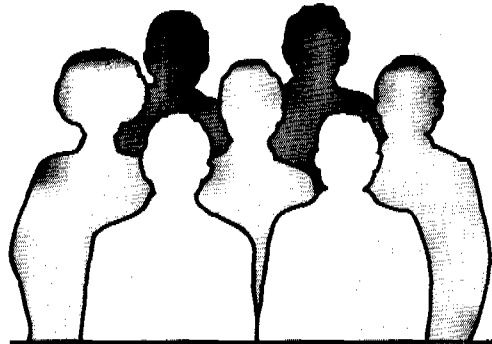


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Human Resources Development

**CASE STUDY**

**4**

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# Strategic planning workshop sets project on its feet

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# **Strategic planning workshop sets project on its feet**

**How a workshop in Tanzania  
constituted the turning point for  
implementing a Health-Sanitation-  
Water programme.**

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A Human  
Resources  
Development  
Case Study  
No: 4 in a series

# Foreword

The World Health Organization (WHO) and the Swedish International Development Authority (SIDA) are jointly producing a thematic series of case studies focussing on Human Resources Development.

Our intention is to both illustrate and document various methods, used in different parts of the world, which aim at improving human performance.

Activities and projects selected for this series are all of an innovative nature. They show that there are usually a variety of methods other than classical classroom training to help people do their jobs better.

While country reports and project descriptions are common, one seldom finds detailed descriptions of techniques used. "What was done?" is answered more often than "How was it done?" In this series of case studies we aim to provide the reader with a total perspective of what was done, how it was done, why it was done and an assessment of its effectiveness.

These collected experiences should give the reader ideas, which can be adapted to improve other activities and projects in his or her own environment. We believe this series will be a source of inspiration for action and deliberate change.

Information for this specific case study was collected during a field visit to Tanzania in May 1988. Participants in the Seronera workshop, local government officials and expatriate staff were interviewed about their experiences within HESAWA. Workshop reports and other written material also form the basis of this case study. We thank everyone, and Hifab in particular, for their contribution.

Alice Petré, 10 February 1989

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Summary

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# Opening the way for solid teamwork

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**Contributions from  
everyone**

**A** strategic planning workshop, held at Seronera in Tanzania at the beginning of 1985, proved to be a turning point in the implementation of a Health—Sanitation—Water (HESAWA) programme in the region.

Since the launch of HESAWA two years earlier, the Tanzanian government and the Swedish International Development Agency (SIDA) had experienced difficulties. How were they to successfully integrate the elements of improved water supply, sanitation and health into one programme?

The actors were multiple as were their ideas, opinions and objectives. There was no overall strategy, no clearly determined goals.

Strategic planning became the key to getting HESAWA on its feet.

While planning is usually defined as laying out a detailed schedule of actions and events, strategic planning rather deals with setting the overall direction for a programme and identifying the most effective means to move in that direction. The Seronera workshop initiated this process for those involved in HESAWA.

At the Seronera lodge, key executive personnel were brought together to open the way for a solid working relationship between the three regions involved, and the three relevant government ministries. They came to define their roles, responsibilities and duties as well as to thrash out a plan of action and a strategy for implementation.

The format of the workshop was such that virtually no lecturing was used. Instead, brainstorming, exercises, games and discussions made up the agenda. Everyone contributed and was able to express their ideas and views.

The strategic planning in Seronera resulted in many recommendations which have since been followed. Expatriates have been phased out, the responsibility for implementation is today



*Some 40% of the  
Tanzanian population  
has access to improved  
water.*

completely in the hands of the Tanzanian government and HESAWA is even more decentralized than the Seronera participants had recommended.

Whether these steps have been right or wrong is still a subject of discussion and assessment. What is certain however, is that the workshop was the catalyst which led to action being taken. It created the platform for the take off of HESAWA.

The workshop also generated much enthusiasm. The work to develop local competence continues to this day — often in the form of similar workshops. ♦

Setting the scene

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## **Wider set of tasks for new project**

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**HESAWA is born**

**S**ome 17 different donor agencies are involved in developing the Tanzanian water sector. Most concentrate their efforts in one or two geographical regions. SIDA assists in the three Lake Regions in north Tanzania to the tune of US \$ 6 million (1987/88 budget).

Despite all this support, only 40% of the country's population is today served by some water facility and Tanzania is still far from reaching its goal of serving the majority.

