE CONTROLLED AREAS**
Regional Training Programme



1. Training Workshop on systems for data collection and management

Justification:

As a rural development project, all implementers of FITCA are involved in the situation analysis to identify areas suitable for intervention or, if already identified, the assessment of baseline data available for these areas. Information and data generated during the initial studies such as tsetse and trypanosomosis surveys, household and socio-economic surveys, PRA's and other short term studies on specific issues such as the role of tick-borne diseases, will form the base for decision making and directing the projects' progress. In order to compare results of similar studies in the different FITCA countries, a standardised approach to data collection is important. Methodologies for studies that will be carried out in more than one country need to be agreed upon and protocols worked out in order to avoid divergence in quantity and quality of data collected.

Management of collected data, i.e. software packages to be used for their storage and statistical analysis need also to be agreed upon to allow for comparative analysis between countries. As the national data pools will be the main source of baseline information for the Regional Programme for Environmental Monitoring and Impact Assessment, data systems need also to be harmonised between the team implementing this Programme and the national data management.

Data collection and management is a continuous process during a projects' lifespan and produces the milestones for evaluation and monitoring. Documentation in a standardised way for easy dissemination within countries and between countries is of utmost importance to avoid "concentration of knowledge" with few but to disseminate ownership of knowledge to many.

Objectives:

1. Work out methodologies, protocols and formats for data collection and management for studies that will take place in more than one country
2. Design reporting formats for documentation of projects activities and results
3. Decide on the level (personnel) and intensity (application) at which GIS shall be introduced for the implementation of FITCA national projects

Assumption: FITCA Uganda Work programme approved and project staff employed; EM&IA work programme approved and national experts installed in all three countries;

Target group:

Persons from Kenya, Uganda and Ethiopia shall participate. (18 people and 4 EM&IA staff)

Kenya: PMU staff (TA and 4 staff)
Head of KETRI, Alupe
Head of Epidemiology Unit, Kabete
Chief Zoologist, Kabete
National expert, EM&IA programme¹⁶
Regional supervisor of EM&IA programme¹³

Uganda: PMU staff (TA and 3 staff)
Head of Entomology Division (DLHE)
Senior Medical Research Officer, LIRI
Head of Livestock Health Division (DLHE)
Head of Dept. Farm development
National expert, EM&IA programme¹³

Ethiopia National Project co-ordinator
Head of Epidemiology Unit, Addis
National expert, EM&IA programme¹³

Duration: 1 week in August 2000

Location: Uganda

Trainer: Local facilitator

Course contents:

1. Inventory of studies to be carried out under the work programmes of FITCA Kenya, Uganda and Ethiopia; identification of studies carried out in more than one country; agreement on study design and methodology used; agreement on formats/protocols for data collection; comparative analysis of software packages available for data management, including GIS.
2. Assessment of in-depth knowledge on GIS required by different groups of implementers in the national programmes taking into consideration the results of this Training Needs Assessment; final compilation of list of participants of GIS Workshop under the Regional Training Programme
3. Design of formats for standard reports to be produced by implementers of the national projects, i.e. end of survey report, mission report, quarterly, annual reports.
4. Proposal for a standardised electronic FITCA filing system for easier exchange of information within and between countries

2. Training course on Geographic Information Systems software and application

Justification:

Collection of spatial data in combination with any relevant information of a given region allows for correlation, overlaying and multi-factorial analysis. It has become a tool which is indispensable in accompanying development and change processes. FITCA, as a rural development programme, is about to bring change to the project area that can be measured in terms of increased output of livestock products and in terms of intervention effects, such as tsetse control. In parallel, an environmental impact study on the effects of tsetse control will observe micro changes and point to long term impacts. All these factors can be analysed and documented in a comprehensive manner with the GIS technology.

This course follows the previous in which decisions will have been made on the type, quantity and quality of data to be collected. It can therefore concentrate on the technical aspects of the

chosen GIS software package, its application to the relevant FITCA data and the interpretation of its outputs.

Participants in this course will be key persons from Kenya, Uganda and Ethiopia who will oversee, monitor and evaluate data management in the national projects. At the same time they will be trained as resource persons who will be responsible to transfer the knowledge and partly the technology to the District and project implementation level. In accordance with the decision taken in Workshop 1, they will assist in the preparation of course outlines and teaching of courses at national level.

Objectives:

1. To train key personnel in the handling of spatial data and in the use of a selected GIS software package
2. To train participants in the appropriate interpretation of GIS results
3. To train participants in the transfer of their understanding of the uses of GIS outputs to the national and district level

Assumption:

Facilities in ILRI - GIS unit available and co-operation with short-term external expert acceptable to ILRI.

Target group:

Persons from Uganda, Kenya and Ethiopia shall participate. (14 people)

Kenya:	PMU staff (3 persons) 2 KETRI staff (1 from HQ, 1 from Alupe) 1 District Zoologist
Uganda:	Project staff (4 persons) LRI staff (2 persons) DLHE staff (2 persons)
Ethiopia:	National Project Coordinator 1 scientist to be nominated by FITCA Ethiopia

Duration: 3 weeks in November 2000

Location: ILRI, GIS Unit

Trainer: GIS Expert (CIRAD-EMVT) from the list of short-term experts for the FITCA regional programme

Course content:

- ♦ Geographical information and spatial analysis: introduction, existing maps, scales, projection systems
- ♦ GIS project management: different steps of a GIS project, tools available (software, raster/vector systems)

- ◆ Acquisition of georeferenced data: use of GPS, import of classical data bases, import of existing documents (paper maps)
- ◆ Creation of thematic maps
- ◆ Analysis in GIS: aggregation of data, inclusion, proximity
- ◆ Preparation of maps, exportation to standard software

3. **Training courses on Farm Management Extension and Participatory Rural Appraisal as an extension method**

Justification:

From discussions, interviews and the training needs assessment itself, it became very obvious, that all FITCA stakeholders view the role of the ultimate beneficiary, the farmer, as very crucial for the success of the project. A change of attitude in the approach to deal with the farmers is required by the *front-line workers*, whether they are dealing with tsetse control, animal health or rural development. Farmers themselves will also have to change their attitude towards the services that they might wish to receive to improve productivity of their livestock or their crops. Services formerly rendered either for free or for a nominal fee will no longer be available. The farmer will have to become an educated entrepreneur, able to make decisions on the input he wishes to give into his farm assets. In order to assist the farmers to identify, express and prioritise their needs and in order to enable *front-line workers* to recognise farmers needs and advise on them appropriately, new extension methods need to be employed.

The *Participatory Rural Appraisal (PRA)* technique is well recognised as a suitable method to assess farmers needs and economic situations. It does, however, not look very closely into the specific aspects of the agricultural production system the respective farmer is engaged in. GTZ in Kenya has for 6 years studied an approach which deals also with agriculture specific aspects not covered by PRA and has formulated a *Farm Management Extension Package*. This Extension method is now being promoted through the Ministry of Agriculture to assist the ailing extension system in Kenya. It is felt that FITCA can benefit from this wealth of experience accumulated by the former GTZ project and implemented now through the GTZ/MoA project *Promotion of Agricultural Extension Services*. Further consultations with institutions offering training in extension methodology are required to decide upon the method of choice for FITCA, but GTZ could be one.

In the training needs assessment it became obvious that a number of *front-line workers* had attended PRA courses of various length and levels. As extension will be an activity interwoven with all result areas of the project, a standard approach should be promoted. Participants of this course shall be key persons in the transfer of project activities to the farmers level. They shall also be suitable and willing to act as trainers for those job categories who were identified to be in need of extension skills training during the TNA.

Objectives:

1. To train participants in the Farm Management Extension and PRA method
2. To harmonise the understanding of “extension” between participants from Uganda, Kenya and Ethiopia
3. To train participants as trainers of this method

Target group:

Persons from Kenya, Uganda and Ethiopia shall participate. (20 people)

Kenya: PMU staff (3 persons)
2 DVO
2 District Zoologists
2 DALEO
1 private Veterinarian

Uganda: Project staff (3 persons)
2 DVO
2 District Entomologists
2 DAO
1 private Veterinarian

Ethiopia: National project coordinator
Team leader

Duration: 2 weeks (incl. Field visit) in February 2001

Location: Western Kenya

Trainer: To be decided

Course content:

Participatory approach principles: appraisal of extension area, farming objectives, farming options and development of extension strategies and action plans.

Farm management analytical tools: role of the farmer and extension worker in decision making; identification of farmers management problems; economic principles for decision making at farm level; profitability of farm enterprises.

4. Training course on “Managing in a liberalised economy”

Justification:

As the TNA has clearly shown, there is need for managerial skills particularly at the senior and middle management level. In view of the imminent restructuring of the Ministries of Agriculture in Kenya and Uganda and the transfer of parts of their responsibilities to the private sector, line managers need new skills to manage the interface between public and private sector. For many individuals this requires a change of attitude and acquisition of new approaches to management. In this interface “result oriented management” and “output oriented behaviour” are such new approaches and attitudes. In the context of a donor funded project that is to be implemented through the Government institutional setting to reach out to the rural poor, the careful management of this interface is of utmost importance.

A comprehensive, tailor made training course addressed to the senior managers involved in FITCA will assist in improvement of sense of ownership of the project, change of attitude of

and donor agents. Their training in turn will influence the performance of junior echelons of management and hence have a tremendous impact on the project's progress.

Management education and development, however, is a continuous learning process and difficult to impart as a one-off event. After evaluation of the impact of this course, its annual repetition should be considered, as the situation at the interface will also undergo continuous changes.

Target group:

Participants from Kenya, Uganda and Ethiopia shall participate (20 people in total)

Kenya: Senior Dep. Director Livestock production (MoA)
 Senior Officer from Division of Vector-borne diseases, MoH
 2 Senior Offices Department of Veterinary Services
 2 Project staff
 Senior staff KETRI
 Representative KEVAPS

Uganda: Director COCTU
 Ass.Com. Tsetse Control, HQ
 Director LIRI
 SS Control – a senior person
 PVO trypanosomosis, HQ
 PAO, Farm Development, HQ
 2 District Admin. Officers

Ethiopia: National Project Co-ordinator
 1 Senior Officer to be suggested by FITCA Ethiopia

Duration: 2 weeks in June 2001

Location: Nairobi Hotel

Trainer: Experts from a recognised Management Training Institute, e.g. the Kenya Institute of Management, with an agricultural background

Course contents:

Management of change; changes in communication and required skills; empowerment; leadership skills; manage people effectively; manage conflict; planning skills; negotiation skills; customer orientation; motivation; time management; confidence building in the new environment, contract management.

5. Training course in conjunction with the 26th ISCTRC on tsetse control/rural development project planning and management

Justification:

This last training event proposed for the Regional Training Programme takes into consideration the mandate of FITCA to plan and implement the training course during the week prior to the ISCTRC meeting.

Traditionally, this Training event has focussed mainly on technical training of junior professional personnel. This concept changed in 1997, when the RTTCP¹⁷ organised a *Project Cycle Management – Logical Framework Workshop* for senior managers on behalf of OAU/IBAR at the Maputo ISCTRC. The concept of senior management training was maintained by FITCA, which organised the event prior to the ISCTRC in 1999 in Mombasa, Kenya on *Policy harmonisation*.

