To: Miss Wilma Van Esch
From: Amerta Tarimo
CC to: John Van Rijn, PSSIP project
Date: 2000-03-22

Subject: Submission of a revised report as per the requirements

Dear Wilma,
Thank you for your e-mail responding to mine. I wasn’t around, I just came in yesterday. However here is the report revised as per the comments.

- Yes the training costs include all the costs involved. Please go to the points to note in the report. An additional information is given for additional costs, regarding the training preparation promotion and implementation.

Best regards

Yours Sincerely,

Amerta Tarimo.
TRAINING NEEDS ASSESSMENT

REPORT

FOR

ILO-PEMBA - SMALL SCALE IRRIGATION PROJECT
(PSSIP)

Prepared by:
Amerta Tarimo.
Small business consultant
Moshi Box,1719

December, 99

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<td>4.1 The Schemes</td>
<td>5</td>
</tr>
</tbody>
</table>
I. INTRODUCTION
A most important aspect of water management is its efficient use and maintenance of its resources.
Achievement of such efficiency will depend very much on the role played by stakeholders in:
- Conservation and maintenance of ecosystem around water sources including the irrigation system
- Management of its distribution, use and safety.
To be able to play their roles effectively, stakeholders need to build required
capacities. Such are financial, technical and managerial capacities while creation of enabling environment cannot be left out of picture.

One of main reasons why water should be managed is, its role played to promoting social-economical development and environment protection of a particular area. The existing tremendous water resource potentials in Pemba valleys, the need for support to the rice farmers efforts in such areas and the desire to improve life standards of rural poor by the Government of Zanzibar, ILO, WFP and EEC are among the main reasons why PSSIP project was initiated and executed in Pemba north.

The Pemba Small Scale Irrigation Project (PSSIP) is executed by the government of Zanzibar with a technical assistance from ILO and funded by EEC. Its activities started in 1987.

The projects’ geographical outreach is North Pemba region, while a main concentration is in Wete and Micheweni districts.

Target areas of operation are existing and potential rice farming areas, with a special emphasis on irrigated rice farms.

PSSIP’s clients are groups and individual small scale rice farmers in identified potential valleys. PSSIP project is not gender bias, though a big percentage of its clients in the schemes under this analysis is female. (See below profile)

The objective of PSSIP is increase of incomes of particular farmers, promote employment and under employment, raise life standards hence promotion of Pemba’s social and economic development.

### 2. Objectives of the study

The objective is to identify existing training needs, through establishment of current gaps and propose training program to fill the identified gaps.

#### 2.1 Expected outputs

- Diagnostic survey for each WUA
- Training proposal including costs estimate.

### 3. Methodology

The following were generated from each WUA for a purpose of the training needs analysis.

a. Complete profile of each respondent
b. Training and experience levels
c. WUA management situation
d. Existing main problems/ weaknesses, opportunities, strengths and threats
e. Identified training needs
3.1 Data Collection

Four methods were used to generate the data

1. Formal discussion in form of unstructured interviews, guided by a checklist with the project team
2. Formal discussion taking a form of a focus group discussions and guided checklist with each WUA management team.
3. Administration of formal questionnaires to members of each scheme individually. The respondents were randomly selected.
4. Formal discussions taking form of brainstorming and group discussion in the workshop. The workshop linked the main stakeholders in management and maintenance of the schemes.

4. The schemes and Respondents Profiles

Below is a general profile of the five schemes including separate profiles of respondents who participated in the analysis.

4.1 Schemes Profile

The analysis covers five schemes operated under the project. The schemes are located in Wete and Micheweni districts. Such are; Mangwena, Mipopooni, Kinyakuzi, Saninga and Kwalempona. The five schemes portray almost similar characteristics in their social, cultural and economic development patterns. Below is a general profile of the schemes

Profiles of the Schemes

<table>
<thead>
<tr>
<th>Scheme</th>
<th>Location /district</th>
<th>Year est.</th>
<th>Area in ha.</th>
<th>No of member</th>
<th>Gender represent.</th>
<th>Leadership p. All are coop.</th>
<th>Cultivated products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mangwena</td>
<td>Wete</td>
<td>1989</td>
<td>9.8</td>
<td>98</td>
<td>55 M 43 F</td>
<td>Registered</td>
<td>Rice, cassava, Bananas</td>
</tr>
<tr>
<td>Kwalempona</td>
<td>Wete</td>
<td>1993</td>
<td>13.0</td>
<td>135</td>
<td>58 M 77 F</td>
<td>Registered</td>
<td></td>
</tr>
<tr>
<td>Kinyakuzi</td>
<td>Micheweni</td>
<td>1990</td>
<td>5.7</td>
<td>57</td>
<td>46 M 11 F</td>
<td>Registered</td>
<td></td>
</tr>
<tr>
<td>Mipopooni</td>
<td>Wete</td>
<td>1992</td>
<td>7.2</td>
<td>47</td>
<td>16 M 31 F</td>
<td>*</td>
<td></td>
</tr>
</tbody>
</table>

4.2 Respondents Profiles per a Particular Scheme

4.2.1 Mangwena Scheme

Mangwena is geographically located in Wete district. The scheme covers an area of 9.8 ha, giving an employment to 98 rice farmers. It is the most active and effective scheme among all other schemes under PSSIP project. The average productivity in the area is 70%. Farmers are well organised under a water user association. The association is registered as a co-operative. The association’s leadership is good. It has a system of a compulsory savings to maintain the irrigation system. Contributed money is sometimes used as a credit fund to buy farming inputs. Provided credit to members is paid back during the harvesting season. The payment is done either in form of cash or rice/paddy.