A large portion of available resources have been devoted to the planning and installation of new production capacity. A lot less effort, and money, has been put into the operation and maintenance of the new systems. Historically, little consideration has been given to local socio-cultural conditions, community involvement and whether or not the choice of technology was appropriate.

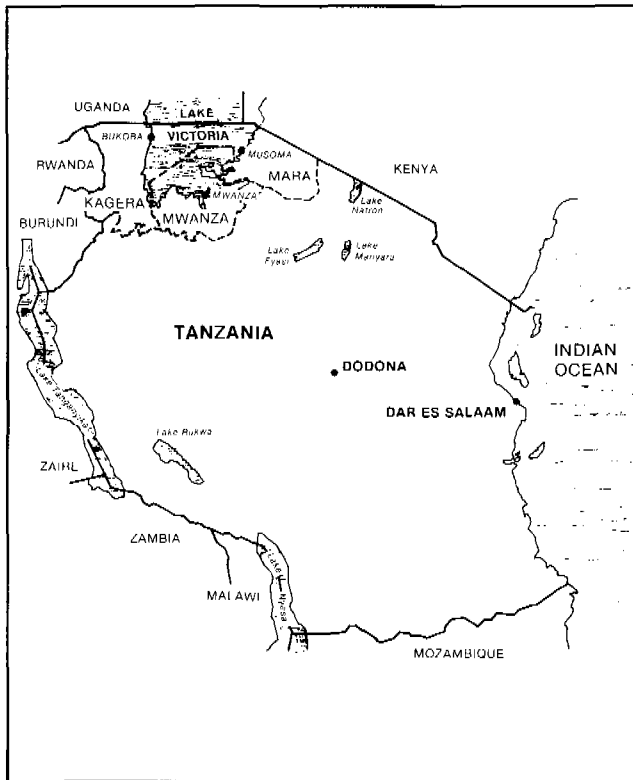
Another factor which has hindered development is the disrupted state of the Tanzanian economy. There is a shortage of spare parts and diesel, both of which have to be imported, and this has led to serious problems in many of the existing water supply facilities.

According to the Ministry of Water almost half of existing production capacity is regularly out of order. This in effect means that at very best, only one in every four Tanzanians has continuous access to improved water.

Cooperation between Tanzania and Sweden in the water supply sector dates back to 1965. Initially Sweden gave general support to the water sector but later focussed on a rural project in north Tanzania. In 1983 the profile of this project was totally reshaped and thus was born HESAWA.

Apart from continuing to improve water supply, HESAWA would also cater for sanitation facilities, health education and preventive health care. In addition, it would aim to create better prospects for social development and economic growth.





*HESAWA operates in the three regions around Lake Victoria in north Tanzania*

Thus, from previously involving only one ministry, the project was transformed to include several new collaborators.

Three different ministries got involved in HESAWA at national, regional and district level. But, the Tanzanian ministries of Water, Health and Community development had little tradition of cooperation at any level. They hardly knew what the other was doing, nor who was who on a personal basis.

SIDA was another actor, while responsibility for implementation was carried by the SIDA-contracted consulting firm, Hifab. But, the two did not totally agree on the goals and direction of HESAWA. Hifab had regional advisers to coordinate work in each region, but without clear objectives or set up for cooperation. So, Hifab ended up mostly managing things its own way.

**Little tradition of cooperation**

**Traditional water sources**

HESAWA operates in six districts and covers approximately 75 villages. These are spread out over three neighbouring regions around Lake Victoria where the local population numbers just under four million.

During its first five years, until mid-1988, three solar energy pumps have been installed, about 480 shallow wells have been constructed, 20 gravity water schemes are developed and over 200 traditional water sources have been improved. Technologically, the programme has moved from diesel pumps to handpumps and today emphasizes the need to improve traditional water sources.

Less attention has been paid to sanitation. Some Ventilated Improved Pit latrines have been constructed for demonstration purpose, but cement is scarce and villagers prefer to use it for house construction rather than latrines.

**Peripheral activities**

In the area of preventive health care, some 150 Village Health Workers have been provided with six months training divided into theoretical courses and practical field work. Peripheral activities include study groups and the establishment of a training centre.

**Different opinions**

HESAWA staff still differ in opinion on whether construction of water supply and sanitation facilities or the establishment of a stable organization and human resources development should be the main priority.