Donor policies are changing towards an integrated approach for rural development rather than a technical approach focussing on a specific problem, such as tsetse control. The support given to a region with similar socio-economic profile and problems is also preferred to a bilateral support. National Governments and authorities need to be capable of identifying their needs and priorities for external support and assistance. A thorough analysis of the problem, feasible areas of intervention, an assessment of the national capacities and resources are the prerequisite for the formulation of project proposals for donor funding. As regional sectoral investment programmes are under way in West Africa, where the next ISCTRC meeting will take place (Bamako, Mali, 2001), it is suggested that FITCA offers a project planning and management course with focus on tsetse control/rural development.

Participants from several West African countries shall attend this course and shall be acquainted with problem analysis, project planning and management. Furthermore they shall have the opportunity to look at the feasibility of projects in the regional context and their efficient integration into the regional political structures (ECOWAS, CORAF)

Target group:

Government representatives at senior management level shall be invited by the OAU/IBAR following the routine procedure used for this event. A total of 20 participants shall be invited.

Duration: 1 week in September 2001

Location: Bamako, Mali

Trainer: Training Expert from the list of short-term experts available for the FITCA regional programme

Course contents:

- ◆ Government and sectoral policy analysis; problem and objective analysis; strategy analysis.
- ◆ The intervention logic: the logical framework, assumptions, indicators and sources of verification, factors ensuring sustainability
- ◆ Time schedule, monitoring

- ◆ Budgeting
- ◆ Project phases

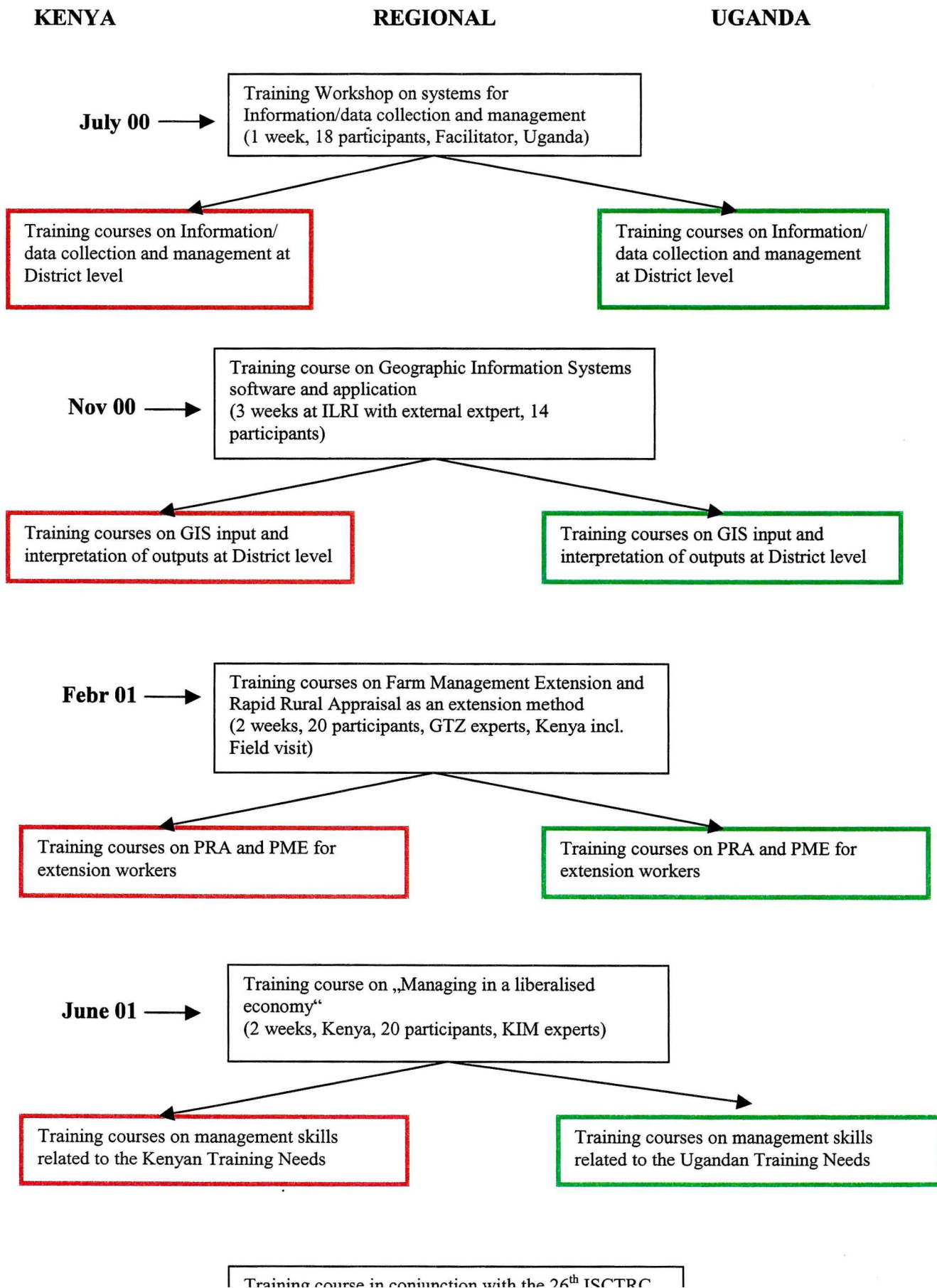
4.5 Link between the regional training programme and national training events

The regional training programme as outlined in the previous chapters is based on training needs which were identified by those people who will implement FITCA work programmes in Kenya and Uganda. At regional level, however, only a limited number of key people can be assembled and trained. For this training to have the desired impact at implementation level, a strong link in regards to sequence of events (timing), resource persons and methodology between the regional training programme and the national training events should be established for wide dissemination of training contents.

This consultancy was carried out during a time of strong Government participation in the projects. It is, however, well understood that retrenchment in Government services is imminent, so is redistribution of responsibilities in the livestock sector to the private sector. While this report reflects to a large extent training needs of Government Officers, it has to be borne in mind to incorporate these foreseeable changes and train the private sector when and where appropriate.

In the following diagram (Fig.2) a link between the current work programmes of Kenya and Uganda in regards to training events and those proposed on the basis of this assessment is proposed and an amendment of the work programmes is suggested.

Figure 2 **Link between regional and national training in FITCA**



4.5.1 Comparison between national training activities planned under the current work programme and the courses proposed on the basis of the TNA in Kenya

Proposed national courses		Courses under current AWP	
August 2000 to August 2001		April 1999 to July 2000	
1	Training courses on Information/ data collection and management at District level	1	New methods of tsetse control & tryps diagnostic techniques
	♦ between August and October 2000	2	Effective livestock census and production recording
2	Training courses on GIS input and interpretation of outputs at District level	3	GIS as a software package
	♦ between Dec. 2000 and January 2001	4	Livestock production data gathering & socio-economic household surveys for DLPO staff
3	Training courses on PRA and PME for extension workers	5	PC training for project staff
	♦ between February and May 2001	6	Several WS on tsetse & tryps control & related animal production activities
4	Training courses on management skills related to the Kenyan Training Needs	7	Community training WS on T&TC
	♦ between June and August 2001	8	Community and Women group WS on impact of tsetse & tryps
		9	Community WS on improved live-stock/crop practices
		10	Farmer's training on demonstration units

In FITCA Kenya none of the Workshops and training events that were planned under the Work programme have so far been implemented. This is mainly due to the TA's departure and other technical problems. It is therefore advisable to reconsider the national training programme on the basis of the TNA for Kenya and the proposed regional programme when formulating the next annual work programme.

4.5.2 Recommendations for the Kenya FITCA training programme

1. Training courses on information/data management at District level to be held between August and October 2000

Data collection systems and formats that were agreed upon during the regional workshop in August 2000 should be transferred during 3 workshops to the following groups:

1. KETRI researchers and Government Veterinarians involved in surveillance and monitoring (app. 20)
2. Rural development workers such as: DLPO, DAO, DEC (app. 30) and selected FEW (app. 20) as well as selected community workers (app. 20) involved in household surveys;
3. District Zoologists (7)

When planning for the workshops attempt should be made for 100% coverage of the groups in all Districts. Numbers suggested during the TNA workshop are given above as an indication of the size of the target groups.

Participants in the regional workshop, such as the PMU staff, should be considered as resource persons, so should be the TA Uganda. The workshop should be based on case studies such as the results already available from tsetse surveys and the household survey. Formats of reports should also be introduced.

The benefit of such type of courses to be held as first training events would be that the majority of groups involved in implementation “speak the same language” in terms of data collection and that results of different fields of intervention could be compared more easily.

2. Training course on GIS input and interpretation of outputs at District level to be held between December 2000 and January 2001

One of the objectives of the first regional workshop is to recommend at which level in terms of job categories and with which technical detail in terms of subject matter intensity, GIS should be introduced at the District level. Depending on the outcome of this discussion and taking the result of the Kenya TNA into consideration, 1-2 workshops should be held for the following groups:

1. District Zoologists (5) and selected Zoologists (5)
2. Persons identified in the regional workshop

As numbers will be relatively small, again a full coverage should be attempted for. Participants in the regional workshop and the SMEG/ILRI expert should be considered as resource person. The GIS package decided upon during the regional workshop should have been installed and tested well in advance of these training events.

The benefit of these courses lies in the transfer of technology and tools to the District level and a wide dissemination of common understanding of the use of GIS for project purposes. This notwithstanding, selected individuals should further intensify their technical knowledge of the system also at District level.

3. Training courses on PRA and PME for extension workers to be held between February and May 2001

The method that is suggested for the third regional training workshop should be transferred to the District as a method first. Based on the knowledge of this method, the actual extension workshops at community level on specific topics such as *impact of tsetse and trypanosomosis control; improved livestock/crop practices* as suggested in the FITCA work programme could follow.

Two workshops should be organised for the groups of:

1. LO (8), FEW (app. 20) DEL (20)
2. Selected COB's (app. 20) and Co-operatives (4)

If the institution which delivered the regional training course on extension methodology is Nairobi based, their input should also be considered for these national training courses.

During these workshops the approach, the topics and the extent to which communities need to be covered by the actual extension work should be decided upon. It is recommended to involve the Kenya-Finland LDP training department in the planning and delivery of the actual extension work as a strong complementarity between the 2 projects was identified. The LDP programme expertise in extension work on the animal production side should be incorporated in FITCA activities.

The benefit of holding these courses before the actual "extension work" with the communities lies in the involvement of the extension workers themselves in devising their work.

4. Training courses on management skills related to the Kenyan Training Needs to be held between June and August 2001

The range of management skills identified in the Kenya TNA can be broadly categorised into:

1. General management, i.e. supervision, staff appraisal, communication, team building, which would apply to the groups of Prov. Zoologist, DALEO and DVO's (total app. 13)
2. Project management (District Zoologists and KETRI researchers, 7)
3. Business and financial management, including contract management. This would apply to the groups of private entrepreneurs, CBO's and Co-operatives but also to selected farmers, e.g. those receiving improved dairy animals through the project

It is suggested to hold 3 workshops to cover these different management fields. Provided the proposed training institution delivering the regional management workshop performed well, the same people should be involved in the training at District level.

It is assumed that these 10 workshops, held between August 2000 and August 2001 are within the capacity of FITCA Kenya financial and time resource. They are all targeted at middle management level, as it is felt, that a common understanding amongst the groups with and through whom the project needs to implement its activities will lay the foundation for efficient co-operation and communication. If the project team feels that there is urgent need for improvement of performance in certain technical aspects, such as tsetse/tryps diagnosis, training on attachment to the project team is recommended for this time period. Alternatively,

course which is held in October/November 2000. During the next year (2001/2002), training activities should focus on the delivery of extension packages to the communities and the farmers by the, meanwhile well trained *front line staff*.