Despite of being better managed than other schemes, Mangwena has a few things which need to be improved, as per observations and comments given by members who
The respondents profile is as follows:

### Mangwena respondents profile

<table>
<thead>
<tr>
<th>Respondent Nos.</th>
<th>Place</th>
<th>Gender</th>
<th>Age</th>
<th>Education</th>
<th>Position</th>
<th>Plot size</th>
<th>Land tenure</th>
<th>Average Product. %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Selim</td>
<td>M</td>
<td>54</td>
<td>Sec.</td>
<td>Secret./ treasurer</td>
<td>0.1ha</td>
<td>Owned</td>
<td>45%</td>
</tr>
<tr>
<td>2</td>
<td>Bopwe</td>
<td>F</td>
<td>55</td>
<td>None</td>
<td>Com. M</td>
<td>&quot;</td>
<td>&quot;</td>
<td>70%</td>
</tr>
<tr>
<td>3</td>
<td>Miti ulaya</td>
<td>F</td>
<td>36</td>
<td>Sec.</td>
<td>Com. M</td>
<td>&quot;</td>
<td>&quot;</td>
<td>80%</td>
</tr>
<tr>
<td>4</td>
<td>Bopwe</td>
<td>F</td>
<td>40</td>
<td>None</td>
<td>Member</td>
<td>&quot;</td>
<td>&quot;</td>
<td>60%</td>
</tr>
<tr>
<td>5</td>
<td>Kipangani</td>
<td>F</td>
<td>40</td>
<td>&quot;</td>
<td>Member</td>
<td>&quot;</td>
<td>&quot;</td>
<td>50%</td>
</tr>
<tr>
<td>6</td>
<td>Bujuko</td>
<td>F</td>
<td>48</td>
<td>Std IV</td>
<td>Com. M</td>
<td>&quot;</td>
<td>&quot;</td>
<td>80%</td>
</tr>
<tr>
<td>7</td>
<td>Bopwe</td>
<td>F</td>
<td>32</td>
<td>Sec.</td>
<td>Member</td>
<td>&quot;</td>
<td>&quot;</td>
<td>60%</td>
</tr>
<tr>
<td>8</td>
<td>Selim</td>
<td>F</td>
<td>45</td>
<td>none</td>
<td>Member</td>
<td>&quot;</td>
<td>&quot;</td>
<td>75%</td>
</tr>
</tbody>
</table>

### 4.2.2 Saninga Scheme

Saninga valley is located in Saninga village in Micheweni district. The main economic activity in Saninga valley is farming. Rice is one of the main crops produced. Intervention of PSSIP project started in this scheme in 1991. Thanks to the projects’ support, rice production in the valley improved by more than 60% per season. While harvesting seasons raised from once to twice per year. Harvests were more certain and productivity raised from 2-3 bags in a plot of 0.1 ha to 7-8.

This trend of development increased the bond between farmers and create a need to form a farmers association to manage and maintain the irrigation system.

But, it is now three years since rice farming activities under irrigation scheme are almost in stand still in Saninga valley. Current production average is 25-30%. Farmers under the scheme no longer harvest twice per year. They only depend on rain-fed cultivation. The little produce it is as well not certain. Neither the irrigated nor the rain fed farms can be effectively cultivated in existing condition.

The reason for this situation is the washed away water reservoirs and damaged irrigation system caused by:

- Little or no follow up, low management and maintenance of the irrigation system including the reservoirs.
- Poor construction of the reservoirs and the canals
- No environment conservation activities near the water sources.

The whole situation made the association weak and less active.

A total number of 14 farmers from Saninga scheme participated in the needs analysis. The information generated is found in respondents' profile, findings and recommendations.

### Respondents profile

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Place/village</th>
<th>Gender</th>
<th>Age</th>
<th>Education</th>
<th>Plot size</th>
<th>Land tenure</th>
<th>Position in WUA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tumbe</td>
<td>F</td>
<td>42</td>
<td>None</td>
<td>0.1ha</td>
<td>Owned</td>
<td>Member</td>
</tr>
<tr>
<td>2</td>
<td>&quot;</td>
<td>F</td>
<td>43</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
</tr>
<tr>
<td>3</td>
<td>&quot;</td>
<td>F</td>
<td>34</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
</tr>
<tr>
<td>4</td>
<td>&quot;</td>
<td>F</td>
<td>46</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
</tr>
<tr>
<td>5</td>
<td>&quot;</td>
<td>F</td>
<td>Est. 50</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>Com. Mb</td>
</tr>
<tr>
<td>6</td>
<td>&quot;</td>
<td>M</td>
<td>Est.45</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>Chairman</td>
</tr>
<tr>
<td>7</td>
<td>&quot;</td>
<td>F</td>
<td>40</td>
<td>&quot;</td>
<td>0.2ha</td>
<td>&quot;</td>
<td>Member</td>
</tr>
<tr>
<td>8</td>
<td>&quot;</td>
<td>F</td>
<td>20</td>
<td>&quot;</td>
<td>0.1ha</td>
<td>&quot;</td>
<td>&quot;</td>
</tr>
<tr>
<td>9</td>
<td>&quot;</td>
<td>F</td>
<td>25</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
</tr>
<tr>
<td>10</td>
<td>&quot;</td>
<td>F</td>
<td>55</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
</tr>
<tr>
<td>11</td>
<td>&quot;</td>
<td>F</td>
<td>25</td>
<td>Form I</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
</tr>
</tbody>
</table>
Kwalempona scheme is operated in Kwalempona valley in Kizimbani village. Farmers in Kwalempona valley have joined together in a water user association. The association was formed in 1991 with a hand from the project. The projects’ activities in the valley started in 1991, but the first productive season under irrigation was in 1993. Currently the agricultural activities under the irrigation scheme are not to the farmers expectations. Rice production in the valley has gone down by almost 60%. Production is estimated to an average of 30-45% per plot. The irrigation system is not fully functioning, the main canal is damaged, whereas the irrigation canals are poorly managed and maintained. In some areas there is no cultivation at all, because of poor drainage. The association has not thought of any plans or made attempts to maintain / rehabilitate the system, so as its management team. There is some feelings that, it is not their responsibility.

The consultant had an opportunity to talk to 10 farmers from Kwalempona scheme. Among the respondents were 6 women and 4 men. Out of ten farmers who participated in the needs analysis, four are members of management team and the remaining are normal members. More details about respondents are found in a following profile below.