Some would like to construct more while others believe the continuous restructuring of HESAWA and training of Tanzanians should be prioritized. The actors are still multiple, and this will always mean there are a number of different opinions.

Just before the Seronera workshop was held, assessments of the project showed that the pace at which plans were being implemented was very slow. It became apparent that an overall work plan had to be devised if HESAWA was to function properly.

There was an urgent need for communication between all the parties involved so that they could agree on a common strategy and then begin to work in that direction. A workshop seemed to be the ideal forum in which to do this.

Naturally, a workshop by itself does not produce miracles or all the answers. What it can and did do, was to bring all the parties together at the right time and helped move the programme forward. ♦



*HESAWA staff on their way to a regional seminar. After the success of the Seronera strategic planning workshop several others have followed — often structured in a similar way.*

Part 1

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# Seronera workshop

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## day by day

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The Seronera workshop was arranged in two phases. Phase one took place at a remote lodge, Seronera, in the middle of the Serengeti National Park. While lions, giraffes and monkeys were out in the surrounding savanna, key executive personnel discussed HESAWA, did exercises and played management games.

During the first phase of six days, 21 persons active in HESAWA were backed up by three WHO-SIDA facilitators. No strict agenda was set for the workshop in advance. The facilitators presented just an outline with some headlines, which the participants could modify. The idea was to develop an agenda then and there which responded to the participant's specific needs.

Although only the outline of an agenda was presented to participants, specific goals for the workshop had been determined in advance. One important objective was to get participants to decide on **roles and responsibilities** for each organization and individual involved. Another was to lay the **foundations for teamwork** between all those involved. Other aims were to **outline goals and objectives for HESAWA**, draw up a **HESAWA mission statement** and develop **detailed action plans for each region**. The task of the facilitators was to assist in this process.

### Day one

After registration procedures, the workshop opened with a "getting acquainted" activity. The participants were asked to interview someone they did not know and then to present that person to the rest of the group.

This immediately established an informal and open climate, despite the initial scepticism of some participants. Three years later many spontaneously mention this activity as one of the best. It was a way of really getting to know who was who in the HESAWA programme and in different offices, is their comment today. "When people introduce

themselves, you hardly ever catch that information. But this was very different and created a very good start".

The rest of the first morning was used to discuss the agenda for the week. The facilitators had a well prepared workshop design and schedule, but presented just a skeleton. The idea was to let the participants provide input and have a workshop responding to their particular needs. The participants had to realize from the very beginning that they had not come to be lectured on how they should act in the future, but rather to clear up problems they saw important.

This was something very new to the Tanzanians. "The Tanzanian style is usually very authoritarian, this was just the opposite", said one participant. To create closer links between those involved in HESAWA would require that they establish their relations themselves through certain activities. The facilitators could never do the networking for them.

Prior to the workshop, the participants had been requested to formulate their expectations of it. When discussing this after the lunch break, the participants found out that they all expected very different things.

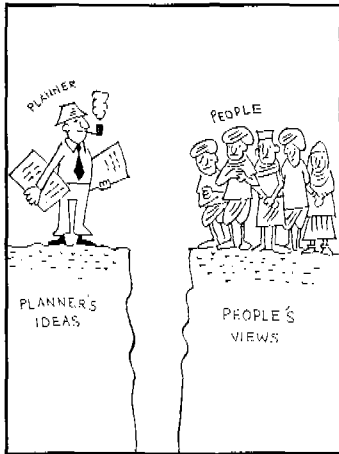
Some had come to clarify organizational roles and responsibilities of the ministries involved, someone to get HESAWA and Primary Health Care working on schedule and still someone else to enjoy a visit to Seronera lodge and Serengeti National Park. "This brought out how far apart we were and how differently we were thinking which was useful to know in the coming exercises", thought one woman.

To get HESAWA people to cooperate in each region was of fundamental importance, and they were therefore asked to develop realistic models for a coordinated and integrated HESAWA programme.

This was to be done during the first phase of the

## Day 1

- ✓ *Getting acquainted*
- ✓ *Workshop approach*
- ✓ *Expectations of participants*
- ✓ *What is strategic planning?*
- ✓ *Outline of Regional Action Team presentation*
- ✓ *Review*



*At the start of project planning, there may be a conceptual gap between people and planners as a result of their different perceptions of community needs.*

workshop and then to be presented to senior officials and top level political leaders during the follow-up by what was called Regional Action Teams. The introduction to these teamwork presentations was made on the very first day, so the participants could work on this task whenever there was free time.