4.5.3 Comparison between national training activities planned under the current work programme and the courses proposed on the basis of the TNA in Uganda

Proposed national courses		Courses under current AWP	
August 2000 to August 2001		January to December 2000	
1	Training courses on Information/ data collection and management at District level	1	Data management and GIS for department and project staff
	♦ between August and October 2000	2	Refresher course for health staff
2	Training courses on GIS input and interpretation of outputs at District level	3	Trypanosomosis diagnosis for DVO & LIRI
	♦ between Dec. 2000 and January 2001		
		4	AI technique for DVO's
3	Training courses on PRA and PME for extension workers		
	♦ between February and May 2001	5	Training of Agricultural Extension Officers (activities to be defined)
4	Training courses on management skills related to the Kenyan Training Needs	6	MSc for 7 Government staff
	♦ between June and August 2001		

At the time of this report, the work programme had not yet been approved and will therefore cover another period than originally planned. Training courses can still be organised under this first work programme and some recommendations on the integration of the Ugandan TNA are made hereafter.

4.5.4 Recommendations for the Uganda FITCA training programme

It is recommended that the 4 topics offered by the Regional training programme are also offered by FITCA Uganda, as they are the results of the TNA. However, the major constraint to implement the courses as proposed below, is the availability of funds. \$ 10.000 are available for training at national level for the first year, which is not sufficient to offer those courses. Although listed and described in the full extend for this report, it is recommended to the FITCA management to give priority to **topic 1 and 3** for greatest impact of limited training resources.

1. Training courses on information/data management at District level to be held between August and October 2000

This proposed training event tallies with the first course planned already for Uganda. Considering the numbers and job categories as indicated during the TNA it is suggested to run 3 course with up to 30 participants for the following job categories:

1. Entomologist (15) and Entomological Assistants (15)
2. DAO (9) and DVO (9) and VO (~10)
3. Sleeping Sickness control personnel all categories (~ 30)

This approach would allow for almost full coverage of personnel involved in information / data collection for the project's activities and hence the establishment of a common understanding. Ugandan participants in the first regional workshop and the TA Uganda can be considered as resource persons.

2. Training course on GIS input and interpretation of outputs at District level to be held between December 2000 and January 2001

Under the assumption that GIS input and interpretation of outputs is being dealt with in Uganda by specific people, it is recommended to offer this knowledge during separate training events, rather than as one course, as suggested in the Uganda work programme.

Considering numbers and job categories as indicated during the TNA, it is proposed to offer one course for Entomologist (~ 10) and selected persons from other job groups (~ 10) taking their existing knowledge into consideration for selection.

This approach would allow for a wide dissemination of knowledge on GIS data handling in the environment of co-workers who have already been trained in the collection of appropriate data.

The national EM&IA expert and the TA Uganda can be considered as resource persons.

3. Training courses on PRA for extension workers to be held between February and May 2001

This training event tallies with the already planned course under the Ugandan work programme, which, however, was only targeted for Agricultural Extension Officers. The TNA revealed, that all job groups (Agricultural Officers, Entomologists, Veterinarians and SS personnel) had a need for improved performance in extension skills. During the regional training programme a certain approach to extension at the farm level will be introduced and it is recommended that this method is transferred to the national projects. 3 courses with 30 participants each are recommended:

1. DAO, AO, FEA
2. Entomologists and Ent. Assistants
3. DVO, VO, AAHO

It is suggested to use participants of the regional Workshop and the TA Uganda as resource persons, assistance from the institution which delivered the regional training should, however, also be sought.

The group of Sleeping Sickness Control personnel has a specialised extension system (Information, Education and Communication, IEC) which is being introduced and trained by the Ministry of Health. These courses could be reinforced by the project.

4. Training courses on management skills related to the Uganda Training Needs to be held between June and August 2001

“General management” was quoted as a training need by all job groups during the TNA. This is in anticipation of the work at the interface between Government duties, FITCA project work and the forthcoming changes under the *Programme for Modernisation of Agriculture* – all of which require new skills, discussions and change of attitude to manage the expected change. By the time these courses are proposed, a number of key persons amongst Veterinarians, Agriculturists, Entomologists and Sleeping Sickness Control staff at District level will have been identified who are intensely involved in FITCA’s implementation. Those and District Administrative Officers should be invited for 2 management courses with 15 people each. It is suggested that the FITCA project team defines courses’ contents nearer to the time, as they will have recognised more specific skills deficiencies by that time.

The benefit of this approach is, that key-players in FITCA’s implementation will have an opportunity after app. 1 year of actual involvement with the project, to review their management style and to be shown ways for improvement of their performance, achievement of objectives and cost effectiveness.

With this proposed one year period of training selected job categories in *data management; GIS interpretation and handling; extension methods*, and *managerial skills* a solid foundation for effective co-operation within the institutional setting of FITCA will have been established.

Technical skills, as indicated in the TNA and proposed also under the present FITCA Uganda work programme, i.e. *Trypanosomosis diagnosis in animals and human, new technologies on crop production, AI technique, tsetse biology and ecology*; could be trained *on the job* during this period. Alternatively, 2-3 selected persons could be send to attend the ICIPE tsetse management, monitoring and control course to be held in October/November 2000. After an evaluation of training impact after one year and the proposed courses, a new programme that focuses more on these technical aspects could be designed. This approach allows also for further development of consent and consolidation of activities to be carried out by the project, such as AI services, bull schemes and the involvement of the private sector in the delivery of animal health services.

5. CONCLUSION

The objective of this consultancy was to identify topics which, if offered by a regional training programme, could improve performance of staff at project implementation level in Kenya and Uganda and to a certain extent also Ethiopia. Such assessment can only be done by looking at the national needs separately, hence TNA workshops were held in Kenya and Uganda.

Besides achieving the consultant's objectives, these workshops offered an ideal opportunity to participants to focus attention on project's purpose and activities and to discuss their future role in FITCA. Participants appreciated this chance and clearly demonstrated their wish for "the project to start" and to achieve results. Discussions were realistic and subject matter oriented, realising, however, the difficult economic and political environment in which the project is embedded.

Output from the workshops, interviews and study of project and related documents gave sufficient information to propose and to justify a regional training programme. There is also sufficient information to advise the Kenya and Uganda project on their national training programme given the limitation that a) not all key-players in implementation participated in the workshops and b) areas of project intervention are not yet fully established.

The regional training programme proposal was purposely limited to a one-year period. The project is just at its start and has still to overcome a number of administrative obstacles to enter into a smooth implementation phase. For training to be effective, situation changes need to be fed back into the training concept periodically. Mile stones of the project and monitoring exercises will reveal such information that need to be considered for further training activities. During this one-year training programme, however, a good foundation for regional co-operation and information exchange between the partners and institutions will be laid. An evaluation of its impact should follow and further training or re-training be considered for the period thereafter.

The regional training programme is targeted at the senior project and Government level mainly. Their position within their own systems and within the project management is the reason for this. Furthermore the participants in these training events will play a major role in the dissemination of the imparted techniques and skills to the national level and therefore a certain standard of existing knowledge and the ability to oversee and understand the scope of the projects is a prerequisite.

This notwithstanding, the role of Government personnel in the implementation of FITCA is going to change during the projects' life-span, with retrenchment and a shift of responsibilities to the private sector. These foreseeable changes need to be taken into consideration, when selecting participants for the regional training events. Prime objective for this selection must be the long-term role of a participant in FITCA rather than the present or short-term role.

Middle level and technical level personnel will be targeted by training events taking place at national level. The ultimate beneficiaries of the project, the farmers and communities, will receive "training" in a modified manner through well established extension procedures that transfer techniques as well as skills. It remains to be identified if other specific needs, be it technical or managerial, become obvious when entering the extension phase and need then to be dealt with accordingly.

6. RECOMMENDATIONS

- ◆ A regional training programme over a one-year period, covering data management (general and GIS specific), extension methodology and management, is recommended and an evaluation of its impact should follow thereafter.
- ◆ The transfer of these four topics to the national level in an interlocking time frame is recommended. Specific technical training needs should be dealt with *on the job* during this period to allow for more detailed needs assessment and design of specific training for the period thereafter.
- ◆ Training in itself needs to be considered as a personal gain for the individual participant, regardless of his / her possibilities for application of the skills in daily work life. It is recommended that training courses are always held in a conducive, non distracting environment with enough opportunities for practical exposure to the subject. Furthermore, the project should underline the immaterial gain to the individual on a training course by paying only a nominal out of pocket allowance of e.g. 10 ECU per day or even less.
- ◆ It is recommended that all short-term experts giving an input to the project should be tasked to identify specific performance deficiencies they might detect during their missions and to report them to the Regional Co-ordinator. He should consider those specific training needs which could not have been identified during this consultancy for the design of the next training programme.
- ◆ It is recommended that the Regional Co-ordinator should be advised periodically by a Training Expert on monitoring of the training programme's impact and on its continuation.
- ◆ It is recommended that a training data base should be established, using e.g. the ILRI format, compatible at national and regional level. This data base can serve for
 - a) monitoring of training activities
 - b) personal profile of trainees
 - c) list of resource persons and their use in the project
 - d) financial management of trainingThe national and regional data base should be complemented and updated regularly.

7. EVALUATION

The Workshops were evaluated using an anonymous questionnaire. The summary of replies is given in Annex 7 and 8.

This evaluation revealed that participants greatly appreciated this exercise, as it brought together various stakeholders who otherwise rarely meet. Through the participatory approach chosen, the workshop allowed for focused discussions on the role to be played by these stakeholders in FITCA implementation. It was also felt that this exercise would help to focus training resources on the real needs rather than assumed needs and that the definition of needs came from participants themselves.

8. ACKNOWLEDGEMENT

This consultancy was funded by FITCA Regional component budget and administered through NRI.

I am very grateful for the assistance given to me by Dr Solomon Haile Mariam of OAU/IBAR in the preparation of this consultancy and for the fruitful discussions during the week spent together on mission to Busia. I would like to thank Mr. Francis Oloo and Dr Rosemary Dolan for accommodating me in their already overloaded time schedule and for all the constructive discussions. My warm thanks go also to Dr Bob Dransfield in Uganda for all the time spent in discussions, “first aid” for my computer and active support when holding the Workshop in Jinja. I am also grateful for the advice and guidance given by Dr Heinz Politzar and the good time spent together on mission to Uganda.

Furthermore I would like to extend my thanks to all those who remain unnamed here who contributed their views and opinions on the FITCA programme and who participated willingly in the two Workshops. It is their contributions which are reflected in this report!

**SHORT TERM EXPERT TO ASSESS TRAINING NEEDS
IN FITCA MEMBER COUNTRIES**

1. Background

The “Farming in Tsetse Controlled Areas” FITCA) Project is a regional programme consisting of national projects with different overall objectives, according to the special situations of the participating countries.

To avoid duplication of activities in fields of regional importance, to harmonise and standardise activities, and to increase project efficiency, the national projects are co-ordinated by a Regional Tsetse Co-ordination Unit (RTCU). The RTCU is accommodated within the offices of the Organisation of African Unity/ Interafrican Bureau for Animal Resources (OAU/IBAR) in Nairobi

The overall objective of the regional programme is to contribute to the socio-economic development of the region through co-ordination of national activities and supervising or managing activities of regional importance like environmental impact assessment or training on regional level.