Respondents Profile

<table>
<thead>
<tr>
<th>Responder</th>
<th>Place/village</th>
<th>Gender</th>
<th>Age</th>
<th>Education</th>
<th>Plot size</th>
<th>Land tenure</th>
<th>Position in WUA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Taifu</td>
<td>F</td>
<td>50</td>
<td>None</td>
<td>Form III</td>
<td>0.1ha</td>
<td>Owned</td>
<td>Member</td>
</tr>
<tr>
<td>2 Kizimbani</td>
<td>F</td>
<td>28</td>
<td>None</td>
<td></td>
<td>&quot;</td>
<td>&quot;</td>
<td>Member</td>
</tr>
<tr>
<td>3 Kizimbani</td>
<td>M</td>
<td>41</td>
<td>Form III</td>
<td>&quot;</td>
<td>&quot;</td>
<td>Dep.secret.</td>
<td></td>
</tr>
<tr>
<td>4 Taifu</td>
<td>M</td>
<td>30</td>
<td>Form III</td>
<td>0.2ha</td>
<td>&quot;</td>
<td>Com. Member</td>
<td></td>
</tr>
<tr>
<td>5 Kizimbani</td>
<td>M</td>
<td>38</td>
<td>Form I</td>
<td>0.1ha</td>
<td>&quot;</td>
<td>Chairman</td>
<td></td>
</tr>
<tr>
<td>6 Taifu</td>
<td>F</td>
<td>37</td>
<td>None</td>
<td></td>
<td>&quot;</td>
<td>Borrowed</td>
<td>Member</td>
</tr>
<tr>
<td>7 &quot;</td>
<td>F</td>
<td>45</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td></td>
</tr>
<tr>
<td>8 &quot;</td>
<td>F</td>
<td>40</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td></td>
</tr>
<tr>
<td>9 &quot;</td>
<td>F</td>
<td>42</td>
<td>Std VIII</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td></td>
</tr>
<tr>
<td>10 &quot;</td>
<td>M</td>
<td>45</td>
<td>Std VII</td>
<td>0.1ha</td>
<td>&quot;</td>
<td>Com. Member</td>
<td></td>
</tr>
</tbody>
</table>

Kinyakuzi scheme is located in Kinyakuzi valley. The valley is in Micheweni district. Kinyakuzi scheme covers 5.7 ha. 47 farmers are practising rice farming under the scheme. Farmers under the scheme have a formal organisation and legally registered as a co-operative. The co-operative has a joint account. The contributions are used as a a revolving fund to assist farmers to purchase farming inputs. Farmers receive inputs under the fund as a credit. Repayments are made in harvesting seasons. Currently the scheme is not very active in both cultivation and management. Rice cultivation has gone down and in some areas, there is no cultivation at all. 50% of WUA members have stopped to contribute to the joint fund. The irrigation system is not functioning. The canals are broken and not maintained and the water spillway has been severely damaged. The associations’ management is not effective enough. There is no transparency in management of the fund, members are not fully involved in association.
activities.
Six members from the scheme participated in the analysis. Three from the management team, and three normal members.

Respondent profile

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Place/village</th>
<th>Gender</th>
<th>Age</th>
<th>Education</th>
<th>Plot size</th>
<th>Land tenure</th>
<th>Position in WUA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kinoe</td>
<td>F</td>
<td>44</td>
<td>None</td>
<td>0.1 ha</td>
<td>Owned</td>
<td>Com. Member</td>
</tr>
<tr>
<td>2</td>
<td>Kinoe</td>
<td>M</td>
<td>51</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>Member</td>
</tr>
<tr>
<td>3</td>
<td>&quot;</td>
<td>M</td>
<td>56</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
</tr>
<tr>
<td>4</td>
<td>&quot;</td>
<td>M</td>
<td>46</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
</tr>
<tr>
<td>5</td>
<td>&quot;</td>
<td>F</td>
<td>40</td>
<td>&quot;</td>
<td>&quot;</td>
<td>&quot;</td>
<td>Com. Member</td>
</tr>
<tr>
<td>6</td>
<td>&quot;</td>
<td>M</td>
<td>49</td>
<td>Std III</td>
<td>0.1 ha</td>
<td>Owned</td>
<td>Chairperson</td>
</tr>
</tbody>
</table>

4.2.5 Mipopooni Scheme

Mipopooni valley is not far from Mangwena irrigation scheme. The valley is located in Mipopooni village in wete district. Rice is cultivated under a rain-fed scheme and farming activities are taking place under the traditional farming system. As a result the production is poor and not certain due to floods in rain seasons and drought in dry seasons, water borne diseases, low farming skills, pests and rice diseases etc.

The project is yet to start its activities fully in Mipopooni valley. Installation of required irrigation system is not yet but, it is on projects’ plans. The farmers are organised and a leadership system is already installed. The association is organised in a co-operative form of organisation and already registered.

While, anxiously waiting for irrigation system to be installed, there is a need for the association to improve the existing situation and get well prepared to effectively manage and maintain the scheme to be installed. The following areas need to be strengthened/attention; the co-operative management system, members organisation, control and maintenance of irrigation system, rice farming management, environment protection, and the altitude of farmers towards entrepreneurship development.

Five farmers shared their views and comments in the analysis.

Respondent s Profile.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Place/village</th>
<th>Gender</th>
<th>Age</th>
<th>Education</th>
<th>Plot size</th>
<th>Land tenure</th>
<th>Position in WUA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bopwe</td>
<td>F</td>
<td>40</td>
<td>Std V</td>
<td>0.1 ha</td>
<td>Borrowed</td>
<td>Member</td>
</tr>
<tr>
<td>2</td>
<td>&quot;</td>
<td>F</td>
<td>40</td>
<td>None</td>
<td>0.2 ha</td>
<td>Owned</td>
<td>Com. Member</td>
</tr>
<tr>
<td>3</td>
<td>&quot;</td>
<td>F</td>
<td>50</td>
<td>&quot;</td>
<td>&quot;</td>
<td>Borrowed</td>
<td>Member</td>
</tr>
<tr>
<td>4</td>
<td>Utaani</td>
<td>F</td>
<td>50</td>
<td>&quot;</td>
<td>&quot;</td>
<td>Owned</td>
<td>Chairperson</td>
</tr>
<tr>
<td>5</td>
<td>Bopwe</td>
<td>F</td>
<td>35</td>
<td>Std VII</td>
<td>&quot;</td>
<td>Owned</td>
<td>Secretary</td>
</tr>
</tbody>
</table>

5.0 The Analysis Findings

The needs analysis report presents the findings in a following manner;
- Identified problems/ weaknesses generally in all schemes
- Existing opportunities and strengths
- Threats.
- Identified problems categorised in groups in relation to an area touched.