## Day two

While individual roles were defined during the first day, the task now was to define each organization's role in HESAWA. Participants got into their organizational groups to read and comment on a report written by one of the facilitators describing each organization separately. These included the Ministry of Water, the Ministry of Health, the Ministry of Community Development, SIDA and the consulting firm.

Most of the participants agreed with the analysis, but pointed out what they were not in agreement with or added information which they thought important to include. This proved to be important for the afternoon session.

Force-field analysis was the headline for the afternoon. Participants got into their regional groups to list strengths and weaknesses in each region. What were the forces supporting or preventing coordination and integration in each region?

Examples of factors listed in favour of regional teamwork were a motivated population, SIDA's support and a good supply organization. The lack of early planning, low government salaries and unclear authorities were named as counterproductive forces. Another problem which was noted was the unclear position between SIDA and its consultant.

## Day three

The theme for the day was games. A structured decision making activity called Desert Survival (see

page 26) was conducted in the morning. The participants were randomly assigned to groups and had to make individual and group decisions on how to survive being stranded in the desert after a plane crash.

Each had to rank fifteen given alternatives of things needed to survive in such a situation. After doing their individual ranking they discussed this in the group and had to reach consensus on a group-ranking. The facilitators would then show them the "right" answers. The purpose was to demonstrate the dynamics involved in group exercises and have everyone realize how well they could defend their own positions as well as make compromises.

When selecting such an exercise, it is important to be careful in the choice of topic. Many participants were critical of the Desert Survival decision making training.

"Such a thing is useful when you do it with your closest colleagues, with whom you work every day, but this was not the case for us". Another said "the topic was nothing we could relate to. To make good decisions you have to be knowledgeable, but we know nothing about deserts". One was so harsh as to say that it was an exercise for teenagers.

Although there was a lengthy discussion afterwards on how this exercise related to HESAWA programme development and their own personal role in the programme, the participants still had difficulties in seeing the point of it. Thus the topic should be connected to the participants' daily life and work for the exercise to be of value to them.

The day continued with another group exercise for problem-solving called the Latrine Slab activity. The participants were divided into two teams, which were to perform the same task concurrently. Each team consisted of planners (SIDA and Hifab), managers (Prime Minister's Office and Ministry of Water) and villagers (Ministries of Health and Community Development).

The planners in each team got 16 pieces of a puzzle and were supposed to work out how these

## Day 2

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- ✓ Critique of "Managerial and organization issues" report
- ✓ Force field analysis
- ✓ Regional Action Teams meet

## Day 3

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- ✓ Decision making game
- ✓ Intergroup activity — planning
- ✓ Regional Action Teams meet
- ✓ Mid-point evaluation



*Unfortunately, PEOPLE may be bypassed in the hurry to get the job done.*

fitted together without physically doing it. Then, in a minimum of time they had to instruct the managers/ implementors on how to assemble the parts without giving any written instructions. The planners had a maximum of 40 minutes to formulate their instructions but could also call the managers during that time.

The managers then got another 45 minutes to assemble the pieces. At this stage they could not get any further help from the planners. The villagers were told they should prepare to receive the managers who would give them instructions. While waiting they set up committees and organized themselves for the work to come. However, time passed and the managers did not communicate with the villagers nor ask them to assemble the pieces.

Neither team was able to complete the task. "I was a villager and felt extremely angered and frustrated in this exercise", says one participant. Not surprisingly did the villagers feel uninformed and bypassed when they saw something being constructed without their say.

The planners on the other hand later realized how much easier it would have been to formulate instructions along with assembling the pieces instead of using a lot of time by themselves in the beginning. One water engineer, who acted as a manager, says afterwards: "The lesson I learned was that quick decisions are seldom right, especially if I take them by myself. To talk to others involved, before acting, is important".

This exercise revealed how important it is to bring everyone into the process as early as possible if the project is going to function. After the Latrine Slab activity participants recommended that planning and implementation of HESAWA be decentralized.

## Day four

Having analyzed the present status of HESAWA and having been equipped with some management tools by different games, the



participants now turned to the future. What is HESAWA's reason for being? To answer this question they were asked to formulate regional mission statements.