Community participation will be the motor for the programme concept: but there is insufficient knowledge as concerns the level of knowledge of the stakeholders and information on training needs. Therefore the workshops and seminars under C5 were not budgeted when the Administrative Order No. 1 was drafted because it would have been a mere speculation.

2.Objective of the short term input

The objective of calling in a short term expert is to assess the needs for training on a regional level before engaging in any activity. At the moment only Kenya and Uganda will be dealt with in this assessment because these are the only countries that are operational and have made Work Plans that contain provisions for training on national level. Ethiopia is placing much more emphasis on capacity building and in their Work Plan training and workshops are not yet specified. They might well take another approach. For Tanzania no training is planned at the moment.

For these two countries a training needs assessment could be done later.

In meetings with Kenyan and Ugandan project staff those training needs to be dealt with on national level and those common to both countries and therefore to be dealt with on regional level, will be identified and national plans eventually reviewed.

Tasks

1. Visit the Regional Tsetse Co-ordination Unit, Nairobi; the Kenya National Project Unit in Busia; the Ugandan Co-ordination Office, Entebbe and the Field Co-ordination Unit, Jinja.

2. Establish contacts with the FITCA project members and discuss envisaged training programme.
3. Contact training institutions in Kenya and Uganda. Priority will be given to those already involved in training in matters of importance for FITCA. (e.g. ICIPE that trained stakeholders with EU funds)
4. Convene one Training Needs Assessment (TNA) Workshop in Busia and one TNA Workshop in Jinja or Tororo (to be discussed with COCTU) for FITCA project staff and representatives of stakeholders.
5. Identify training needs specific to groups of professionals and different job categories. Relate those to the national training programmes already outlined for Kenya and Uganda.
6. Identify those training needs that are common to Kenya and Uganda (regional training needs).
7. Formulate and write up a training programme for these regional needs for the implementation by the RCTU. It shall distinguish between needs for senior staff, middle level and on grass-root level. On the latter it should be investigated if a co-operation with NGOs implicated already in such training can be organised.
8. Make suggestions for the implementation of this proposed training programme. Identify areas of required input from short-term experts.
9. Prepare a report at the end of the contract.
Reports shall be submitted as follows:

	No. of copies
Regional Tsetse Co-ordination Unit	2
Regional Authorising Officer	2
Delegation of the European Commission	3
Total	7

Timetable:

Arrival 28/29.2.
 Nairobi 1 – 3.3. Discussions with RTCU, ILRI, KETRI, ICIPE etc.
 Travel to Busia (weekend) 4/5.3.
 Busia 6 – 8. 3.
 TNA workshop Busia 9/10.3.
 Travel to Uganda (weekend) 12/13.3.
 Discussions in Entebbe, Jinja, Tororo 13. – 15.3.
 TNA workshop (Jinja/Tororo?) 16./17.3.
 Back to Nairobi (weekend) 18./19.3.
 Discussions at RTCU 20.- 22.3.
 Departure 22.3.

ANNEX 2

Training needs of Group 1

Tsetse control

Group	T.N.	Type of trg	Trg institution	No of people
District Zoologist	1. project management and planning skills	Ex house	FITCA	5
	2. GIS understanding/interpretation of output	Ex house	ILRI	5 DZ + 2 KETRI
	3. budgeting of tsetse control schemes	Ex house	FITCA	5 DZ + 2 KETRI
	4. basic computing skills	Ex house	FITCA	5 DZ + 2 KETRI
	5. diagnostic techniques for trypanosomiasis surveys	Ex house	ILRI/KETRI	5 DZ + 2 KETRI
	6. environment management skills	Ex house	ILRI	5 DZ + 2 KETRI
Mr Oloo	Genetic fingerprinting of tsetse		ILRI	
Tsetse officer	1. business skills	Ex house	FITCA	25
	2. mobilisation skills	Ex house	FITCA	25
Zoologist	1. project management & training	Ex house	FITCA	5
	2. basic computer skills	Ex house	FITCA	7
	3. data management skills	Ex house	FITCA	7
Provincial Zoologist	Communication skills	Ex house	FITCA	1

Skills profile Group 1

Tsetse Control

Provincial Zoologist

- ◆ Monitoring and evaluation of tsetse control programmes
- ◆ Supervisory skill

District Zoologist

1. Species identification
2. Knowledge of tsetse ecology
3. Tsetse control techniques
4. Trapping techniques
5. Surveillance techniques
6. report writing
7. Epidemiology of disease
8. Communication skills

Zoologist

- ◆ Training skills for communities
- ◆ Supervisory skills
- ◆ evaluation of tsetse control programme

Tsetse officer

- ◆ Implementation of tsetse programs
- ◆ Management of stores/ equipment
- ◆ Knowledge of extension services
- ◆ Supervision of farmer

New tasks under FITCA for group 1

District Zoologist

- ◆ Facilitate provision of commercial tsetse control services
- ◆ Encourage appropriate land use to supplement tsetse activities
- ◆ Initiate community based tsetse control schemes
- ◆ Supervision of training in tsetse control

Tsetse officer

- ◆ Sensitise community on commercial prospects of trap making
- ◆ Train community on tsetse control

Training needs for Group 2
Animal health/disease control

Group^I	T.N.	Trg institution	No of people
LO	1. laboratory diagnostic procedures	Ex-h resource person at KETRI Alupe	8
	2. current diagnostic techniques	Ex-h resource person at KETRI Alupe	8
	3. report writing	Ex-h resource person in Busia	8
	4. appraisal skills	Ex-h resource person in Busia	8
	5. computer literacy		
KETRI Researchers	1. data management and interpretation skills	Ex-h resource person at KETRI Alupe	10
	2. scientific report writing	Ex-h resource person at KETRI Alupe	10
	3. project proposal writing	Ex-h resource person at KETRI Alupe	10
	4. current diagnostic techniques of vector borne diseases	ILRI resource persons at KETRI Alupe	10
	5. budgeting		
VO	1. current diagnostic techniques	KETRI	15
	2. basic computer skills	local resource person in Busia	15
	3. laboratory diagnostic procedures	Refresher at KETRI Alupe	15
	4. budgeting	Ex-h resource person in Busia	15
DVO	1. basic computer skills	Local trg school Busia	5
	2. senior management course	Kenya Inst. of Admin /	5
		GoK Trg Inst. Msa	
	3. current diagnostic techniques	ILRI resource persons at KETRI Alupe	5
	4. project proposal writing		
	5. budgeting		
	6. networking techniques		

PDVS

- ◆ Supervisory skills
- ◆ Communication skills
- ◆ Appraisal skills & counselling skills
- ◆ Building and leading a team

DVO

1. Staff supervisory skills
2. Current disease situation
3. Area of operation
4. Code of regulation/personnel handling
5. Networking skills (departmental and area wide)
6. Government procurement/disposal procedures
7. Diagnostic and technical skills
8. Budgetary procedures

VO

- ◆ Disease diagnostic skills
- ◆ Supervisory skills
- ◆ Report writing skill
- ◆ Drug/vaccine handling skills
- ◆ Community training skills

LO

- ◆ Vaccination/branding skills
- ◆ Livestock movement procedures
- ◆ Non surgical livestock treatment procedures
- ◆ Acaricide application techniques
- ◆ Dog baiting skills

New tasks for Group 3 under FITCA

DVO & KETRI: back-up to satellite laboratory service

VO

- ◆ Identification of appropriate drug/vaccine outlets
- ◆ Running of satellite laboratory services

LO

- ◆ Identification of CBAHW groups
- ◆ Improved report writing

**Training needs for Group 3
in order of priority of groups**

Rural development (social and extension)

Group	T.N.²	Type of trg	Trg institution	No of people
CW ³	1. Training skills	Refresher	FITCA	120
PMU	2. Participatory	New skill	FITCA	120
Extension staff	monitoring & evaluation			
	3. basic skills on tsetse control	New skill	KETRI/FITCA	120
	4. data analysis & interpretation	Refresher	FITCA	5
	5. influencing positively	Refresher	FITCA/NGO's	10
CBO's	1. micro-financing	New skill	FITCA/NGO's	50 per District
	2. business management	New skill	FITCA	same
	3. basic skills on tsetse control	New skill	KETRI/FITCA	same
	4. Participatory monitoring & evaluation	New skill	FITCA	120
	5. PR skills	Refresher	NGO's	50 per District
Farmer	1. business management	New skill	FITCA/NGO	200
	2. basic skills on tsetse control	New skill	KETRI/FITCA	200
	3. Participatory monitoring & eval	New skill	FITCA	120
Co-operatives	1. Business management	New skill	FITCA	4 per District
	2. Participatory monitoring & eval	New skill	FITCA	same
	3. microfinancing	New skill	NGO	same
	4. PR skills	New skill	NGO	same

Skills profile of Group 3

Rural development (social and extension)

Community development workers

1. PRA skills
2. Participatory monitoring and evaluation
3. Training skills
4. Communication skills
5. Team building and leadership
6. Community mobilisation skills (participatory)
7. Solve problems and make decisions
8. Needs assessment

Skills of CBO's

- ♦ Team work
- ♦ Resource mobilisation
- ♦ Record keeping
- ♦ Planning skills
- ♦ Leadership

Skills of Co-operative Societies

- ♦ Resource mobilisation
- ♦ Micro-finance
- ♦ Record keeping
- ♦ Marketing skills
- ♦ Budgeting skills

Skills of contact farmers

- ♦ ITK (Indigenous technical knowledge)
- ♦ Needs assessment
- ♦ Planning skills
- ♦ Appraisal skills
- ♦ Problem solving and decision making

New activities under FITCA for Group 3

Community development workers

- ♦ Dissemination of information on tsetse control
- ♦ Convince CBO's to diversify their activities
- ♦ Convince CBO's, Coops to build a business culture
- ♦ Networking with FITCA

CBO's

- ♦ Develop income generating activities

Co-operative Societies

Training needs for Group 4
Rural development – livestock production

Group	T.N.	Type of trg	Trg institution	No of people
FEW	1. water development	In house		42
	2. data collection, management & interpretation	In house		42
	3. farmers needs assessment	In house		42
	4. community mobilisation	In house		42
	5. basic knowledge on pests/diseases of crops/livestock	In house		42
DEC	1. team building	In house		20
	2. data collection, management & interpretation	In house		20
	3. community mobilisation	In house		20
	4. farmers needs assessment	In house		20
DLPO/ DAO	1. data collection, management & interpretation	Ex house		10
	2. monitoring & evaluation skills	In house		10
	3. basic computer knowledge	Ex house		10
DALEO	1. team building	Ex house		5
	2. monitoring & evaluation skills	In house		5
	3. supervisory skills	In house		5
	4. basic computer skills	Ex house		5
	5. staff needs assessment	Ex house		5

Skills profile for Group 4 Rural development – livestock production

PDALE

- ◆ Supervisory skills
- ◆ Monitoring skills
- ◆ Staff appraisal
- ◆ Technical guidance
- ◆ Policy guidance

DALEO

1. Basic animal husbandry skills
2. Community mobilisation skills
3. Communications skills
4. Monitoring and evaluation skills
5. Data collection analysis interpretation and storage skills
6. Technical report writing
7. Computer packages
8. Public relations skills

DEC

- ◆ Supervisory skills
- ◆ Report writing
- ◆ Extension delivery
- ◆ Technical guidance
- ◆ Staff appraisal