5.1 Problems / weaknesses identified by respondents

5.1.1 Water and irrigation system

1. No water for irrigation
2. No enough water for irrigation
3. Floods in rain seasons
4. Poor distribution of water
5 Damaged reservoir and spillways
6 Poor construction of reservoirs. e.g. in some schemes, reservoirs have been rehabilitated more than 4 times but same problem remains
7 Not enough area for cultivation
8 Poor management and maintenance of water reservoir e.g. in Mangwena about 75% of the reservoir is covered by silt.
9 Leakage from canals
10 Water borne diseases, frequently attacked by malaria and bilhazia.
11 Flood during rain seasons
12 Lack of irrigation management skills
13 Lack of financial resources to manage the scheme.
14 No plans to maintain irrigation canals.
15 Farmers not fully involved in the whole process
16 Poor drainage system

5.1.2 Cultivation and crop production
1 Low skills in rice farming management
2 Lack of money to buy inputs
3 Not enough application of inputs
4 Low skills in seedling transplantation.
5 Poor timing and application of pesticides and fertiliser
6 Poor quality of seeds, frequently attacked by pests and diseases
7 Some plots are water logged
8 Lack of production plans and poor investment.
9 Inaccessibility to credit. No such service in WETE
10 Lack of capital
11 Floods and drought: in rain season the valley is flooded and in dry seasons there is dry, (no water for cultivation)
12 Shortage of working equipment e.g. hoes, pesticide Sprayers, boots etc
13 Low yielding varieties.
14 Not effective cultivation

5.1.3 Farmers organisation and Water user association management
1 Ineffective management team. Do not perform its responsibilities.
2 Low management skills. Very few member could mention some of their responsibilities as a leaders.
3 Lack group mobilisation and organisation skills within the management team.
4 Low awareness in membership and association dynamics within members. e.g. very few respondents could mention their rights and responsibilities as a member of WUA.
5 Financial control and records not properly kept.
6 Members not aware of their constitution, some do not even know if it does exist, while the scheme is registered.
7 Lack of ownership and responsibility to the irrigation system, within members and WUA management. E.g. most of the interviewed farmers thought that it is a responsibility of government and the project to clean, remove silt from the reservoir and rehabilitate the canals
8 Lack of frequent meetings
9 Lack of transparency regarding the joint fund expenditures and income.
10 No elections
11 Bad relationship between members and management team
12 Poor management system –WUA
13 WUA members not well prepared to manage the scheme
14 Low turn up of members in meetings
15 No future plans
16 Weak network between farmers associations and existing local authorities. E.g. destruction of water canals by cattle grazing not taken serious by the local authority of Kwalempona, Mipopooni.

5.1.4 Business development and savings and credit awareness
1 Low attitude towards income generating activities. Very few respondents think of
producing surplus to sell and generate more income for other purposes like sending kids to school. e.g 100% of the respondents said that, their production objective is food only.

2 Low entrepreneurial thinking. e.g. When asked if are given credit How would they use to generate more income , 90% didn’t know what to do.

3 Low skills and knowledge in business development and management. Few people are operating pet - businesses but not well managed

4 Lack of market and marketing awareness

5 No plans to pull up financial resources to maintain the scheme or to form a savings and credit fund for farming inputs though it is needed.

6 Revolving fund not well managed

7 lack of mobilisation and sensitisation techniques to raise savings

8 Little amount of contribution per member in regard to existing needs to be satisfied e.g. 1000/= contributed per two harvesting seasons.

9 No measures taken to defaulters. Currently only 50% of members actively contributing

10 Low savings and credit management skills

5.1.5 Others

1 Deforestation and poor farming practices around water reserves

2 Lack of networking system between stakeholders.

3 Invasion from cattle grazing. Destroy canals and crops and causing soil erosion

4 Low level education – need special effort and may be package to impact skills and knowledge to all members.

5 Women shy away to take leadership responsibilities

6 Lack of health care awareness. Same quality of water is used for domestic purposes without treatment resulting many health problems.

7 A good number of farmers are above 45 the interest of learning not much. Again not very effective age in labour works.

5.2 Existing opportunities and strengths

1 Good working moral

2 Good climate and considerable good soil for Agricultural activities

3 Availability of basic farming infrastructure and skills

4 Technical support from the project and the government

5 Potential for viable income generating activities

6 Opportunity to cultivate variety of products

7 Market of produced products in Unguja and Mombasa (if there is an organised marketing and supply of good quantity)

8 Capacity building opportunity through the project

9 Farmers are ready to change and change their lives for the better. e.g when asked, all respondent said that, are ready to be trained, to contribute in labour and cash to rehabilitate the irrigation systems, to start up joint fund and keen to improve or start up a micro business.

5.3 Threats

1 Natural calamities e.g floods, drought etc

2 Not enough land for cultivation in case of commercial farming

3 Sustainability of support from the project

4 Reliable market for the produced products

5 Durability of water reservoir.

6 Viability of existing income generating activities as commercial entities

7 Reliability of WUA management

8 Growth of membership in the schemes

9 Existing skills and knowledge in Association, irrigation farming and business management not to the required standards

10 Low purchasing power in the area.

11 Investment capacity within farmers

12 Existing level of education
6.0 Identified Training Needs

### A. Association management and group dynamics
- 1. Members capacity development
- 2. Leadership skills - management team
- 3. Basic financial management-
- 4. Group organisation and mobilisation techniques
- 5. Water user association management

### B. Financial resource mobilisation and control
- 1. Savings mobilisation and techniques
- 2. Savings and credit scheme management
- 3. Banking procedures
- 4. Basic accounting transactions and record keeping

### C. Entrepreneurship development and business management
- 1. Entrepreneurship awareness
- 2. Business creation awareness
- 3. Basic business management skill - grassroots business management
- 4. Basic marketing
- 5. Commercial production planning

