REPORT OF THE WORKSHOPS ON
IRRIGATION MANAGEMENT: DELIVERY OF TNA
RESULTS, STRATEGIC PLANNING AND
HUMAN RESOURCES DEVELOPMENT

VOLUME I

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Wad Medani, 25-30 September 1993

VOLUME I

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TABLE OF CONTENTS

PREFACE ........................................................................................................ iii

I. INTRODUCTION .......................................................................................... 1

   MOI-IIMI Collaboration in Institutional Development .............................. 1
   Ministry of Irrigation .............................................................................. 1
   International Irrigation Management Institute ..................................... 2
   Institutional Development Activities in August-September 1993 .......... 2

II. DELIVERY OF RESULTS OF TNA WORKSHOP .................................. 3

   Conclusions and Recommendations of TNA Workshop ....................... 3

III. STRATEGIC PLANNING AND HUMAN RESOURCES DEVELOPMENT .. 5

   General Plan .......................................................................................... 5
   Objectives of the Workshop ................................................................... 6
   Strategy, Methods and Techniques ....................................................... 6
   Instructional Materials ......................................................................... 7
   Strategic Planning ................................................................................ 7
   Lectures and Exercises in Strategic Planning ....................................... 7
   Review of Agency Programs ................................................................ 8
   Managers and Leaders ......................................................................... 8
   Vision and Mission Statement .............................................................. 8
   Objectives of Purpose for MOI ............................................................ 9
   Strategic Objectives ............................................................................ 10
   Performance Assessment .................................................................... 10
   Human Resources Development ......................................................... 11

IV. SUMMARY OF THE WORKSHOPS ......................................................... 11

   Summary ................................................................................................ 11
   Management of Change within MOI .................................................... 15
   Managing Change in the MOI ............................................................... 15
   Action Plan .......................................................................................... 17
   Steps in the Action Plan ..................................................................... 17
PREFACE

This report presents the activities developed during the workshops on Irrigation Management: Delivery of Training Needs and Organizational Assessment (TNA) results; Strategic Planning and Human Resources Development conducted collaboratively by the Ministry of Irrigation and Water Resources (MOI) and the International Irrigation Management Institute (IIMI).

The workshops which took place in Wad Medani, Sudan, from 25 to 30 September 1993, aimed to present the results of the TNA to MOI officials and introduce Strategic Planning and Human Resources Development Plan as first and necessary actions for promoting institutional development within the organization.

Two groups of participants took part in the workshops in September. One group consisted of the top management of MOI; they participated in the first workshop from 25 to 27 September. The second group consisted of the chief engineers, divisional engineers, resident engineers and others; they participated in the second workshop for two days on 28-29 September. Representatives from both these groups participated in the workshop on the final day on 30 September when an action plan for future activities was discussed.

The workshops were planned and implemented by IIMI’s Training Team composed of Professor David Constable, Dr. P.S. Rao (both consultants to IIMI) and Dr. Zenete Peixoto Franca, Training Specialist of IIMI. Mr. Charles Abernethy, Senior Technical Advisor, IIMI; and Dr. M.S. Shafique, Head, IIMI’s Field Operations in Sudan contributed as resource persons to the success of the workshops.

We would like to thank sincerely all the participants in the workshops for their dedication and responsiveness to the exercises. We would also like to thank all the MOI and IIMI-Sudan support staff who worked hard providing us with logistical support and assistance during the workshops in Wad Medani, and the staff of the Training Unit at IIMI headquarters in Colombo who worked very hard in getting all the documentation ready for the events.

Special thanks are due to the members of the top management of MOI, Dr. Ahmed M. Adam, First Under-Secretary, Sayed Kamal Abdu, Deputy First Under-Secretary, and Prof. B. El Fadl El Monsheid, Under-Secretary (HRS), who provided leadership, support and showed commitment to the MOI-IIMI joint activities for institutional development.

We are extremely thankful to Professor David Constable whose knowledge and experience in strategic planning process made this event relevant, effective, and very pleasant.
We would also like to thank Mr. Nanda Abeywickrema, Director, International Cooperation, IIMI, and Mr. Charles Abernethy, and Dr. M.S. Shafique, for their interest, support and guidance throughout the MOI-IIMI collaborative activities.