FEW (Front line worker)

- ◆ Community mobilisation
- ◆ Technical packages delivery
- ◆ Report writing
- ◆ Data collection
- ◆ Field trial skills

New tasks under FITCA for Group 4

DEC/FEW

Develop water for livestock

FEW

- ◆ Dissemination of information on integrated agriculture
- ◆ Safe handling of pesticides/drugs

Training needs of Group 5
Private entrepreneurs

Group	T.N.	Type of trg	Trg institution	No of people
Vets	1. clinical and differential diagnosis	Refresher	NGO	
	2. contract management (e.g. with Fitca)	New skill	FITCA	
	3. animal husbandry (local animals)	Refresher	NGO	
	4. new drugs and their use	Refresher	NGO	
	5. credit management	New skill	NGO	
	6. train volunteers	New skill	NGO	
	7. team work/ leadership	New skill	NGO	
	8. post mortem/gross pathology	Refresher		
AHA	1. minor surgery	Refresher		
	2. pregnancy diagnosis	New skill	NGO	
	3. clinical and differential diagnosis	Refresher	NGO	
	4. use of drugs	Refresher	NGO	
	5. animal husbandry	Refresher	NGO	
	6. contract management (e.g. with Fitca)	New skill	FITCA	
	7. credit management	New skill	NGO	
	8. post mortem/gross pathology	Refresher	NGO	
Farmers & Social groups	1. basic diagnosis of animal diseases	New skill	NGO	300
	2. use of non-ethical drugs	New skill	NGO	300
	3. marketing of products	New skill	NGO	300
	4. selection of viable enterprises	New skill	NGO	
	5. Business/financial management	New skill	NGO	
	Credit management	New skill		

Skills profile of Group 5

Private entrepreneurs

Private Vets and AHA

1. Knowledge of diseases and conditions prevalent in area of operation
2. making correct and timely diagnosis
3. good husbandry knowledge
4. pharmacological knowledge
5. communication skills
6. planning skills
7. financial management skills
8. marketing skills

Farmer

- ◆ marketing
- ◆ management of animals
- ◆ procurement of farm inputs
- ◆ record keeping

AHA

- ◆ diagnosis
- ◆ use of drugs
- ◆ local diseases
- ◆ local conditions
- ◆ marketing of services

Social groups

- ◆ group management
- ◆ finance resourcing
- ◆ finance distribution
- ◆ communication skills

New tasks for private entrepreneurs under FITCA

Farmer

- ◆ run a farm as a business
- ◆ identify sick animal

Vets

- ◆ identify community animal health volunteers

Social groups

- ◆ train groups as viable entities

ANNEX 3 Training needs and skills profile identified during the Workshop in Uganda

Training needs of Group 1 Sleeping Sickness control personnel

Job Group	Training Need	Type of Training	Training Institution	Number of People
DDHS DVCO MO (HSD)	1. Computer Literacy and Package	Ex-House-New	RANK XEROX, K'LA	9
	2. Sleeping Sickness Data Management and Utilisation	In-House-Refresher	MoH	9
	3. Sleeping Sickness Supervisory Skills	In-House-Refresher	MoH	22
	4. Patient Care	In-House-Refresher	MoH	
	5. Information Education and Communication (IEC)	In-House-New	MoH	
	6. Negotiation/Con... and Advocacy	Ex-House-New	UMI	
	7. Report Writing	In-House-Refresher	MoH	
	8. Sleeping Sickness Active Surveillance	In-House-Refresher/New		
	9. Sleeping Sickness Lab. Diagnosis	In-House-New	MoH	
SSS SSA	1. Data Management and Utilisation	In-House-Refresher		
	2. Malaria Control	In-House-New	MoH	130 (no in post)
	3. Sleeping Sickness Patient Diagnosis and Differentials	In-House-Refresher	MoH	
	4. Immunisation	In-House-New	MoH	
	5. Lab Skills	In-House-New	MoH	

Skills profile of Group 1: SS Control

DDHS/DVCO/MO

- ♦ SS lab diagnostic skills
- ♦ SS Patient care
- ♦ SS active surveillance
- ♦ SS community mobilisation
- ♦ SS data management and utilisation
- ♦ Training up-date in SS management and control
- ♦ Train the
- ♦ Training in drug quantification and computerised tracking system
- ♦ Training up-date in SS support and supervisory skills

County SSS and SSA

- ♦ SS active surveillance
- ♦ SS patient follow up

LA

- ♦ SS laboratory diagnosis
- ♦ SS patient counselling
- ♦ SS passive surveillance

CO

- ♦ SS patient management
- ♦ SS patient counselling
- ♦ SS passive surveillance
- ♦ Patient follow up

Common to all

- ♦ Community mobilisation and education (IEC)
- ♦ Data management and utilisation

New tasks under FITCA

- Integrate other DHS staff into SS control – all categories
- Integrate SS staff into DHS – DDHS
- Use of computers in data management and report writing – all categories
- Use of computerised drug tracking system (CTS)

Training needs of Group 2
Tsetse Control personnel

Job Group	Training Need	Type of Training	Training Institution	Number of People
ENTOMOLOGIST	1. Training in conducting PRAs	Ex/New	ITDG /UMI/MTAC	15
	2. Computerised Data Management	Ex/New	KENYA	15
	3. P.C.M	Ex/New	NAIROBI/UMI/MTAC	15
	4. G.I.S (interpretation)	Ex/New	NAIROBI/UMI/MTAC	15
	5. Tsetse Biology and Ecology	In/Ex/Refresher	NAIROBI/MUEENR	15
	6. Training of Trainers	Ex/New	ICIPE/ILRI/etc.	15
	7. Financing and Budgeting	Ex/New	UMI/MTAC	15
	8. GPS	Ex/New	NAIROBI/UMI/MTAC	15
	9. Trap Template Management	In/Refresher	KALIRO/ENTEBBE	15
	10. General Management	Ex/Refresher	ARUSHA, TANZANIA/UMI/MTAC	15
ENTOMOLOGICAL ASSISTANTS	1. Training in PRAs	In/New		15
	2. Tsetse Biology & Ecology	In/Refresher		15
	3. Data Collection GPS	In/New		15
	4. Insecticide Formulation (handling)	In/New		15
ENROMOLOGICAL ATTENDANTS	1. Tsetse Control Techniques (basic)	In/Refresher/New		
	2. Tsetse Biology & Ecology	In/Refresher/New		
	3. Data Collection + Recording	In/Refresher/New		
	4. Safety Precautions in Insecticide handling	In/Refresher/New		

Skills profile of Group 2: Tsetse Control

Entomologists

- ◆ Map reading
- ◆ Blood meal sample collection
- ◆ Dissection for determining infection rates and ageing
- ◆ Identification of tsetse species, other biting flies, populations, distribution and densities
- ◆ Trap siting
- ◆ Trapping, targets, pour-ons, SIT
- ◆ Planning/budgeting
- ◆ Prioritising activities
- ◆ Identification of required resources
- ◆ Staff appraisal
- ◆ Report writing
- ◆ Collection and analysis of data

Entomological Assistants

- ◆ report writing
- ◆ safe handling and distribution of insecticides formulations
- ◆ dissections

Entomological attendants

- ◆ siting of traps and targets
- ◆ appropriate use of insecticides on traps and live baits
- ◆ appropriate use of spraying pumps

- ◆ collection and counting, sexing of catches
- ◆ general servicing / maintenance of traps, targets, pumps etc

Individual skills

- ◆ SIT: mass rearing, release, sterilisation (Nassozi, Okedi)
- ◆ Safe handling of the gamma radiation sources with cobalt and Caesium (Nassozi and Okedi)
- ◆ GIS and GPS reading (Nassozi)
- ◆ HPLC and GC Chromatography (Okedi)
- ◆ Protein Chemistry and Enzyme assays (Okedi)
- ◆ Physiology, biochemistry and toxicology of blood suckers (Okedi)
- ◆ Trypanosome detection in tsetse (Okedi)
- ◆ Remote sensing (Muguwa)

New tasks under FITCA

Trap/target impregnation - Ass. Entomologist

Computerised data management - Entomologists

Conducting PRA - Entomologists, Ass. Entomologists

Drama – local communities, Entomologists, ass. Entomologists

Recruitment and training - local communities, Entomologists, ass. Entomologists

Trap manufacturing - Entomologists, ass. Entomologists, tailors

Report writing (standardised) - entomologists, ass.

Entomologists

Audio-visual and radio program preparations – entomologists

Training needs of group 3
Animal health/disease control

Job Group	Training Need	Type of Training	Training Institution	N of People
DVO	1. Computer Literacy	Ex-House-New	Computer Schools	9
	2. Diagnostic methods	In-House-Refresher	LIRI	9
	3. Report Writing	Ex-House-Refresher	UMI	9
	4. Management – general	Ex-House-New	MTAC	9
	5. Data Analysis	Ex-House-New	MTAC/MAKERERE	1
	6. Monitoring and Evaluation	Ex-House-New	NARO	9
	7. Surveillance of Tryps	In-House-Refresher	LIRI	9
	8. Extension Skills	Ex-House-Refresher	MAKERERE	9
	9. GIS Interpretation	Ex-House-New	Consultant,Cambridge	9
VO	1. Tryps diagnosis methods,	In-House-Refresher	LIRI	45-60
	2. Extension Skills	Ex-House-Refresher	MAKERERE	45-60
	3. PRA Skills	Ex-House-New	ITDG – KENYA	45-60
	4. Computer literacy	Ex-House-New	Computer schools	45-60
	5. A.I. Techniques and Embryo Transfer	Ex-House-New	Prisons Ser. (Dr.Ocen)	45-60
	6. Report Writing	Ex-House-Refresher	UMI AND OTHERS	45-60
	7. Proper use of trypanocides	In-House-Refresher	LIRI	45-60
	8. use of acaricides including pour-ons	In-House-Refresher	LIRI	45-60
AAHO	1. Sample Collection	In-House-New	LIRI	70-100
	2. Extension Skills on Animal Treatment	Ex-House-New	MAKRERE	70-100
	3. Report Writing	Ex-House-New	UMI	70-100
	4. Proper use of trypanocides	In-House-Refresher	LIRI	70-100
	5. use of acaricides including pour-ons	In-House-Refresher	LIRI	70-100
	6. Data Collection Skills	Ex-House-new	UMI/MTAC	70-100
	7. Animal Health/Production Skills	In-House-Refresher	LIRI	70-100
	8. A.I. Techniques	Ex-House-New	ABE	70-100

Skills profile of Group 3: animal health control

DVO

- ♦ Technical competence: disease diagnosis (clinical/lab
Treatment (curative/prophylactic)
Disease investigations
Disease surveillance
(passive/active)
- ♦ Staff supervision: monitoring/appraisal of staff
performance
Delegation of duties
Overall administration of Vet.
Dept. in the District
- ♦ Report writing: monthly, quarterly, annual
- ♦ Communication skills: farmer mobilisation
(vaccination/block treatment)
- ♦ Community training: parents (on child nutrition)
Local leaders (tryps and tsetse
control)
- ♦ Planning disease control activities.
Workplans
Budgeting (for District council)
Requisitions (funds/other inputs)
Accountability reports

VO

- ♦ Disease diagnosis: clinical and lab (blood smears)
- ♦ Disease control. Treatment, vaccinations, disease
investigation/surveillance
- ♦ Junior staff supervision: training staff/community
Delegation