The afternoon was free so the Regional Action Teams could finalize their presentations and give a rehearsal before the end of the day. They used flip charts, role plays and various methods to explain what they thought would be a realistic model for HESAWA and what organizational structure would be necessary for improving cooperation.

### Day five

Once the participants had formulated mission statements and proposed how HESAWA could be structured, they also had to write down their own future roles in HESAWA. They had to discuss this within their own organizations and then present it to their regional teams.

A participant gives an example of how this worked. "As an officer in the Ministry of Health, I first had to write down my own perception of my organization's role and then compare it with that of others in my ministry before presentation to the regional team". Each actor's responsibility had to be clearly determined (see page 25).

HESAWA personnel were now ready to develop action plans for each region. It was decided that these would be plans for the coming six months. The facilitators provided planning forms which required participants to indicate exactly who would be responsible for implementation on an administrative as well as personal level and by when it had to be done.

During the planning of who would do what, the HESAWA participants realized there was a need for a central coordinator. It also became clear that the Tanzanians had to get considerably more engaged, and that expatriates should be phased out.

It was proposed that the Prime Minister's Office

## Day 4

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- ✓ *Mission statements*
- ✓ *Regional Action Team presentation*

## Day 5

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- ✓ *Role clarity and negotiation*
- ✓ *Action steps*

## **Day 6**

- ✓ *Develop strategy for Musoma meeting*
- ✓ *Plan presentation*
- ✓ *Workshop evaluation*
- ✓ *Travel to Musoma for phase 2 of workshop*

## **Days 7-8**

- ✓ *Meet with senior officers*
- ✓ *Present recommendations*
- ✓ *Present action plans*

become the coordinating body. As the three ministries were to integrate their work and cooperate, the best would be to keep all on an equal level. Therefore, none was deemed suitable to take the lead and become the one ultimately responsible for the programme. The Prime Minister's Office would be the link between the ministries and also between the ministries and Hifab. Those present from HESAWA thus recommended that HESAWA be merged into existing government structures.

### **Day six**

The last day at Seronera was designed as a bridge between phase one and two of the workshop. Participants got time to plan the next days when their superiors would take part. A final brainstorming session took place to set out the objectives of this second phase. What were the priority questions and subjects to be brought up? After much debate all the suggestions were organized into a clear set of recommendations:

- To endorse the HESAWA programme philosophy and pledge support for implementation
- To appoint the Prime Minister's Office as the coordinator
- To decentralize HESAWA to regional level
- To direct the regions to merge HESAWA into existing government structures at all levels
- To include all ministries in the annual sector review

### **Phase two: Days 7-8**

Phase two was an instant two days follow-up where recommendations and the outcome of phase one were presented to senior officers from the ministries and regional administrations. Another eleven people joined into this second session, which was moved to a new site in one of the regional capitals, Musoma.

While phase one was characterized by a frank and candid atmosphere, phase two took on a

traditional and formal style. Considerable time was used for speeches and statements by the superiors and things were not conducive for everyone to speak freely.

Changing site was one reason for this. "We had flip charts, drawings, photos and papers all over the rooms at Seronera. Packing everything up just killed our enthusiasm", says one Tanzanian.

"If our bosses had come to Seronera instead, they would have found an atmosphere full of energy and openness, and would probably have asked completely different questions".

Another reason may have been that the senior officers had not shown enough interest. They had argued that they could only attend for a couple of days as they could not stay out of office for long. "Our superiors should, of course, also have been there during the whole workshop".

## The follow-up

Half a year later, in November 1985, still another one-week workshop was arranged as a follow-up to the one at Seronera. Its design was the same — an agenda outline with the participants filling in the content themselves. This gave the HESAWA staff an opportunity to further strengthen the foundation for teamwork laid at Seronera.

As this workshop methodology proved to be successful yet again, many subsequent workshops have used the same format. A part-time consultant, with a background in American business administration, has arranged seminars for local government officials and villagers to cover management, planning and budgeting.

"It has been interesting to see how methods used by hyper-commercial businesses are also applicable in a developing country", says a SIDA official. ♦



*Leaving the Serengeti National Park for phase two of the workshop meant a change in atmosphere.*

## Part 2

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# “I still use what I learnt at Seronera”

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### Dramatic effects

“I thought I was going to just another of all these meetings but the Seronera workshop was really something very different”, says Mrs Noor Mbakile, who was one of the twenty-one participants.