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Irrigation Management Specialist

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6 October 1993
I. INTRODUCTION

MOI-IIMI Collaboration in Institutional Development

1.01 The Ministry of Irrigation and Water Resources (MOI) of the Government of Sudan and the International Irrigation Management Institute (IIMI) collaborated in conducting institutional development activities at MOI in August and September 1993. A series of workshops on the assessment of training needs and organizational constraints (TNA) in MOI was conducted from 7 to 19 August 1993 at Wad Medani. A draft report was prepared on the TNA workshops and its results and outputs. Later, workshops were held at Wad Medani, from 25 to 30 September, on presentation of results of the TNA workshops, and introduction to the strategic planning and human resources development at MOI. This report describes the activities of the latest workshops and presents the outputs of these events.

Ministry of Irrigation

1.02 The MOI has its headquarters in Khartoum comprising the offices of the Minister of State, Advisors and the MOI’s permanent representatives on inter-ministerial bodies. The office of the First Under-Secretary, however, is located in Wad Medani, and all the operating divisions of MOI are responsible to him and report to him.

1.03 The structure of the MOI used to be clear-cut with six departments, each with a Director under an Under-Secretary. After the hiving off of the two departments of Construction and Mechanical, the four remaining departments were reorganized as six General Directorates, some of which were further split into Directorates, the whole still being under one Under-Secretary. Recently the Irrigation Services were split into three and Projects into two, so that there were nine General Directorates, and the eight men in charge of the Engineering Directorates were promoted to ‘Under-Secretary’ rank with the consequent need to introduce the concept of First Under-Secretary. (McDonald & Partners, 1992).

1.04 The MOI has about 1700 employees of different categories, including top managers, graduate engineers, technical engineers, technicians, clerks, accountants, store keepers, personnel officers and accounting clerks and local clerks. In addition, about 9000 laborers provide services to MOI. They are called "staff out" of the corporation. They include radio and telephone operators, divers, divers, and others. At present, MOI is in the process of reviewing its structure, goals and objectives, aiming to meet the needs of increasing food production, rural development, and the country’s expectations about its services.
International Irrigation Management Institute

1.05 The International Irrigation Management Institute (IIMI) is an international agricultural research center with its headquarters in Sri Lanka. It was founded in 1984, and became a member of the Consultative Group on International Agricultural Research (CGIAR), in 1990.

1.06 IIMI’s mission is to foster the development, dissemination and adoption of lasting improvements in the performance of irrigated agriculture in developing countries. By lasting improvements, IIMI means those which are environmentally sound, economically viable and socially equitable. Performance improvements will be measured primarily in terms of productivity, equity, and sustainability.

1.07 The institutional development and management training activities of IIMI are designed to contribute to its goals of strengthening national research capacity and supporting the introduction of improved irrigation management systems and policies.

1.08 IIMI develops the following activities in collaboration with national agencies and organizations in order to strengthen their management capabilities:

   Research: Collaborative field research, and generic research.
   Institution Building: Training and related institutional development; information exchange and networking; dialogue and consultation on policies and management.

1.09 IIMI has had a Resident Scientist heading IIMI’s field operations in Sudan since mid-1989. During this time, collaborative field research has been concentrated in the project areas of two of the large parastatals, the Sudan Gezira and the Rahad. IIMI’s work has also made an impact on those aspects of the program devoted to institutional development. IIMI organized in collaboration with national agencies in Sudan a number of workshops: initial workshop in 1989; workshop on ‘Land and Water Charges’ in May 1991; and a workshop on ‘Privatization and Turnover’ in October 1991.

Institutional Development Activities in August-September 1993

1.10 IIMI’s recent institutional development activities were initiated due to the enormous interest expressed by the Sudanese authorities to implement management training activities at MOI, since 1991, when IIMI’s Training Specialist first visited Sudan. The MOI and IIMI Field Operations Unit in Sudan have agreed on conducting two institutional development activities in a collaborative effort, during August and September 1993. The main goal of these activities was to influence all managers of MOI to initiate and participate in an integrated program which will include management training, strategic planning and human resources development, and research in irrigation management.
1.11 A series of workshops to assess the Training Needs and Organizational Constraints (TNA) at MOI was conducted by MOI and IIMI at Wad Medani from 7 to 19 August 1993 and 135 staff members of MOI participated in the eight workshop sessions; five of the sessions were each of one and a half day’s duration and three were of one day duration each. A draft report describing the TNA activities in detail and listing the outputs, results, conclusions and recommendations was prepared. Later, workshops were held by MOI and IIMI in Wad Medani from 25 to 30 September. These workshops had two main objectives: first, to present the results of the TNA to the top management (first group) and the senior engineers and officers (second group) of MOI; and second, to present the concepts and methodology of strategic planning and human resources development to these two groups of senior management of MOI, in order to enable the MOI to continue with the institutional development activities at MOI. This report describes the activities and outputs of the latest workshops.