### D. Law and legal
- 1. Constitution write up
- 2. Legislative procedures (laws and bi-laws binding micro farmers / entrepreneurs associations e.g. registration, tax and licensing procedures)

### E. Technical skills
- 1. Management of rice farming under irrigation
- 2. Fertiliser and pesticide application know how
- 3. Control of water spread human borne diseases - worms, fungus, bilharzia and malaria
- 4. Soil conservation and environment protection basics
- 5. Basic skills in control and maintenance of water reserves and irrigation canals

### F. Specific/tailor made
- 1. Poultry keeping (traditional)
- 2. Basketry
- 3. Food processing
- 4. Commercial farming
- 5. Tailoring
- 6. Diary farming
- 7. Health mutual scheme management

### 6.1 Training needs as prioritised per scheme

<table>
<thead>
<tr>
<th>Identified Need</th>
<th>Mangwena</th>
<th>Saninga</th>
<th>Kinyakuzi</th>
<th>Kwalempona</th>
<th>Mipopooni</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Association management and group dynamics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members capacity development</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Leadership skills and association management</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Basic financial management</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Group organisation and mobilisation techniques</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>B. Financial resource mobilisation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Savings mobilisation techniques</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Savings and credit scheme management</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Banking procedures</td>
<td>3</td>
<td></td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>
Basic record keeping and financial control 1 2 1 2 2

C. Entrepreneurship and business management
Entrepreneurship awareness 3 4 3 4 4
Business creation awareness 1 1 1 1 1
Basic business management skill 2 2 3 2 2
Basic marketing 4 3 3 3 3
Commercial production planning 2 2 2 3 2

D. Law and legal
Constitution write up 1
Legislative procedures (local bi-laws, registration, tax and licensing) 2 2 1 1 1

E. Technical skills
Management of rice farming under irrigation 2 2 2 3 3
Fertiliser and pesticide application 1 3 1 2 2
Control and prevention of water spread human borne diseases- worms, fungus, bil-harzia and malaria 2 3 2 3 1
Soil conservation and environment protection 4 4 4
Basic skills in management and maintenance of water reserves and irrigation canals 1 1 1 1
Basic rehabilitation skills 3 4 5

E. Specific/ tailor made
Poultry keeping (traditional) 1 2 1 1
Basketry 3
Food processing 3 4
Commercial farming-(bananas, fruits, cassava rice) 2 1 1 2
Retail selling-small kiosks, wood selling 4 3 3 1
Tailoring 2 3 3
Diary farming 2 2

6.2 Strong Felt Needs by all schemes

<table>
<thead>
<tr>
<th>Need</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership skills and association management</td>
<td>1</td>
</tr>
<tr>
<td>Members capacity development</td>
<td>3</td>
</tr>
<tr>
<td>Basic financial control and record keeping</td>
<td>2</td>
</tr>
<tr>
<td>Savings mobilisation and management</td>
<td>2</td>
</tr>
<tr>
<td>Savings and credit scheme management</td>
<td>3</td>
</tr>
<tr>
<td>Business awareness creation</td>
<td></td>
</tr>
<tr>
<td>Basic business management skills</td>
<td>3</td>
</tr>
<tr>
<td>Commercial production planning</td>
<td>4</td>
</tr>
<tr>
<td>Management and maintenance of water reserves and irrigation canals</td>
<td>1</td>
</tr>
<tr>
<td>Pests control and inputs application</td>
<td>3</td>
</tr>
<tr>
<td>Prevention and control of human borne diseases</td>
<td>4</td>
</tr>
</tbody>
</table>

6.3 None training needs
- Accessibility to credit services
- Exposure visit to other schemes with saving and credit scheme, different income generating activities
- Net work meeting facilitation
- Awareness of existing local bi-laws binding micro farmers and entrepreneurs e.g registration, tax and licensing procedures

7.0 TRAINING PROPOSAL AND COSTS ESTIMATE
Below given is a proposal for training program as per priorities given.
1. Leadership training and Association management
2. Financial control and record keeping
3. Members capacity building
4. Business creation awareness
5. Savings and credit management
6. Basic business management

Note that:
- Technical programs will be considered/implemented by the project as per given priorities.
- To tackle the health care problem and install a disease control program, the project or WUA management teams will have to network with a rural medical aid and health care program in Pemba, Wete or Unguja for the purpose.

7.1 Training Programs detail

A. Leadership and Association management

Objectives:
After completion of training participants
- Will be able to know their responsibilities, a role of good leadership in attaining sustainable management of an association
- Will be able to improve management systems of their associations

What will be learnt
The meaning of association, characteristics of a good leadership, why good leadership, how to organise meetings, management responsibilities, importance of transparency in leadership, financial control and record keeping.

Methodology
Participatory. - Action oriented approach

Target group
Members of the management team of WUAs
Training Duration: 2.5 full days (Full day=8hrs)

B. Members capacity development

Objectives:
After completion of training participants
- Have analysed their association strengths and weaknesses
- Are aware of their rights and responsibilities
- Have known the benefits of being in a group/association and their role in development of its sustainability.
- Have established simple transparent financial system

What will be learnt?
The program will focus on group dynamics and management
- Associations situation analysis
- Planning of activities in an association
- Constitution formation-guidelines and a role played by a constitution in management of an association
- Financial management system (its importance and record keeping)

Methodology
Participatory emphasised by visualisation

Target group
Existing and potential members of water user associations
Training duration: 3 full days

C. Grassroots business management training (GMT)

Objective:
After completion of training participants
- will discover and put in practice basic business management skills
- improve their businesses in terms of profitability and increased sales

What will be learnt
Basic business management skills. i.e. business and family, marketing, costing and pricing, record keeping and business planing.

Methodology
Participatory basing on participants experience in business, associated with games/exercises, role plays and picture association reflecting to participants’ daily business activities/life.