- ♦ Report writing: monthly, quarterly, annual
- ♦ Communication skills: mobilisation of stakeholders

AAHO

- ♦ Practical field extension skills:
Treatments: prophylaxis, curative
Knowledge of use of trypanocidal
drugs/acaricides
Animal health/production
extension
Sample collection in the field
Data collection / census
Community mobilisation /training
Liaise with local administrators
and opinion leaders
Report writing

New tasks under FITCA

- ♦ Data analysis and interpretation – DVO
- ♦ Write standardised reports – DVO, VO
- ♦ GIS – DVO
- ♦ Pour on application – AAHO
- ♦ AI techniques – AAHO, VO
- ♦ Zero grazing and animal husbandry – AAHO, VO
- ♦ Livestock census – VO, AAHO
- ♦ Diagnostic methods (dark field , HCT) – VO
- ♦ Data analysis and interpretation - VO

Training needs of group 4

Rural development (land use)

Job Group	Training Need	Type of Training	Training Institution	Number of People
DAO	1. COMPUTER Literacy	Ex-House	?	9
	2. New Technology on Crop Production	Ex-House	MAIIF/NARO	9
	3. PRA as a method	Ex-House	?	9
	4. Data Collection Storage and Analysis	Ex-House	?	9
	5. Management Skills	Ex-House	MTAC	9
	6. Water harvesting at farmers level	Ex-House	MAAIF/NARO	9
	7. Soil Fertility	Ex-House	MAAIF/NARO	9
	8. Extension Skills	Ex-House	MAAIF	9
	9. Training of Trainers	Ex-House	?	9
	10. Household Surveys	Ex-House	?	9
	11. Report Writing	Ex-House	?	9
AO/FEO	1. Soil Fertility Management	Ex-house	NARO	224
	2. PRA as a method	Ex-house	MTAC	224
	3. Extension Skills	In-house/Ex-house	MAAIF	224
	4. New Technologies in Crop Production	In-house/Ex-house	MAAIF/NARO	224
	5. Management Skills Meeting Monitoring Delegation	Ex-house	MTAC (Management Training Advisory Centre)	224
	6. Water harvesting at farmers level	Ex-house	NARO/MAAIF	224

Skills profile of Group 4

Rural development

District Agricultural Officers:

- ♦ Modern technologies in crop production
- ♦ Knowledge of physical characteristic #: resources available, population, climate, soils, agricultural farming systems
- ♦ Monitoring skills
- ♦ Extension methods/skills. Communication skills, training
- ♦ Organising and running effective meetings
- ♦ Delegation skills
- ♦ Some limited data collection. Yields, planting returns, farmers groups
- ♦ Needs and priority assessment

Agricultural Officer:

- ♦ Knowledge of the physical characteristics: soils, climate etc at sub-county level
- ♦ Knowledge of recommended/modern crop production
- ♦ Extension skills, some limited data collection
- ♦ Organising and conduction meetings (mobilisation skills)

Field Extension Officer:

- ♦ Knowledge of modern farming technologies
- ♦ Knowledge of physical characteristics of the circle (small area in a sub-county)
- ♦ Extension skills
- ♦ Organising and conducting farmers meetings
- ♦ Knowledge about local language and social culture /norms
- ♦ Limited knowledge on data collection
- ♦ Needs and priorities of the area

New tasks under FITCA

- ♦ Baseline survey of agricultural systems - DAO, AO, FEO
- ♦ Analysing information obtained from PRA – DAO
- ♦ Promote animal traction – DAO, AO, FEO
- ♦ Promote identified income generating enterprises - DAO

Training needs for Group 5 Managers

Job Group	Training Need	Type of Training	Training Institution	Number of People
MANAGERS	1. GIS Training	Ex-House-New	ILRI/MAKERERE UNIVERSITY	6
	2. Computer Skills and Data Management Packages	Ex-House/In-House	MTAC/RANK CONSULT	10
	3. Human Resources and Staff Appraisal	Ex-House	UMI/MDF/MTAC	10
	4. Strategic Planning and Policy Development	Ex-House	UMI/MDF/MTAC	8
	5. Project Cycle Management	Ex-House/In-House	UMI/MDF	8
	6. Technical Competence MSc Land Use specified short	Ex-House	To be identified	5 short courses
	7. Management ROM & OOB	Ex-House	MTAC/UMI	10
	8. Monitoring and Evaluation	Ex-House	To be identified	10

UMI - UGANDA MANAGEMENT INSTITUE
 MTAC - **MANAGEMENT TRAINING AND ADVISORY CENTRE**

Skills profile of Group 5 Managers

- ♦ Strategic planning and policy development
- ♦ Budgeting and budgetary control
- ♦ Technical competence
- ♦ Report writing
- ♦ Project proposal writing
- ♦ Human resources management
- ♦ Information management
- ♦ ,monitoring and evaluation

Individual skills

Exercising impartiality – Dr Sezi

Staff appraisal – Dr O. Mukani

Cost Estimates for Training Courses for FITCA Regional (US\$)

1. Training Workshop on systems for information/data collection and management

This workshop will preferably be held in Uganda, will have 18 participants (8 from Kenya, 8 from Uganda and 2 from Ethiopia), be held by a local facilitator and last for one week.

Calculation:

Participants: 18 x 7 days x 90 USD	11,340
(this comprises full board, lodging and pocket money)	
Facilitator 7 x 300 USD	2,100
(this comprises salary, per diems and travel)	
Stationary / photocopies	100
Hire of conference hall 7 x 80	540
Transport (by road) 4 x 80 l	320
“ (by air) 2 x 600	1200
TOTAL	15,600

2. Training course on Geographic Information Systems software and application

This course will be held at ILRI, last three weeks, have 14 participants and will be held with experts from ILRI

It is planned to invite 6 participants from Uganda and Kenya each and 2 Ethiopians

A short term expert, paid by FITCA Regional, could be invited

Calculation:

Course costs: 2225/ person 14 x 2225	31150
Transport air: (Ugandan participants) 7 x 288	2,016
Transport road (Kenyans) 7 x 10,000 KSH	1,000
Pocket money 14 x 500 x 21 KSH	1,986
TOTAL	36,152

3. Training courses on Farm Management Extension and Rapid Rural Appraisal as an extension method

This course will be held in Kenya for one and a half week, followed by three to four days field trip (together 2 weeks). It will be held in Kenya with 20 participants (9 from Kenya and Uganda each, 2 Ethiopians) and facilitators from GTZ. Venue most likely Busia.

Calculation:

Full board and lodging 14 x 2500 x 20	9,460
Transport Kenyans: 40 l of petrol per district 5x 40 x 50	135
Transport Ugandans: 80 l of petrol per vehicle 5 x 80 x 70	380
Transport 2 Ethiopians: 2 x 600	1,200
Trainer from GTZ : 14 x 350	4,900
Hire of conference room 10 x 50	500
Stationary/photocopies	100
Pocket money 14 x 7 x 20	1960
TOTAL	18,635

4. Training Course on “Managing in a liberalised Economy”

Duration two weeks; 20 participants (8 Kenyans, 8 Ugandans, 4 Ethiopians);
 Venue in Kenya; near Nairobi
 Held by experts of the Kenya Institute for Management

Calculation	
Daily expenses: 90 USD/day 14 x 20 x 90	25,200
Costs for KIM trainers 54,000 KSH/day = 730 USD/day	10,220
Transport by air (Ugandan participants) 10 x 288	2,880
Transport by air (Ethiopian participants) 2 x 600	2,200
Transport by road (Kenyans) 10 x 5000 KSH	680
Pocket money 20 x 14 x 500 KSh	1,960
Hire of conference room: 14 x 100	1,400
Stationary/photocopies	100
TOTAL	423,640

5. Training Course in conjunction with the 26th ISCTRC on Tsetse Control/Rural development, project planning and Management

1 week; Mali; 20 participants
 This course is financed by funds from the 1st Administrative Order and therefore not calculated here.

Total of expenses: **104,027 Euro**

List of Workshop participants in Busia, Kenya

name	Dept/Inst/Ministry	Designation	Address	Tel	Fax	email
Gitau	Veterinary Dept	District Zoologist	Box 261, Busia			
Wamwiri	MoA, KETRI	Research officer	Box 399, Busia	0336 22490	same	
inyua	Veterinary Dept	Zoologist attached to FITCA PMU	Box 261, Busia			
Oloo	FITCA	Liason Officer	Box 30786, Nbi	02 227270	Same	Oloo@ net2000ke.com
Ichwada	Veterinary Dept	District Zoologist	Boc 430, Bondo	00335 20242		
ge	Veterinary Dept	A/c Chief Zoologist	Vet Labs Kabete	02 631390		
Matete	MoA, KETRI	OiC	Box 399, Busia	0336 22490		
	Veterinary Dept	DVO Busia	Box 261, Busia	0336 22140		
Ayore	Veterinary Dept	DVO Teso	Box 81, Amagoro			
ega	Veterinary Dept	DVO Bondo	Box 430, Bondo	0335 20242		
onge	Dept of Social services	Dist. social dev. Off	Box 165, Busia	0336 22196	22445	
Olubai	FITCA	Sociologist	Box 261, Busia	0336 22533	Same	Pmu@net2000ke.com
aholi	FITCA	Training Officer	Box 261, Busia	0336 22533	Same	
igwan	Kenya Finland LDP	Women Participation	Box 731, Kisumu	035 43296	43296	KENFIN@net2000ke.com
		Coordinator				
Onyango	Livestock Production	DALEO, Siaya	Box 3, Siaya	? 20020		
o	MoA	Livestock Dev. Prog. Coordinator	Box 261, Busia	0336 22516		
embe	Kenya Finland LDP	Livestock Specialist	Boc 731, Kisumu	035 41218	43296	KENFIN@net2000ke.com
igi	MoA	DALEO, Bungoma	Box 33, Bungoma	? 20178	same	
gessa	FITCA	Live. Prod. Specialist	Box 261, Busia	0336 22533	Same	Pmu@net2000ke.com
	MoA	DALEO, Bondo	Box 113, Bondo	0335 20004		

Pamba	Private	AHA, Busia	Box 101, Funyula	0336 63220		
s Kariuki	Private	Veterianrian, Busia	Box 793, Busia	0336 22095		
: Bukhebi	Private	AHA, Bungoma	Box 2275, Bungoma	? 30293	20235	
Olima	Private	AHA, Teso	Box 43, Angurai			
wana	Sacred Africa	Veterinarian & Director NGO	Box 2275, Bungoma	? 30788	20235	Sacred@africaonline.co.ke

details on participants background

Name	Profession	Educ. Background	In post since	Involvement in FITCA	Trg courses attended in last 2 years
	Zoologist	BSc	1980	None	none
Vamwiri	Entomologist	BSc	1996	None	PRA methods & approaches, Nbi
ia	Zoologist	BSc	1975	Attached to FITCA	1. Tsetse survey, Lusaka, Zambia
					2. Ecology and Pest management. Imperial College, London
	Entomologist	MSc	1999	Liaison Officer	None
ada	Zoologist	MSc	1988	1996 Eldoret Meeting	SIT Course in Tanga, 1997
	Zoologist	BSc	1976		
e	Veterinarian	MSc	1999	Yes	PRA, 1999, Kenya
	Veterinarian	BVM, Nbi	1994	yes	
e	Veterinarian	MSc U.K.	1995	yes	
a	Veterinarian	BVM	1983	yes	
ge	Social Worker	BA	1988	Yes	Participatory approaches in reproductive health, London
bai	Sociologist	MSc	1999	PMU staff	
li	Teacher	MA, Dipl. Educ	1999	PMU staff	PC courses

wang	Social Worker	Business Admin	1996	Women activities	1. Gender & sustainable dev., Swaziland
					2. PRA, Kenya
ngo	Liv. Productionist	BSc	1975		1. middle & agricultural management
					2. participatory planning & monitoring
io	Liv. Scientist	Diploma	1996	Yes	PRA, Kisumu
be	Ectension worker	BSc Agric.	1999	Extension	1. PRA, Kisumu
					2. PM&E, Kisumu
gi	Extension Worker	BSc Agric.	1999	Extension	PRA, Kakamega
a	Liv. Productionost	BSc Agric.	1999	PMU staff	EDF course
	Liv. Productionist	BSc Agric.	2000	yes	
ba	AHA	Certificate	1989		
ki	Veterinarian	BVM, Nbi	1993		
ebi	AHA	Certificate	1998		
ia	AHA	Certificate	1998		
wana	Veterinarian	MSc Nbi	1996		1. PRA, U.K. 2. 2. PM&E, Phillipines 3. ToT, ITDG, Kenya