II. DELIVERY OF RESULTS OF TNA Workshops

2.01 The results of the TNA workshops were presented to the top management as the first item of the three-day workshop from 25 to 27 September. The presentation was preceded by a video show of eight minutes duration on ‘Needs and Constraints-IIMI Program in Sudan’ which described the process and the major steps of the TNA workshops. The results and outputs obtained in the eight sessions of the TNA workshops involving various categories of staff of the MOI were presented and discussed by the top management group. The same presentation of the video and the discussion of results were also the first items of the two-day workshop from 28 to 29 September for the second group consisting of Chief Engineers and other senior officers of MOI; but the time spent on this was much less. The conclusions and recommendations were, however, presented in more detail for both the groups. The description of the TNA workshops and the results are put together in a separate volume. They are not presented in this report. The conclusions and recommendations are presented here as they provide the necessary background leading to the need for the ensuing exercises on strategic planning and human resources development.

Conclusions and Recommendations of TNA Workshop

2.02 The following is a brief description of the main conclusions and recommendations:

(i) The objectives of the TNA workshop were achieved.

(ii) Both non-training and training interventions are needed to improve performance of MOI and its staff.
(iii) TNA workshops raised awareness and expectations of staff:

> 135 staff members of MOI participated in the workshops;

> Priorities of gaps in managerial knowledge and attitudes were determined by different categories of staff and they provide the basis for the design of the training programs at MOI.

> Organizational constraints were identified by all the different categories of staff. It is recommended that the organizational constraints that do not require much funds should be addressed by MOI on a priority basis; special attention needs to be given to the constraints identified by the gate operators.

(iv) The need for clarity of goals and objectives was expressed by various staff categories.

> This second workshop is a good start for the strategic planning at MOI leading to clear goals and objectives.

> The new organizational restructuring provides an opportunity for designing new systems and procedures, rules and regulations, planning and budgeting, and human resources development plan.

> The managers at various levels should be actively in the planning process and their experience should be utilized.

(v) Accurate and realistic job descriptions should be designed.

(vi) Communication and coordination within MOI and with other agencies should be improved.

(vii) The linkages between research and training should be strengthened by

> Promoting irrigation management research;

> Strengthening the training unit.

(viii) A master plan for human resources development (HRD) needs to be prepared and implemented by

> Designing long-term and short-term training programs;

> Designing improved performance systems.
(ix) The priorities provided by various staff categories should be used in the design of training programs.  

The major priorities indicated fall under the following groups in a broad sense:

Priorities in managerial knowledge:

- Management of HRD - 35 percent
- Decision making - 15 percent
- Team building and problem-solving - 10 percent

Priorities in attitudes:

- Responsibility
- Honesty
- Trust
- Friendliness

(x) Keeping up the momentum is important by planning and implementing the next logical steps in the institutional development and management training at MOI.

III. STRATEGIC PLANNING AND HUMAN RESOURCES DEVELOPMENT

General Plan

3.01 The general plan of the workshops from 25 to 30 September is given in Annex A. It provides details of the objectives, participants, resource persons, topics of the workshops and their broad contents, and a schedule of the workshops for each of the six days. The detailed objectives of the workshops for each day, and the detailed schedule for each day are given in Annex B. Lists of participants are given in Annex C. Group I consisted of the top management of MOI -- the Under-Secretaries and Directors who attended the workshop for three days, 25-27 September. Group II consisted of Chief Engineers, Divisional Engineers, Resident Engineers, and senior officers of Finance and Administration. They participated in the workshop for two days on 28-29 September. Group III consisted of some members from each of these two groups, and they worked together on the final day, 30 September.
Objectives of the Workshops

3.02 The major objectives of the workshops were to:

(i) Deliver the results of the workshops on the assessment of the training needs and organizational constraints (TNA);

(ii) Raise the awareness of national participants to major trends and issues in water resources management in general, and in the irrigation sub-sector in particular;

(iii) Demonstrate to the chief executive and his senior policy-makers the effectiveness of Corporate (Strategic) Planning as a management tool to develop the agency’s objectives in harmony with national planning policies, and to manage the change process;

(iv) Demonstrate the vital role of human resources development (HRD) planning in these endeavors;

(v) Introduce these concepts to a group of senior and middle managers, to develop a critical mass of professionals and managers in the agency who will facilitate the adoption of these concepts throughout the agency; and

(vi) Exercise Action Plans to facilitate implementation of activities which aim to operationalize the concepts discussed during the workshops.