Target group
Owners and operators of micro-enterprise. (farming, manufacturing and service)

Training duration: 2.5 full days

D. Business creation

Objectives:
After completion of training participants
- have generated various business ideas and selected a suitable one for their purposes.
- Have identified their weaknesses and opportunities as entrepreneurs
- Have produced action plans of starting micro-business

What will be learnt
- Business idea generation
- Selection of a business idea
- Entrepreneurship competencies
- The role of enterprise in promoting and improving life standards of an entrepreneur.
- Basics of a simple business plan

Methodology
Participatory - brainstorming, exercises, role plays and case studies, life examples and games.

Target group
Members of irrigation schemes wanting to start up micro businesses / turn their activities to commercial like.

Training duration: 2 full days

E. Financial control and record keeping

Objectives:
At the end of the training participants have:
- Known what is financial control system
- Practised how to put records in a cash books, lager
- Required record books to be kept in their association
- The role of record keeping in associations

Target group
Responsible members to handle financial transactions in the association, the leadership team.
**What is to be learnt**
1. Introduction of financial system.
2. Identification of existing services
3. Estimation of costs per service and percentage of its contribution in total costs
5. Estimation of Associations income and expenditure
6. What is a Lager book and how to read and keep such a book
7. Required entries in a lager book
8. The importance of keeping records
9. How to write an income and expenditure report

**Methodology**
Participatory - Associated with simulations, exercises, role plays and discussions

**Duration**
3 full days of 8 hours

**F. Savings and credit scheme management**

**Objectives:**
After completion of training participants
- Are well informed on how to start and manage a saving and credit scheme
- Able to improve management of their saving and credit schemes/ Upatu system

**What will be learnt**
- The meaning and background of saving and credit schemes
- Savings rules and its role in business development
- The role of savings in business and social development
- Savings mobilisation and procedures
- Banking procedures
- Loan application, provision and related rules,
- Record keeping
- Formation of saving and credit rules and regulations

**Methodology**
Participatory - Associated with simulations, exercises, role- plays and discussions.

**Target group**
-Active members of WUAs who are participating in a saving and credit scheme/ with upatu scheme
-Potential members of WUAs wanting to participate or to set up a saving and credit fund /scheme.

**Duration:** The training will take 2.5 full days (8hrs) or 5 half days

**Costs estimates:**

7.2 Training costs (20 participantsx5days)
(Estimate based on 20 –25 pax, exchange rate 780=1$)

<table>
<thead>
<tr>
<th>Type of training</th>
<th>No. part.</th>
<th>Duration/ Man Days</th>
<th>Material Costs</th>
<th>Venue</th>
<th>Up keep</th>
<th>Training fees (2Trs)</th>
<th>Total in $</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leadership and association mg</td>
<td>20</td>
<td>3</td>
<td>300</td>
<td>64</td>
<td>96</td>
<td>780</td>
<td>1240</td>
</tr>
<tr>
<td>2. Member capacity building</td>
<td>25</td>
<td>2</td>
<td>300</td>
<td>64</td>
<td>96</td>
<td>520</td>
<td>980</td>
</tr>
<tr>
<td>3. Business Creation Awareness</td>
<td>25</td>
<td>2</td>
<td>300</td>
<td>64</td>
<td>96</td>
<td>520</td>
<td>980</td>
</tr>
</tbody>
</table>
Points to note:

1. **The training costs**
   - The exchange rate base is 1$= 780Tshs
   - All costs except training fees are subjected to change as per prices in a particular place (Pemba) and the project policies.
   - In each program an extra 3 days will be needed for promotion and preparation. If is to be done by the consultant, That means an additional cost of (130$ x 3=450, including DSA for 3 days, and travelling costs.)
   - After an implementation of a training 1 day will be required for report writing. An addition of one day consultant fee.
   - The training fee is 130 $ per man day,
   - The DSA and transport not included in the above proposal.
   - Two trainers will be required per program to enhance efficiency and to avoid monotony in the training. (head and a co-trainer )

2. **Timing**: preferably February –March, May-August

3. **The Training program proposal**
   - Detail information on training material is attached in the annex
   - The TOR indicated a maximum of 10 days to cover all training programs, but more than 10 days have been allocated to the same in the proposal. The training proposal is based on identified needs and priorities given as per the report.
   - A selection of a program to be implemented or to start with will depend on the projects preferences, plans, objectives, financial capacity, policies, existing gaps and priorities with regard to the target group.

4. **The financial control and record keeping training**
   - From all the schemes analysed, it was learned that, none of them had a proper financial control system in place. Among them, two schemes are keeping records sometimes and not proper. Thus, financial control and record keeping being one of main weakness mentioned in the report.
   - Taking in consideration the profile of target group and level of education, It is necessary that the financial control system be learned step by step. Potential participants may start with participating into other training programs e.g leadership training, to give them the basics and a push to start the system. After starting then a separate module to install a simple financial system basing on accounting principles can be considered e.g the financial control training package.
   - Another alternative is starting with the financial module step by step. That means the training will be segmented in a modular form. Each session will have a particular period of time, a follow up, and an assessment of its implementation before conducting a next session.
   - (Record keeping is interesting and useful only, whenever enough cash
transactions are transacted.)

5. The training preparation and co-facilitating

- The training promotion, preparation and participants selection can be done either by:
  a. The trainer – 3-5 days will be needed for the purpose
  b. The trainer in collaboration to with the project team 1-2 days will be need for the trainer
  c. The project team. – All the work will be done by the project, but it is important that the project team has an experience in it. The trainer will only train and write a report.

6. Co-facilitation of training programs

- The training programs can be co-facilitated by representatives from the project so long as are experienced

7. Schemes covered in the report

- According to the TOR the number of schemes to be covered was 6, but the actual existing active schemes are five.

8. Implementation of training programs

The proposed training package and costs are base on my rates and experience as a trainer and a consultant. If someone else will undertake the assignment, the costs will change as per a particular Trainer or company.

- It will be very difficult to develop a training plan for non alphabetical members unless if the pictorial learning package (Business management package) from Nairobi adapted. Otherwise by a use of adult learning methods assisted with visual aids a tailor made training program can be adapted for such a group of farmers. Such a process is slow and it requires much more time and costs.

Follow up action

A follow up action after a training program is a very important aspect of monitoring and evaluation. This is to make sure that, undertaken program is being implemented by the participants and assist them in the process.