X 6 List of Workshop participants in Jinja, Uganda

Name	Dept/Inst/Ministry	Designation	Address	Tel	Fax	email
Omasa	Ministry of Health	District Sleeping Sickness Control Officer	Box 1551, Jinja	043 121294	043 120259	
Kitimbo	Ministry of Health	Ag. Medical Co-ordinator/NSSCP	Box 1241 or 1551, Jinja	043 121294	043 120259	
Idrabo	Ministry of Health	Asst. Ag. Medical Co-ordinator/NSSCP	Box 43, Jinja	043 122000		
Fartha Opoloje	Pallisa Local Government	District Entomologist	Box 14, Pallisa			
Joseph	Entomology Department	District Entomologist	Box 539, Jinja			
Nassozi	Entomology Department	District Entomologist	Box 160, Mukono	041 290633	041 290211	
ambu	Livestock Health & Entomology Dept/ MAAIF	District Entomologist	Box 736, Mbale	045 35110		
Avucha	Livestock Health & Entomology/MAAIF	District Entomologist	Box 358, Iganga			
cedi	LIRI, NARO	Research Scientist	Box 96, Tororo			
chard	Veterinary Department	District Veterinary Officer (Ag)	Box 124, Busia	077 449810		
Jackson	Veterinary Department	Veterinary Co-ordinator, Tryps Control in S.E. Uganda	Box 146, Bugiri	043 250112		
Jim	Livestock Health & Entomology Dept.	Senior Veterinary Officer	Box 513, Entebbe	041 320825	041 320428	
Je	MAAIF	Agricultural Officer	Box 266, Iganga			
Wanderaeua	MoLG/AGRIC	DAO (Representative)	Box 90, Tororo	045 44050		
olomon	Agriculture Department	District Agricultural Officer	Box 72, Mukono	290477		
Paul	District Local Government	District Agricultural Officer	Box 149, Kamuli	043 353061	043 353070	
ansiime	COCTU	Deputy Director	Box 16345, Kampala	041 320013	041 320237	
	Ministry of Health	Senior Consultant Physician	Mulago Hospital	041 541188	041 532591	
laho-Mukani	LIRI - NARO	Research Director	Box 96, LIRI, Tororo	045 45050/45055		
mbrose	Livestock Health & Entomology/MAAIF	Entomologist	Box 102, Entebbe	041 320166		
unk	Farm Development Dept/MAAIF	Agriculturist	Box 102, Entebbe	041 320363		

details on participants background

Name	Profession	Educ. Background	In post since	Involvement in FITCA	Trg courses attended in last 2 years
Amase	Entomologist	Diploma in Medical Entomology & Parasitology	1968	NSSCO Planning	Workshop for Sleeping Sickness Surveillance, 29 th June – 3 rd July 1999, Annesworth Hotel, Jinja
Kitimbo	Public Health Specialist	M. BCUB; M.PH Degrees	Nov. '98	Initial Planning/Budgeting	CME Malaria/HIV-AIDS Treatment (Up to date), Jinja Uganda
Irabo	Medical Doctor	M.B Ch.B	1990	From Inception	NONE
Artha Opoloje	Entomologist	BSc (Botany & Zoology)	1994	None	Tsetse management and Monitoring at ICIPE, Nairobi
Oseph	Entomologist	BSc Dip ED, MSc, Dip Management & Admin.	1988	Since its start.	None
Assozi	Entomologist	MSc Tsetse & Trypanosomosis Control	1995	Tsetse Control	MSc (Tsetse & Tryps Control) – University of Zimbabwe
Mbu	Entomologist	BSc (Hons) Mak	1997	Yes	1. Certificate in General Management at Rock Hotel, June 1999, 2. Certificate in Modern Apiculture Methods, April 1998, Mbale
Avucha	Entomologist	BSc PGDE MSc	1988	Yes	None
Eddi	Entomologist	BSc, MSc, Ph.D	1982/1994		Ph.D Entomology, University of Florida, Gainesville
Hard	Veterinary Surgeon	BSc, Veterinary Medicine	1994	None	None
Jackson	Veterinarian	MSc, Veterinary Epidemiology	1994	1999	None
Jim	Veterinary Surgeon	B. Veterinary Medicine	1975		Epidemiology, data handling and changing roles of State Veterinarians at Centre for Tick and Tick Borne Diseases, Lilongwe, Malawi
E	Agricultural Officer	BSc, Agriculture	1978	None	None
Wanderaeua	Agriculturist	Graduate (University)			Use of Traps for Control of Tsetse fly and how to make them
Olomon	Agriculturist	MSc Agronomy	1992	Land Use	1. Environmentally Sustainable Agroforestry, Japan 2. Valuing Natural Resources, Mbarara, Uganda
Paul	Agriculturist	BSc (Agric) Hon	1976	NO	None
Nsiime	Medical Doctor	M.B. Ch.B	1994	Yes	
	Medical Doctor	University Graduate	1973	Since its creation	None

Olaho-Mukani	Veterinary Scientist	B.V.M, MSc, Ph.D	1996	Research	Research Management/Administration
Ambrose	Entomologist	BSc (Hon) MSc. DES, DEA, Parasitology	1988	Yes	Fellowship in Application of Molecular Biology Techniques to Entomology, IAEA Laboratories at Seibersdorf, Austria
Rank	Agriculturist	BSc Agric (Hons)	1979	Since 1998	<ol style="list-style-type: none"> 1. Land Assessment for Agriculture, Harare, Zimbabwe, 1998 2. Sustainable Agriculture and Natural Resources Conservation, Lelystad the Netherlands, 1998 3. Soil and Water Conservation, Uppsala, Sweden, 1999



Annex 7

Evaluation of the Kenya TNA Workshop (27 questionnaires)

1. Did the Workshop meet your expectations
22 x YES; 3 x satisfactorily, 1 x somehow, 1 x NO
2. Was the time spent for this Workshop?
13 x too short; 13 x just right; 1 x too long
3. Were the procedures explained clearly?
25 x YES; 2 x NO
4. Did the facilitator take you through the Workshop
18 x just right; 9 x too fast
5. Was the time allocated to group work enough?
6 x too short; 19 x just right; 2 x too long
6. Do you think *Training Needs assessment* is a useful exercise or is it rather unnecessary?
12 x YES
 - ◆ Very important not only for FITCA work but also for those in positions of authority
 - ◆ Make sure the training needs are implemented
 - ◆ Yes, specially when carried out in a participatory manner
 - ◆ Useful for preparation of stakeholders to sustain the project
 - ◆ Useful for performance improvement (x 2)
 - ◆ Useful in identification of resource persons and their knowledge gaps
 - ◆ Useful because it involved various stakeholders
 - ◆ Should be done before the start of project activities
 - ◆ Useful because it prepares participants to meet future challenges in the project area
 - ◆ Useful for determination of training needs of a particular target group in a given area
 - ◆ Yes, it helps the implementers to identify the various training needs of the stakeholders
 - ◆ This is necessary to focus training resources in FITCA onto selected tasks
 - ◆ Useful, forms the corner stone of the project
 - ◆ Useful as long as it is put into practise
7. What have you learnt during this Workshop?

- ◆ It is difficult to define one's job properly
- ◆ Skills can be training needs; needs assessment very important for future action
- ◆ FITCA activities and role (x 10)
- ◆ Have known my tasks and skills (x 3)
- ◆ Steps to arrive at training needs identification (x 7)
- ◆ Ranking of training needs (x 2)
- ◆ That FITCA uses bottom-up approach
- ◆ Future collaboration with FITCA

8. Do you think this was a useful exercise for FITCA?

- ◆ Depends on what action follows
- ◆ Yes, but implement!
- ◆ Should have been done before the start of activities
- ◆ Useful in determining training needs of target groups

23 x YES

9. How did you like the "working environment"?

21 x good, conducive and friendly

- ◆ Composed of participants with diversified backgrounds
- ◆ Not hospitable
- ◆ Ok. (x 2)
- ◆ Fair (x 2)

10. Any other comments?

7 x No comment

- ◆ The venue was quiet but facilities too poor. Motivation for participants should be considered next time depending on the work cadre (allowances)
- ◆ There is need for urgent implementation of the project in order to tune the target groups to its realistic goals
- ◆ Very good facilitator, adequate participation, a lot of hard thinking, but generally very good
- ◆ Wonderful and knowledgeable facilitator
- ◆ Such a workshop requires 3 days (x 7)
- ◆ Well organised training event
- ◆ More participants should have been invited
- ◆ I look forward to apply the knowledge I have gained practically. Certificate of participation is necessary
- ◆ The presenter was very clear
- ◆ Representatives of all the 5 FITCA districts should have been involved
- ◆ Timing of Workshop was improper. Fridays are usually shorter working days.
- ◆ I wish FITCA success
- ◆ Out of pocket should have been double

Annex 8

Evaluation of Uganda Workshop (18 questionnaires)

1. Did the Workshop meet your expectations?

16 x YES, 2 x somehow

2. Was the time spent in this workshop

1 x too long; 15 x just right; 2 x too short

3. Were the procedures explained clearly?

17 x YES; 1 x not sure

4. Did the facilitator take you through the Workshop

17 x just right; 1 x too fast

5. Was the time allocated for group work

1 x too long; 15 x just right; 2 x too short

6. Do you think TNA is a useful exercise or is it rather unnecessary?

2 x YES

- ◆ it is quite necessary if good performance is to be realised and at the same time sustained
- ◆ it is a useful exercise because the areas wanting training are identified and prioritised in their order so that most important are attended first
- ◆ useful for planning purposed
- ◆ it was a necessary exercise because we came out with what each component needed and this came from the members concerned
- ◆ it is very useful in that one is able to identify real training needs and not assuming
- ◆ it is necessary as long as it can be implemented to improve performance
- ◆ it is a necessary exercise because it identified the skills gaps which is a rational way of spending resources in training
- ◆ it is necessary to come out objectively with the priority training needs
- ◆ it is very useful. Otherwise it would be difficult to train stake holders without knowing their needs, there would be very little impact on the ground if the exercise is not carried out first
- ◆ useful. Without it unnecessary training would be given to the wrong job categories and may be necessary training omitted
- ◆ it is useful because it is based on what is taking place on the ground
- ◆ it prepared a manager to identify the training grounds for ones Institution
- ◆ depends on whether it will be taken seriously
- ◆ this is very important because it clearly points out the job criteria and areas which need more training and thus more improved performance