Strategy, Methods and Techniques

3.03 The strategy of the workshops was designed to facilitate discussion of staff skills and MOI constraints with the view of exercising strategic planning and human resources development for the organization. This strategy incorporated a series of methods and techniques which promote opportunities for individual and group exercises. Among others, the following techniques were used to facilitate the participants’ interaction and learning.

> Case study
> Trip around the table
> Brainstorming
> Group discussion (small and large groups)
> Integrated panels
> Nominal group technique
Instructional Materials

3.04 The instructional materials used during the workshops are compiled in a separate companion volume to this report. It consists of the texts of the lectures and the exercises used in the workshops.

Strategic Planning

3.05 The concepts of strategic planning and the management tools used in the process of strategic planning were introduced through lectures and illustrated through exercises to the participants of Groups I and II with somewhat different emphasis for each of the two groups. Group I had longer time to work through the exercises. The outputs of the exercises from the Group I were available to Group II to make suggestions on and modifications to, before carrying them on further. The two groups thus worked in both supplementary and complementary ways to obtain an integrated institutional development process.

Lectures and Exercises in Strategic Planning

3.06 Lecture 1 on ‘global issues in irrigation development’, and lecture 2 on ‘irrigation management-national perspectives-challenges for irrigation managers’ set the stage for exercise 1: national perspectives-issues in irrigation management. ‘Take three for better reflection’ technique was used for the exercise. Annex D contains the exercise which explains the technique and the results of the exercise. The results describe the major issues in irrigation management in Sudan identified by the different sub-groups of the top management (Group I), and also the additional issues generated by the sub-groups of the senior engineers and officers (Group II).

3.07 Lectures 3, 4 and 5 have dealt with the concepts and techniques of corporate (strategic) planning. Lecture 3 discussed the planning and management processes in the managing of an organization. Lecture 4 on role of leaders and managers in the management process was intended to raise the awareness of the role of the Chief Executive and his senior policy makers in issues of leadership and management of the organization. Lecture 5 focussed on the various steps involved in developing a vision for an organization; formulating a mission statement for the organization and interpreting the mission statement to various constituents, stake holders, and other interested parties; and translating the mission statement into objectives of purpose, strategic objectives, and operational objectives of an organization that should guide the activities of an organization at the various hierarchical levels.

3.08 Exercises 2 to 6 were used to demonstrate the concepts of the corporate planning processes and the techniques for illustrative purposes.
Review of Agency Programs

3.09 Exercise 2 was concerned with a ‘Review of Agency Programs in the National Context’. It used an ‘Integrated Panel’ technique. It was designed to ask the participants in small sub-groups to reflect on the national issues that would have an important bearing and impact on the agency (MOI) policies and programs in the future. The participants were also asked to compare their findings on the national issues with the current range and thrust of existing agency objectives. The outputs of the exercise generated independently by Groups I and II form Annex E. After they worked on the exercise independently, Group II was also provided with the output of Group I for comparing with their own findings.

Managers and Leaders

3.10 Exercise 3 on ‘managers and leaders’ was given to both Groups I and II, but the format and the techniques used were different. Group I discussed four questions related to the subject using the ‘Integrated Panel’ technique, and developed the group’s responses. The second group addressed only the first question in the exercise on ‘qualities or attributes of managers-leaders’ and used a brainstorming technique to develop a long list of the desirable qualities and attributes; and then they used a scoring technique to rank the group’s top three priorities in terms of the desirable qualities and attributes of leaders and managers. The results of the two groups are provided in Annex F.

Vision and Mission Statement

3.11 Exercise 4 on ‘the agency (MOI) Role in the future- the vision and the mission’ has three steps:

Step 1  Redefinition of agency role

Step 2  Vision and Mission Statements
         (Trip around the table technique)

Step 3  Interpreting the Mission

3.12 Group I developed answers for the four questions in the step 1 of the fourth exercise and also developed the vision and mission statements for the MOI for the second step of the exercise. The results of their exercises are given in Annex G. For the purpose of illustration of the third step of the exercise, it was necessary to select one ‘Mission Statement’ for the MOI. The following statement was selected after discussion by the first Group.
MOI Mission Statement:

Conservation, development and control of water resources (surface and groundwater) and supply of water to all clients to their satisfaction.

3.13 The interpretation of the MOI mission statement was not attempted by the first Group. An example of an interpretation of a mission statement of the Department of Irrigation and Drainage (DID) in Malaysia was provided to the group.