At least 6 days per program will be required for a follow up action.

8.0 LIST OF APPENDIX

Annex I List of respondents

<table>
<thead>
<tr>
<th>No</th>
<th>Respondents name</th>
<th>Gender</th>
<th>Village</th>
<th>Scheme</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Time Ali Daudi</td>
<td>F</td>
<td>Miti Ulaya</td>
<td>Mangwena</td>
</tr>
<tr>
<td>2.</td>
<td>Khalid Said Nassor</td>
<td>M</td>
<td>Selem</td>
<td></td>
</tr>
</tbody>
</table>
Annex II
The Workshop

The workshop was organised and implemented as per the plans.
The consultant played her role as indicated in the terms reference.

Observations/ recommendations

- The workshop was well organised and implemented.
- Facilitators played their role well. Additional facilitation methods and experience will be perfect.
- The participants were very active and open to share experience.
- Network meeting organisation and facilitation skills it is an important tool to be added in the projects product lines in future.

Annex III

NEEDS ASSESSMENT-PEMBA WATER USER ASSOCIATIONS

PEMBA SMALL SCALE IRRIGATION PROJECT- TEAM.

QUESTIONNAIRE

General
1. Type of scheme
   - traditional
   - improved traditional
   - water harvesting
   - modern

1. Is there a water right?
   a) No
   b) Yes
      Water right no………

2. Amount of water granted
   a) wet seasons ………..
   b) dry seasons …………

1. Condition of the main road to the nearest market place/center
   a) good
   b) fair
   c) Bad
      any other comments

1. Type of soil
   a) loam
   b) sand
   c) clay
   d) mixture

6. Is the drainage impeded by soil condition
   a) yes
   b) no

7. What is the source of water
   a) river
   b) lake
   c) dam
   d) rain water
   e) springs

8. Available average flow from the source during
   a) wet season...........
   b) dry season...........

9. What is a condition of the water source
   a) good
   b) fair
   c) poor

10. Is the abstracted water used for other purposes
    if yes what are they?
    a) Domestic
    b) livestock
    c) fish
    d) recreation
    e) Industry
    f) hydropower

11. Is the water sufficient for all uses
    a) yes
    b) no
    c) specify

12. Hazards in the area
    a) flood
    b) drought
c) large scale erosion

d) pests

e) water borne diseases

13. An attempt made to solve the problem

14. Is there any schedule or time table used for operating or maintaining the scheme

   a) yes
   b) no

14. Has any training been given to the community concerning irrigation scheme operation and maintenance?

   a) yes
   b) no

   - what kind of training

15. Have farmers contributed to the construction of the scheme

   a) not at all
   b) partly
   c) total construction

   a) How about maintenance?
   b) not at all
   c) partly
   d) totally
   - In what form

15. Do the scheme Undertake environmental related activities?

   - if yes what are they.

16. Do you collaborate with other organizations/local authorities/associations?

   What are they?

17. What are the main problems facing WUA management?

   a)
   b)

15. How can the situation be improved

16. What are the main sources of income for WUA members?

   a)
   b)
   c)

21. What are existing market opportunities

17. What is a general productivity percentage in the irrigated land?

   - If it is low how can it be improved?

22. Are the WUA members involved in any savings scheme? (Formal/informal)?
Annex IV

QUESTIONARE 2 - WUA members

1. Jina la bonde/ kikundi…………………………

2. Mahali

3. Jina la mkulima…………………………

4. Kijiji/ eneo analotoka…………………………

5. Mwaka wa kuzaliwa………. 6. Jinsia F M

7. Kiwango cha elimu……………. 8. Uzoefu katika kilimo cha umwagiliaji maji…………..

9. Eneo linalomwagiliwa………

10. Idadi ya watu wanaotegemea kipato toka shambani mwako…………………

11. Masafa toka nyumbani hadi shamba ………….

12. Umilikaji wa shamba/ ardhi
   a) mwenyewe
   b) umekodi
   c) umeazima

13. Chanzo kikuu cha kipato katka familia yako.
   a) Kutoka katika kilimo cha umwagiliaji
   b) Nje ya kilimo cha umwagiliaji
   c) Nje ya shughuli ya kilimo.
   d) Njia nyinginezo Mf, uvuvi, biashara ndogondogo, ufugaji, kuajiriwa n.k

14. Wadhifa wako katika jumuiya ya wakulima…………………

15. Sababu za kujiunga na jumuiya /WUA…………………….
   a)
   b)
   c)
   d)

16. Haki zako kama mwanachama …………………

17. Je unashiriki katika mikutano ya WUA mara kwa mara?
   a) ndiyo
   b) hapana
   c) wakati mwingine
   Ikiwa hushiriki ni kwanini? …………………

18. Je unaridhika na huduma zinazotolewa na WUA?
   a) ndiyo    b) hapana    c) haitoshi

Maelezo……………………………

19. Je unafikiria kuna kitu chochote kinachohitajika kufanyiwa marekebisho katka usimamizi wa jumuiya?
   Ni kipi?
   a)
20. Je unatoa mchango wowote katika bonde?
   a) ndiyo
   b) Hapana
   c) Wakati mwingine
   d) -Ikiwa ndiyo ni kiasi gani….

   -Utiltoa lini mchango kwa mara ya mwisho? …………..

   -Mchango huo ni kwa ajili gani? …………………

   -Ikiwa hutoi ni kwanini?
   a) 
   b) 

21. Kilimo cha uwagiliaji maji kinachagia kipato kiasi gani katika kipato chako chote kwa mwaka?
   ……………………………………

   * Unaridhika na mavuno yanayotoka katika shamba lako ?