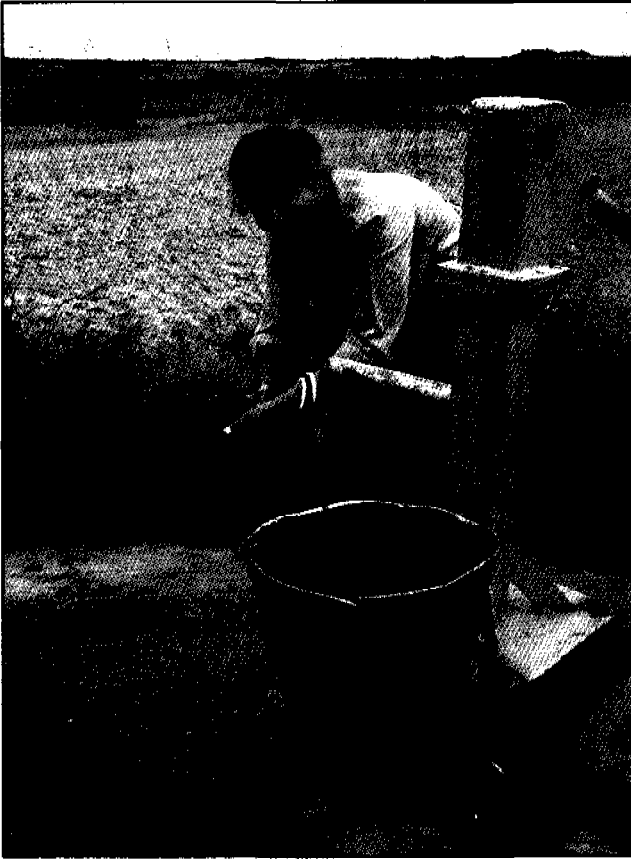
“In Tanzania, we are used to an authoritarian style, but the Seronera workshop meant actively taking part and actually being requested to freely express our thoughts. That was something very different for many of us”.

Mrs Mbakile works today as Promotion Officer in HESAWA. Her workplace is in the villages. She assists the villagers in identifying their needs and instructs them in planning and budgeting. Instead of telling the villagers what they need, she realizes — thanks to the Seronera workshop — the importance of having the villagers define their own needs. Just as she enjoyed being an active participant at Seronera, she uses participatory training methods herself.

Among the positive aspects of HESAWA, she mentions, first of all, its due respect to villagers, and stresses that the decentralization of planning and activities to village level is a result of the Seronera workshop. “During the Latrine Slab activity I learnt the importance of involving those concerned in making decisions. I remember well the frustration I felt at Seronera when, as a villager, I was completely bypassed in the exercise”.

Many describe the Seronera workshop as the turning point or even starting point for the HESAWA programme. Mrs Mbakile lacks that historical perspective as she was new to the programme when Seronera took place, but she still believes that the workshop had dramatic effects.

“As an introduction to the workshop, we were asked to formulate our expectations of the week. To be frank and clear about this proved to be indispensable as it revealed how far apart we all were and how differently we were approaching tasks”.



*"I thought I was going to just another of all these meetings but the Seronera workshop was really something very different", says Mrs Mbakile.*

Like many others, this woman spontaneously points to the introductory getting-acquainted activity as very useful. "Instead of having *my name is so and so and I work there and there*, the interviewing and presentation of each other created a relaxed and candid atmosphere. Thanks to that, I remember who is who. Also, I use this method to open up meetings in my own work today".

To support the gains made at Seronera, she comments: "I have missed, for example, the follow-up to the action plans which we formulated for each region. Another thing is that the people active at village level should have got involved already at Seronera". ♦

For the future

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## Lessons learned

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The Seronera workshop illustrates well how methods other than classic classroom lecturing are usually more effective in developing people's skills. A number of other lessons can also be drawn out.

➤ **A strategic planning workshop can unfreeze a project.** The Seronera workshop set HESAWA on its feet and helped it to move forward. It provided some but not all solutions to existing problems and created the basis for better communication, cooperation and a more organized planning of HESAWA.