3.14 Group II took the results of the steps 1 and 2 of the exercises provided by the Group I and proceeded to step 3 of interpreting the mission statement of MOI which was selected by Group I and given above (para 3.12). The results of their findings are also given in Annex G. The example of the interpretation of the DID mission statement was also provided to Group II to guide their efforts in addressing the step 3 of the exercise.

Objectives for the Purpose of MOI

3.14 Both Groups I and II worked on exercise 5 on development of objectives for the purpose of achieving the mission of MOI as described in the selected mission statement. 'Take three for better reflection' technique was used to generate individual's outputs of the group members and then select three out of the compiled lists of small sub-groups. This was done by Group I. The Group II discussed the objectives generated by Group I in formulating the broad objectives at organization level and made some suggestions for further improvement by consolidating the work under six major headings:

- Planning and Development
- Operation and Maintenance
- Finance and Administration
- Research and Development
- Human Resources Development
- Organizational Development

3.15 Group II discussed in particular the third objective in the 'Finance and Administration and suggested that the statement generated by Group I, "ensure that MOI acts in a commercially responsible and business-like manner", should be replaced by the statement suggested by them: "ensure that MOI acts in a reasonable, realistic and responsible manner". This suggestion of Group II was discussed further on the final day, 30 September by Group III, and was accepted. The results of the exercise 5 are compiled in Annex H.
Strategic Objectives

3.16 Exercise 6 on ‘development of the strategic objectives’ was done only by Group II, and that too, only for four of the objectives of purpose under the following heads:

> Planning and Development
> Operation and Maintenance
> Finance and Administration
> Organizational Development

The results of this exercise are given in Annex I.

Performance Assessment

3.17 A lecture on performance assessment dealt with the importance of performance assessment, performance diagnosis, and performance improvement on a continuous basis in the corporate planning and management. A distinction was made between the assessment of the performance of the institutions and agencies, and the performance of the system of delivery of services by the organization. This lecture dealt with the assessment of the institutional performance. The following performance categories were discussed in detail:

> Organizational autonomy
> Leadership
> Management and administration
> Commercial orientation
> Consumer orientation
> Technical capability
> Developing and maintaining staff
> Organizational culture
> Interactions with key external institutions

3.18 Excerpts from ‘Guidelines for Institutional Assessment: Water and Waste water Institutions’ (WASH Technical Report No.49) were provided to illustrate the concepts of performance indicators and measures for each of the performance categories indicated above in para 3.17. Exercise 7 provided an opportunity for both Groups I and II to select the performance categories which they considered relevant to the assessment of the performance of MOI and to familiarize themselves to select some performance indicators and evaluate the performance on the measurement scale given to them. The results of the exercise are compiled in Annex J.
Human Resources Development

3.19 A lecture on ‘human resource in the organization’ described and discussed the several processes and steps in the development and implementation of an integrated human resource planning system. Excerpts from a publication of the World Bank and the United States Agency for International Development (USAID) entitled ‘Irrigation Training in the Public Sector: Guidelines’ (1989) for preparing strategies and programs for human resource development (HRD) provided a basis for discussing the issues connected with HRD. Key factors for the success of performance appraisal systems for the staff of an organization were discussed.

3.20 The guidelines for designing a HRD plan were given to both Groups I and II. A step-wise procedure was indicated. This exercise was not meant to be done during the course of this workshop. It was given as a homework exercise to be done after MOI completes its exercises and finalizes the vision, and mission statements, and the objectives for various levels of the organization. Then only MOI can prepare a HRD plan. Development of long-term and short-term training programs based on the results of the training needs assessed in the workshops in August 1993 forms one segment of the HRD plan. Annex K provides the guidelines for HRD plan.

IV. SUMMARY OF THE WORKSHOPS

Summary

4.01 A summary of the workshops prepared for presentation at the end of each of the workshops and also on the final day (sixth day, 30 September) is given below. This and the next section on Action Plan were prepared by Prof. David Constable.

Summary: Days I-III, Group I

4.02 The following topics were dealt with during the workshops. Further action needed to complete the work by MOI was also indicated wherever appropriate.

I. WORKSHOPS OBJECTIVES

No. 1 Results of TNA and Organizational Constraints

Report was presented and a brief presentation of major results given by Dr Rao. followed by some good, constructive discussions
Further action: More detailed study of results needed and further discussion within MOI of the management implications.

No. 2 Global Trends in Water Resources Management - Lecture

Discussion revealed MOI officers have a good understanding of these and of National implications in future Water Resource (WR) management.