22. Taja sababu zinaozuka uzalishaji katika eneo lako la umwagilaji maji
   a) Maji ya kuwagila hayatoshi
   b) Udongo mbaya
   c) Bei za mazao hazitoshi
   d) Ukosefu wa pembejeo za kilimo
   e) Mtaji
   f) Maradhi ya mimea
   g) Upungufu wa wafanyakazi katika konde lako
   h) Usimamizi mbaya wa maji
   i) Utayarisjaji mbaya wa shamba
   j) Kazi nyinginezo
   k) Shamba dogo
   l) Ukosefu wa soko
   m) Ujuzi mdogo

23. Unafikiria ni nini kinahitajika ili kurekebisha hali hiyo?
   -
   -

24. Je umeshawahi kuhudhuria mafunzo yeyote ya kilimo au biashara?
   Kama ndiyo yataje
   a) ndiyo
   a) hapana

25. Je unahitaji kupata mafunzo yeyote?
   a) ndiyo
   b) hapana
   -Kama ndiyo mafunzo gani?
   a) 
   b) 

26. Je uko tayari kutoa mchango wowote wa kuimarisha bonde/
   a) ndiyo
   b) hapana
27. Uko tayari kuchangia kitu gani?  
   a) fedha taslimu  
   b) kazi  
   c) vyote

28. Una uzoefu wowote wa matatizo ya maji ya kumwagilia au shamba  
   a) ndiyo  
   b) hapana  
   c) maelezo………..

29. Madhumuni ya kilimo chako ni yapi?  
   a) matumizi ya chakula tu  
   b) biashara  
   c) vyote  
      - Unafanya shughuli yeyote nyingine ya kukuungizia kipato?

30. Mara ya mwisho ulipata mapato kiasi gani? ……………..  

31. Unaweka kumbukumbu zozote kimaandishi?  
   a) ndiyo  
   b) hapana  
   -kama ndiyo zitaje.

32. Je kilimo cha umwagilaji maji kina faida?  
   c) ndiyo  
   d) hapana  
   - Kiasi cha faida kwa msimu. Mfano msimu uliopita……………….  

33. Je ni rahisi kupata bei nzuri kwa mazao yako? Unauza wapi mazao yako?  

34. Taja matatizo makubwa yayokukabili shughuli zako za kujipatia kipato  
   a)  
   b)  
   c)  

35. Je Un gepewa fedha ya mtaji sasa hivi, unafikiria unge fanya shughuli gani ili kukuza kipato chako?  

36. Je una mipango gani ya baadaye ya kuongeza kipato  
   a)  
   b)  
   c)  

37. Je wewe ni mwanachama wa kikundi chochote cha kuweka akiba / upatu.
Annex V

QUESTIONNAIRE 3 – Uongozi wa WUA

1. Jina
   b. Kikundi/umoja ............

2. Wadhifa
   b. Miaka katika uongozi ...........

3. Wajibu
   a) 
   b) 
   c) 
   d) 

4. Je unafikiria katika bonde unalosimamia kuna matatizo yeoyte yanayozuia maendeleo? 
   Yapi. 
   1) 
   2) 
   3) 

1. Unapata matatizo yeyote katika kutekeleza wajibu wako kama kiongozi?
   a) Ndiyo
   b) Hapana
   c) Kidogo

   - Matatizo yapi?

1. Unafikiria halii hii inaweza kuboreshwa vipi.

2. Katika umoja wako mnatoa michango? Michango hiyo inaridhisha?
   - Kama hapana, ni kwanini watu hawato inavyotakiwa.


4. Manakutana mara ngapi kwa mwaka /mwezi

5. Haki zako ni zipi?

6. Ni vigumu kuitisha wanachama wako katika mikutano?

7. Michago inayotolewa inatoshka kufanya shughuli zenu zote za usimamizi wa bonde?
   - Ni kitu gani kinachotumia fedha nyangi zaidi?

15. Mnaweka kukmbukumbu za mapato na matumizi
Annex VI
WORKSHOP QUESTIONNAIRE

1. Introduction
   • Name, organisation/group, position
   • Expectations
   • Objectives of the workshop

1. Vision development
   • What/where WUA to be
     (future state of WUA)
   • Comparison of given vision and the existing (if any).

1. Defining the purpose of the stakeholders
   • Pemba small scale Irrigation project
   • WUAs
   • Local government
   • Others

1. Situation analysis
   a) Looking at the past. services, target group, beneficiaries
   • Major changes, success, failures
   b) Present
     Where do you want to go, how to reach there? What is to be achieved? Who will do what? The target group

   c) Assess opportunities and threats
   • Clients, stake holders
   • External factors (religion, tradition, politics, economic, social and technological influences)

   a) Assess strength and weaknesses- internal forces
   • Resource capabilities
   b) Identify strategic issues (factors to consider)

1. Establish long and short term goals

2. Select strategies to fill the gaps or to achieve the goals (how, who, when)

3. Comments and recommendations.
Ending remarks.
### Annex VII

**An Estimate for required training materials (20 pax)**

<table>
<thead>
<tr>
<th>Type of product</th>
<th>Quantity required</th>
<th>Costs per unit in Tshs</th>
<th>Costs per product in Tshs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Writing pads</td>
<td>20</td>
<td>400</td>
<td>8000</td>
</tr>
<tr>
<td>Ball pens</td>
<td>25</td>
<td>1000</td>
<td>25000</td>
</tr>
<tr>
<td>Flip charts</td>
<td>4</td>
<td>6000</td>
<td>24000</td>
</tr>
<tr>
<td>Maker pens</td>
<td>2pkts</td>
<td>6000</td>
<td>12000</td>
</tr>
<tr>
<td>Brown sheets</td>
<td>50</td>
<td>100</td>
<td>5000</td>
</tr>
<tr>
<td>Zop cards/manila cards</td>
<td>20</td>
<td>600</td>
<td>12000</td>
</tr>
<tr>
<td>Glue stick</td>
<td>5</td>
<td>1000</td>
<td>5000</td>
</tr>
<tr>
<td>Scissors</td>
<td>5</td>
<td>1000</td>
<td>5000</td>
</tr>
<tr>
<td>Photocopy hand outs</td>
<td>20 sets</td>
<td>6000</td>
<td>120,000</td>
</tr>
<tr>
<td>Masking tapes</td>
<td>5</td>
<td>400</td>
<td>2000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>226,000 approx. 300 $</td>
</tr>
</tbody>
</table>

The estimates are for a training program of 2.5–3 days. The quantity and type of material is applicable to all training programs except in GMT training where an addition of 20,000 Tshs for business game will be required and in financial control 35,000 for a larger book for each scheme.