➤ **Local ownership of projects is fundamental.** The Seronera workshop illustrates that local involvement and responsibility are essential ingredients for development. Although the Tanzanians were theoretically responsible for HESAWA before the workshop, it was different in practice. At Seronera it became clear that more of the implementing and decision making responsibility had to be exercised by the Tanzanians so they would better understand the activities and to ensure continuous progress.

➤ **Outside experts cannot provide all the solutions.** The Seronera workshop enabled Tanzanians themselves to analyze and define problems in HESAWA and to agree on actions to solve them.

➤ **Improvements require an honest will for change.** All parties involved in HESAWA had up until the Seronera workshop felt quite dissatisfied, but their will to improve the programme was strong. This is partially why the workshop was so successful and why HESAWA started to move afterwards.

➤ **Facilitator's role is to assist a process — not to take the lead and provide all the answers.** Participants at Seronera were free to decide what issues they wanted to discuss and to come up with their own solutions to problems. The role of facilitators was to provide a framework for discussions, initiate exercises and help the process forward — not to lead the workshop.

➤ **Clear objectives are a prerequisite.** Activities at Seronera revealed several deficiencies which had prevented successful implementation of HESAWA. Among these were undefined goals and differing objectives among those involved. At the workshop, after having defined each one's position and discussing it, participants were able to develop a plan of action and all agree to it.

➤ **It is important to tailor workshops to the specific needs of participants.** Tanzanians were asked to spell out what they saw as urgent issues to be cleared up. Seronera was to a large extent shaped by the participants themselves. Drawing up their own agenda was a first step towards joint planning and better communication. There was no history of teamwork between the ministries to fall back on so the regional action plans were something fairly new to the participants, and quite an achievement.

➤ **An open agenda is encouraging.** Participants liked the idea of not having a preset agenda but rather to shape the workshop according to their needs. For once, they were in fact required to make their voice heard and felt that a HESAWA work model would not be imposed on them.

➤ **Workshop activities must be directly relevant to participants' work.** Exercises and games, for example, should be related to the daily work and lives of participants. Otherwise, they will get frustrated and not see the value of the exercise. It may also have a negative effect on their self-confidence if they feel they don't have the background knowledge to do it properly.

➤ **A coordinator is necessary when there are many actors on the scene.** The clarification of responsibilities among the actors led to the proposal of appointing a Tanzanian coordinating body. It meant a full merging of HESAWA into existing government structures and a more active phasing out of expatriates. In this way Tanzanians would

become more responsible for HESAWA. By recommending that the programme be decentralized, planning and decisions would also move closer to those directly concerned.

➤ **Meeting each other facilitates communication.** Many Seronera participants to this day stress the getting acquainted activity as one of the best parts of the workshops. This shows the importance of getting all those involved in a project to actually see and meet each other. Although many had for a long time been supposed to coordinate and integrate their work, they hardly knew about each other. At Seronera, participants also got some training in how to use meetings for problem-solving and decision making.

➤ **Follow up is crucial.** Seronera was followed up by a similar workshop six months later and others at village level have also taken place. Still, some participants would have liked to continue these participatory sessions to elaborate further on coordination of activities. Interviews with participants reveal that follow up can hardly ever be too extensive.

➤ **Support from the top level is crucial.** At Seronera, people representing different ministries, SIDA and the consultants participated. However, local senior officials only participated in phase two. They had been "too busy" before. Local staff interpreted this as their bosses not regarding the workshop or the programme as something important.

➤ **Decentralized decision making promotes motivation.** When Seronera participants realized they all had a role to play and had a certain responsibility, they say they felt more motivated.

➤ **The workshop should be located at one site.** The division of the Strategic planning workshop into two phases — each at a different site — proved to be a problem. Those who had prepared presentations and created an active and excited atmosphere felt this got lost by changing location.◆



# Examples of management exercises

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## HESAWA DECISION MAKING ACTIVITY

You have the responsibility to rank order the following list of 17 project priorities. After ranking them individually, discuss your findings as a team and make one group list of priorities.