No. 3 Corporate Planning as a Management tool.

Workshop participants studied the integrated planning process and management and control techniques, and completed a number of exercises based on MOI real issues to demonstrate the techniques.

The exercise work could do no more, in the time available during the workshop, to demonstrate the techniques.

However, the workshop results will provide a basis for further development of the planning and management processes within MOI.

The final 3 days of the workshop will extend the concepts to the second group.

* A decision could be made on Day 6 as to the usefulness and acceptability of this process.

No. 4 Demonstrate the vital role of HR Development Planning in Strategic Planning and Management.

Discussions and responses by workshop participants clearly indicated the value of this role, and the need for senior managers and managers at all levels to be involved. Workshops' objectives (5) and [6(action plan)] will be addressed over the next 3 days.

Summary: Days I-II, Group II

4.03 The following is a summary of the activities of the workshop for the Group II.

SUMMARY

DAY I & II - GROUP II

1. Results of TNA and Organizational Constraints
Further action: More detailed study of results is needed and further discussion within MOI of the management implications.

2. Lectures No. 1 and 2 - "Global Issues in Water Resources Management" and "Challenges for Irrigation Managers" set the stage for Exercise No. 1 - "National Perspectives - Issues in Irrigation Management".

The Group reviewed the summaries and recommendations from Group I and identified further issues for discussion with the combined Groups in the final review session on Day III.

3. Corporate Planning as a Management tool. Participants studied the integrated planning and management processes in the lecture series and completed a number of exercises. In Exercise 2 - "Review of Agency Programs in the National Context", participants reviewed the summaries produced by Group I, and formulated some additional comments for further consideration in the final review session.

4. The Group examined the outputs from Group I relative to development of the Vision and Mission Statement for MOI. The Group accepted the draft Mission Statement as suitable for the current exercise.

5. The Group then completed an exercise in developing a draft statement for "Interpretation of the Mission" to:

(a) Government/Ministers  
(b) Other Government Agencies  
(c) Clients of MOI  
(d) Staff.

In discussion, the Group recognized that further work is needed to produce acceptable statements.

6. Objectives of Purpose for MOI

The Group discussed the progress made by Group I in formulating the broad objectives at the organization level and made some suggestions for further improvement by consolidating the work under 6 major objectives as under:
Objectives for the Purpose of MOI

(a) Planning and Development
(b) Operation and Maintenance
(c) Finance and Administration
(d) Research and Development
(e) Human Resources Development
(f) Organizational Development.

The Group discussed the draft statements and suggested further amendments. In particular, some spirited discussions on objective No. 3 - Finance & Administration took place, particularly in relation to the words:

"- ensure that MOI acts in a commercially responsible and business-like manner" and
"- ensure that MOI acts in a reasonable realistic and responsible manner".

These suggested drafts would be discussed further in the final review session.

7. The Group completed an exercise in developing a set of Strategic Objectives in relation to four of the objectives of purpose:

(a) Planning and Development
(b) Operation and Maintenance
(c) Finance and Administration
(d) Organizational Development.

8. The Group also completed exercises in exploring the concepts in Performance Evaluation and Human Resources Development Planning.

9. In the final session, the Group discussed the arrangements for the Final Day discussions and formulation of an Action Plan.

Management of Change within MOI

4.04 It is clear that workshops participants recognized that MOI is facing a period of significant and profound change. The inclusion of "Water Resources" in the title indicated the national need to plan for more effective development and utilization of Sudan's water resources, including groundwater.
The Government's policy of privatization, and in particular the objective to foster a privately managed and owned, commercially oriented farming sector will have significant implications, requiring MOI to adopt a greater service delivery orientation, in which giving "value for money" will be a major organizational thrust.

* The workshops proceedings did not explore to any great extent the implications for future financial management within MOI, apart from recognizing that MOI will be moving in the direction for greater financial autonomy by the inclusion of the function of revenue collection of water fees for O & M services.

* No conclusions could be reached on the ability of the existing accounting and costing system to provide actively-based costing information to assist in the process of diagnostic analysis, or to provide accurate information on operating and maintenance costs which will be the basis on which water charges will be assessed.

4.05 The following steps were involved in managing the change process within MOI.

1. **Designing the future - Setting the direction**

   **DEVELOPMENT OF THE VISION FOR MOI.**

   * Preliminary discussion completed - more internal consideration needed.