- ◆ this is a very useful exercise that has always been overlooked. It should always be undertaken in any project

7. What have you learnt from this workshop?

- ◆ Identification of skills and tasks
- ◆ Output results of FITCA and planned activities (3 x) and the related training that needs to be performed for the smooth running of the project
- ◆ How difficult it is to identify what one knows and what one doesn't know
- ◆ Approach to needs assessment; participatory approach; ranking of needs
- ◆ How to carry out a TNA (6 x)
- ◆ Identification of TN; ranking of TN
- ◆ I have several skills but I am not 100% competent in any of them; it is still uncertain when FITCA will commence; district staff have more training needs than I thought
- ◆ How to define my duties, tasks and activities; how to relate with subordinates
- ◆ It is not easy to know the TN of a certain category of people without this exercise
- ◆ Job description, especially duties, tasks and skills
- ◆ Learnt facilitation technique of handling adult learners through participation
- ◆ Criteria to assess TN logically; group discussion to enhance learning process; free interaction and working relationships

8. Do you think this was a useful exercise for FITCA?

18 x YES (provided FITCA starts soon)

9. What was the working environment like?

3 x excellent; 14 x good; 1 x fairly okay

10. Any other comments

- ◆ more researchers to be around to determine the TN
- ◆ more of this type of training needed; FITCA to start!
- ◆ Best regards to the consultant and the facilitators and looking forward for the start of the program
- ◆ Some groups were too small
- ◆ More workshops of this sort
- ◆ The learning environment was good and conducive
- ◆ Consider increasing out-of pocket
- ◆ The facilitator knew what she was doing and as such good at her work
- ◆ Not happy about the out-of pocket
- ◆ Never book hotel rooms for all participants for the whole duration of a workshop
- ◆ Method of training was very good. I can now help others to identify their training needs
- ◆ Well organised workshop, thanks

ANNEX 9

Itinerary

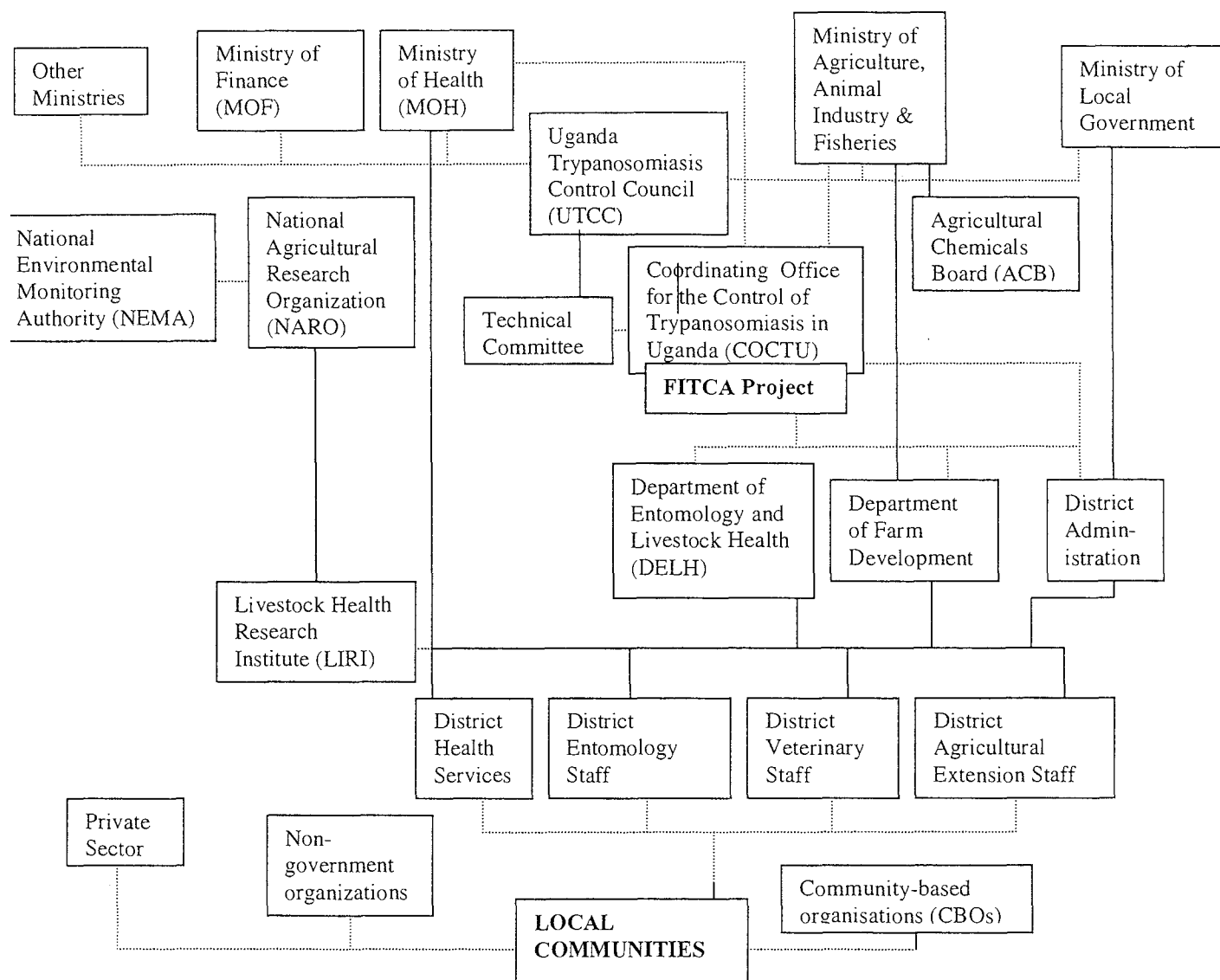
- Monday, 28.2.00** ICIPE: Workshop on: ICIPE's Strategic Framework and R&CB Agenda within the medium term 2001 – 2003
- Meeting with Dr. R. Dolan, Interim TA FITCA, and F.Oloo, Liaison Officer. Discussion on the objectives of this mission
- Meeting with Dr Solomon Haile Mariam, Chief Livestock Projects Officer, and R. Dolan on the participants of the Training Needs Assessment Workshop
- Tuesday, 29.2.00** Meeting with R. Dolan and F. Oloo to prepare the visit to the Project area and to discuss suitable participants for the Workshop
- H. Politzar joined the meeting
- Meeting with Dr. Ociba, Director Veterinary Services, Uganda, Dr Solomon and H. Politzar on the position of FITCA Uganda towards this consultancy
- Telefon appointment with Dr Ogwal, Director COCTU, to discuss the implementation of the consultancy mission to FITCA Uganda
- Meeting with Bernhard Rey, Rural Development Adviser, EU
- Wednesday, 1.3.00** Meeting with R. Mdachi, Training Officer and Head of Pharmacology Unit, KETRI to discuss KETRI's position in respect to deliver training for FITCA
- Meeting with Dr. G. Murilla, Ass. Director (Research), KETRI on her experiences in the Project area concerning trypanocidal drug resistance
- Telephon appointment: confirmation of mission and workshop to be implemented in FITCA Uganda
- Meeting with J. Ndung'u, Director KETRI on the Institutions input in FITCA
- Meeting with Mrs Kilimani, Director Training, KARI on the Institution's possibility to offer training for FITCA
- Thursday, 2.3.00** Meeting with Dr Mwongela, DDVS (Vector Control) and Mr Chege, Chief Zoologist HQ on the objectives of this consultancy and their views of the FITCA program
- Meeting with the DVS and Dr Mwongela, Mr Chege on the objectives of this consultancy

	Meeting with Mrs Kariuki, KVAPS on the possible role of private Veterinarians in FITCA
	Meeting with Mr Amiani for: Senior Deputy Director Livestock Production, Dep. of Agriculture and Livestock Production, on the role of Livestock Production Extension personnel in FITCA
	Study of Project Documents at the FITCA offices
Friday, 3.2.00	Meeting with R. Iley, Training Officer ILRI on ILRI's possibilities to provide training for FITCA
	Meeting with S. Mozaria, Ac. Head Animal Health Division, on his views of animal health problems in the project area
	Meeting with Russ Crusker of the GIS Unit on possibilities to offer training in GIS
	Meeting with Steve Leak on preliminary results of the ongoing tsetse survey in the project area
	Study of project documents at FITCA offices
	Meeting with Robin Read on the possible training needs for the Environmental Monitoring regional programme
Sunday, 5.3.00	Travel to Kisumu with Dr Solomon Haile Mariam Discussions on OAU/IBAR's views of FITCA
Monday, 6.3.00	Meeting with Mr Porvali (TA) and the National Coordinator of Kenya-Finland LDP programme and discussions on areas of cooperation between FITCA and this programme
	Travel to Maseno and meeting with Mrs Gacheru, Weed scientist with ICRAF. Discussions on ICRAF's activities in the soil improvement programme in the FITCA area.
	Travel to Busia. Meeting with the Project staff. Preparation of next days visits and the workshop.
Tuesday, 7.3.00	Field visits: 3 dairy farmers around Busia, one private Veterinarian in Busia and two private Animal Health Assistants.
	Discussions with the FITCA team on the layout of the workshop and their input
Wednesday, 8.3.00	Preparation of the Workshop
Thursday, 9.3.00 to Friday, 10.3.00	Training Needs Assessment Workshop at Farmview Hotel, Busia

- Sunday, 12.3.00** Proceed to Entebbe
- Monday, 13.3.00** Meeting with Dr Dransfield, TA FITCA Uganda and Dr Ogwal, Director COCTU and project supervisor
- Study of Project documents
- Tuesday, 14.3.00** Visit at Makerere University, Faculty of Veterinary Medicine. Meet with Dr Laker and Dr Lubega. Discussion on University involvement in tsetse and tryps research
- Further discussions with Dr Dransfield
- Wednesday, 15.3.00** Visit the EU Delegation in Kampala. Discussions with Mr Moller, Agricultural Adviser, on FITCA Uganda and the objectives of this mission.
- Received the latest version of the *Program for Modernisation of Agriculture* from the World Bank Office
- Travel to Jinja. Preparation of the Workshop.
- Thursday and Friday, 16./17.3.00** Training Needs Assessment Workshop at the Sunset Hotel, Jinja
- Saturday and Sunday, 18./19.3.00** Return to Nairobi by road together with Dr Politzar.
- Monday, 20.3.00** Meeting with Dr R Dolan and F Oloo for de-briefing on preliminary results and discussion.
- Meeting with Bernhard Rey for de-briefing on preliminary results.
- Meeting with Dr Saini, ICIPE, on training courses offered by ICIPE and the possibility to produce tailor made courses according to the FITCA needs
- Meeting with Dr Solomom Haile Mariam and Walter Masiga, Director OAU/IBAR for de-briefing on preliminary results
- Tuesday, 21.3.00** Visit the GTZ project “Promotion of Agricultural Extension Services”, Mr J. Hofer. Discussion on collaboration in delivery of training in extension methods
- Visit the Institute of Personnel Management (IPM), Nairobi. Inquiry about this Institute’s Management training offers.
- Visit the Kenya Institute of Management (KIM), Nairobi. Inquiry about this Institutions Management training offers.

Departure

INSTITUTIONAL FRAMEWORK OF FITCA (UGANDA)



———— Indicates hierarchical link

..... Indicates looser collaborative link