

Memo

Subject : Report - Bulawayo Training project
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Date : 16 December 2013
Version : final

Introduction

Wateropleidingen was requested to prepare the first part of the training projects: the study tour in the Netherlands. Together with Vitens-Evides International and eThekweni Water & Sanitation Wateropleidingen drafted a program for the tour, did the logistical arrangements and invited guest speakers en the trainers. Wateropleidingen was in charge for the execution of the two-weeks program in Zwolle and Amsterdam.

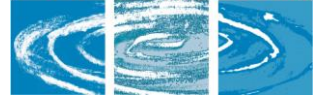
Aim of training in The Netherlands

1. Theory on Change management and learning to become a change agent
2. Course: Training of Trainers, getting tools of communication and leadership
3. Exposure to the Dutch water sector (site visit, talks with various officials) and identifying aspects to be taken home
4. Identifying actions from the master plan
 - a. List of actions to be transformed in action plans.
 - b. Taking ownership over these actions (each participant will have at leave with at least one action plan).
 - c. Drafting preliminary action plans (e.g. Powerpoint slides) and sharing them with the Bulawayo staff and the trainers
5. Identifying requests for training number 2 and number 3

Results

The training was a good foundation for the role-out of the rest of the training program. With a good combination of different elements (in-depth presentations and field visits about the water sector in The Netherlands, theory in change management, skills training in convincing people (training of trainers, elevator pitch training) and various discussions) the problem in Bulawayo came upwards sharply. The Master Plan of about one billion dollar was too large for understanding and was too leading for implementing in practice.

With the Change agents we discussed the challenges they face in Bulawayo and with the implementation of the Master Plan. We tried to find ways to have a more bottom-up approach in implementing the Master Plan and came-up with concrete and urgent activities as first steps. Step by step each participant (in his/her role) got a concrete plan of activities and deadlines. They presented this to Dutch counterparts and the trainers for the next phases of the training project.



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Concrete results in short:

- Five trained Change Agents (Personal training, Teambuilding)
- Concrete activities of Master Plan (including Ownership, SMART formulation (specific, measurable, acceptable, realistic and time-bound), Planning with deadlines, List of activities per owner)
- Presentations (Powerpoints)
- List of learning objectives for next trainings