2. **Focussing the Organization**

   **THE MISSION STATEMENT**

   * A preliminary statement produced by workshops participants - more consideration needed - followed by promulgation within MOI.
3. **Interpreting the Mission** for specific Interest Groups
   
   (a) Government & Ministers
   (b) Other Agencies at Govt. - coordination
   (c) Clients of MOI.
   (d) Staff of MOI.

   * Some preliminary work has to be done by workshops participants.

4. **Analyzing the External Environment**

   Workshops have identified some key issues

   * More analysis needed.

5. **Analyzing existing Organizational Capacity & Strength (Internal Analysis)**

   Workshops have identified some

   (a) New functions
   (b) Existing functions which should be strengthened
   (c) Activities which could be transferred or diminished

   * Clearly a more complete analysis is required - including extent of existing budget and manpower devoted to existing activities.

6. **Determining MOI’s Objectives of Purpose**

7. **Developing Strategic Objectives**

8. **Deriving the Related Operational Objectives**

   - Strategies
   - Activities/Work Plans

9. **Implementing yearly Budget/Activities**

10. **Monitoring and Evaluation of Performance**
11. Redefining

- Key issues
- Strategic objectives
- Activities, Work Plans.

"A ROLLING PROCESS".

Action Plan

4.06 The summary of the workshops were presented and discussed on the final day in the morning by Group III. As a result of the deliberations the following action plan was developed for further work to be done by MOI in the near future. The action plan was also discussed later in the afternoon in a wrap-up meeting with the First Under-Secretary and other senior officers of MOI. A broad agreement was arrived at. The First Under-Secretary endorsed the action plan and committed his support to its implementation by MOI.

Steps in the Action Plan

4.07 The following five steps formed the action plan for implementation by MOI.

1. Follow-up TNA & Organizational Constraints
   - detailed study of the results is needed and further discussion within MOI of the management implications.

2. Review outcomes of Strategic Planning Workshop - evaluation by MOI.
   - Decision required to proceed further with concept within MOI.

IF DECISION IS POSITIVE THEN:

3. Internal workshops to expose more staff to concepts and techniques, using planning for September 1993 (IIMI) as guideline.

4. This further elaboration of the process within MOI will require some preparation:
   - Completion of Revised Drafts of -
     - Vision Statement
     - Mission Statement
Interpretation of Mission
Objectives of Purpose for MOI
Summary of Key Issues.

5. This process should be managed and co-ordinated by a small high power committee headed by:
   Sayed Kamal Abdu, Deputy First Under Secretary
   Prof. El Monshid, Under Secretary, HRS

Both of them have been extensively involved in both the TNA and Organizational Constraints and Strategic Planning Workshops.

V. EVALUATION OF THE WORKSHOPS

Evaluation

5.01 The workshops were evaluated with respect to several dimensions: content and achievement of goals set for the workshops, the process, overall rating of the workshops, strong points, weak points, and suggestions for improvement. Annex L contains the results of the evaluation.

Achievement of Goals

5.02 With respect to the achievement of the goals, Group I evaluated in the range of 3.8 and 4.7 for the thirteen objectives specified; Group II evaluated in the range of 3.7 and 4.6 for the nine objectives specified. (The scale is from 1 to 5, and 5 is the highest).

5.03 Process: The process consisting of six items from orientation etc. up to physical arrangement and comfort is evaluated in the range of 3.9 to 4.9 by Group I and in the range of 4.0 to 4.5 by Group II.

5.04 Overall Rating of the workshops: The overall ratings of the workshops were an average of 4.5 for Group I, and an average of 4.1 for Group II.
Opinion and Feedback

5.05 **Strong Points**: Many strong points were listed. The significant points are:
'presentations were good and exercises were excellent; program was very informative, lecturers were very patient and enduring; new information; group atmosphere; participation and team work were new and effective, opening new ways of thinking towards what we are doing; and group work.'

5.06 **Weak Points**: The most significant points mentioned by the majority was that the time was short and more time was needed for the workshops. Some other comments were: 'some of the topics were just touched, elaboration could benefit more, like global issues in irrigation and water sector; very long sessions; time is short; time is short and the room is hot; long working hours; information not distributed before the workshops'.