### Priorities:

### Ranking:

Individual      Group

- A. Policy for control of resources ie: vehicles, etc
- B. More time to prepare for review mission at this workshop
- C. Identify communication problem and misunderstanding
- D. Training facilitators to work at all levels of HESAWA
- E. Merge HESAWA into existing government structure
- F. Improve manpower situation
- G. Further promote HESAWA programme in the regions, districts and villages
- H. Clarification of HESAWA structure ie: roles, responsibilities and authorities
- I. Improve communication between all organizations, regions, SIDA, Hifab, the ministries and the Prime Minister's Office
- J. Improve integration
- K. Further decentralization — more involvement of villagers in decision making, more community participation in implementation
- L. Hire consultants to do all the work
- M. Include women and children in planning and decision making
- N. Establish operation and maintenance programme
- O. Definition of HESAWA decision making progress
- P. Prepare concrete action plans
- Q. Initiate procedures to operate petty cash, revolving funds, cash control, etc

**DECISION MAKING ACTIVITY: How participants ranked the priorities.**

	Mara	Mwanza	Kagera	SIDA*	Hifab
A. Policy .....	5	6	5	11	16
B. Review mission .....	16	16	16	15	15
C. Communication problem .....	11	5	8	4	12
D. Training .....	15	11	9	16	9
E. Merge HESAWA .....	4	3	13	13	5
F. Manpower .....	8	13	11	12	8
G. Promote HESAWA .....	3	14	7	10	10
H. Clarify HESAWA structure .....	2	1	1	2	1
I. Improve communication .....	7	4	3	5	13
J. Improve integration .....	6	9	12	6	11
K. Decentralization .....	1	8	6	1	2
L. Hire consultants .....	17	17	17	17	17
M. Women and children .....	13	15	14	7	3
N. Operation/ maintenance .....	14	10	10	3	6
O. Define decision making .....	9	12	2	9	4
P. Concrete action plans .....	10	2	15	8	14
Q. Initiate procedures .....	12	7	4	14	7

\*The SIDA group included participants from the Prime Minister's Office and the ministries involved in HESAWA.

**SERONERA DESERT SURVIVAL EXERCISE**

**THE SITUATION**

It is approximately 10:00 AM in mid-August and you have just crash landed in the Sonora Desert in Southwestern United States. The light twin engine plane, containing the bodies of the pilot and co-pilot has completely burned. Only the air frame remains. None of the rest of you have been injured.

The pilot was unable to notify anyone of your position before the crash. However, he had indicated before impact that you were 70 miles south-southwest of a mining camp which is the nearest known habitation, and that you were approximately 65 miles off the course that was filed in your VFR Flight Plan

The immediate area is quite flat and except for occasional barrel and saguaro cacti, appears to be rather barren. The last weather report indicated the temperature would reach 35 C that day, which means the temperature at ground level will be 40 C. You are dressed in light weight clothing — short sleeved shirts, pants, socks and street shoes. Everyone has a

handkerchief. Collectively your pockets contain \$2.83 in change, \$85 in bills, a pack of cigarettes, and a ballpoint pen.

**YOUR TASK**

Before the plane caught fire your group was able to salvage the 15 items listed below. Your task is to rank these items according to their importance to your survival, starting with "1" as the most important, to "15" the least important.

You may assume:

1. the number of survivors is the same as the number on your team
2. you are the actual people in the situation
3. the team has agreed to stick together
4. all items are in good condition

**Step A:** Each member of the team is to individually rank each item. Do not discuss the situation or problem until each member has finished this.

**Step B:** After everyone has finished the individual ranking, rank order the 15 items as a team. Once discussion begins do not change your individual ranking.

	A	B	C	D	E
Flashlight	.....	.....	4	.....	.....
Jack knife	.....	.....	6	.....	.....
Sectional air map of area	.....	.....	12	.....	.....
Plastic raincoat (large)	.....	.....	7	.....	.....
Magnetic compass	.....	.....	11	.....	.....
Compress kit with gauze	.....	.....	10	.....	.....
.45 caliber pistol (loaded)	.....	.....	8	.....	.....
Parachute	.....	.....	5	.....	.....
Bottle of salt tablets	.....	.....	15	.....	.....
1 quart water per person	.....	.....	3	.....	.....
A book: Edible desert animals	.....	.....	13	.....	.....
Pair of sunglasses per person	.....	.....	9	.....	.....
2 quarts of Vodka	.....	.....	14	.....	.....
1 top coat per person	.....	.....	2	.....	.....
A cosmetic mirror	.....	.....	1	.....	.....
TOTAL score	.....	.....	.....	.....	.....

**Step C:** The survival expert's ranking is given.

**Step D:** Calculate difference between steps A and C for individual score.

**Step E:** Calculate difference between steps B and E for team score.

(The lower the total score, the better)

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