5.07 **Improvements suggested**: Some of the suggestions for improvements were: 'to select a comfortable place and good service; more time to be allocated; more video shows and field trips; sessions to be longer and far from MOI offices; some incentives to be given to the participants; and decision making processes should be included in the program'.
REFERENCES


LIST OF ANNEXURES
<table>
<thead>
<tr>
<th>ANNEX</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>General Plan</td>
<td>23</td>
</tr>
<tr>
<td>B</td>
<td>Objectives</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>Tentative Schedule</td>
<td>33</td>
</tr>
<tr>
<td>C</td>
<td>List of Participants</td>
<td>39</td>
</tr>
<tr>
<td>D</td>
<td><strong>Exercise - 1:</strong> National Perspectives - Issues in Irrigation Management</td>
<td>43</td>
</tr>
<tr>
<td>E</td>
<td><strong>Exercise - 2:</strong> Review of Agency Programs in the National Context</td>
<td>52</td>
</tr>
<tr>
<td>F</td>
<td><strong>Exercise - 3:</strong> Managers - Leaders</td>
<td>58</td>
</tr>
<tr>
<td>G</td>
<td><strong>Exercise - 4:</strong> Agency Role in the Future</td>
<td>64</td>
</tr>
<tr>
<td>H</td>
<td><strong>Exercise - 5:</strong> Development of MOI Objectives</td>
<td>75</td>
</tr>
<tr>
<td>I</td>
<td><strong>Exercise - 6:</strong> Development of Strategies</td>
<td>82</td>
</tr>
<tr>
<td>J</td>
<td><strong>Exercise - 7:</strong> Performance Assessment</td>
<td>85</td>
</tr>
<tr>
<td>K</td>
<td>Guidelines for designing a Human Resources Development (HRD) Plan</td>
<td>96</td>
</tr>
<tr>
<td>L</td>
<td>Program Evaluation</td>
<td>99</td>
</tr>
</tbody>
</table>
WORKSHOPS ON IRRIGATION MANAGEMENT: TNA RESULTS, STRATEGIC PLANNING AND HUMAN RESOURCES DEVELOPMENT

25 - 30 September, 1993

GENERAL PLAN

INTRODUCTION

MOI and IIMI initiated a new collaborative program focussing on institutional development for the Ministry of Irrigation and Water Resources (MOI) as part of a comparative study of three countries, Malaysia, Bangladesh and Sudan. Two activities were planned to be conducted in 1993. They were the Assessment of Training Needs and Organizational Constraints Assessment (TNA) and workshops on Irrigation Management for the top managers and senior officials of MOI.

The first activity of TNA was conducted from 7 - 18 August in Wad Medani, and involved 135 MOI staff, including managers, researchers and prospective trainers.

The second activity is the workshop on Irrigation Management for the top managers and senior officials of MOI is the subject of this plan.

GENERAL OBJECTIVES

The workshops promoted by MOI and IIMI aim to present the results of the Training Needs and Organizational Constraints Assessment (TNA), and introduce the Strategic Planning and Human Resources Development related to irrigation management to the top managers and senior officials of the Ministry of Irrigation in Sudan.

The major objectives of the workshops are:

1. Deliver the results of training needs and organizational constraints assessment (TNA)

2. Raise the awareness of national participants to major trends and issues in water resources management in general, and in the irrigation sub-sector in particular.

3. Demonstrate to the chief executive and his senior policy-makers the effectiveness of Corporate Planning as a management tool to develop the agency's objectives in harmony with national planning policies, and to manage the change process.
4. Demonstrate the vital role of Human Resource Development Planning in these endeavors.

5. Introduce these concepts to a group of senior and middle managers, to develop a critical mass of professionals and managers in the agency who will facilitate the adoption of these concepts throughout the agency.

6. Exercise Action Plans to facilitate implementation of activities which aim to operationalize the concepts discussed during the workshops.

III PARTICIPANTS

The workshops will have 20 participants for each session. They are the MOI top managers, their assistants and senior engineers who participated in the TNA exercise last August. They will attend the events in the following way.

1st group: 25 - 27 September: Under Secretary and Directors
2nd group: 28 - 29 September: Chief Engineers, Division Engineers, Resident Engineers, Assistant Director of Finance
3rd group: 30 September: Under Secretary and Directors and some from the second group.

IV. TENTATIVE SCHEDULE

The sessions will be conducted from 8:00 to 14:30 for the five days and from 8:30 to 13:30 for the last day of the exercise.

V STRATEGY, METHODS AND TECHNIQUES

The strategy of the workshops was designed to facilitate discussion of staff skills and MOI constraints with the view of exercising Strategic Planning and Human Resources Development for the organization.

This strategy incorporates a series of methods and techniques which promote opportunities for individual and group exercises.

Among others, the following techniques will be used to facilitate the participants’ interaction and learning.

1. Case study
2. Trip around the table
3. Brainstorming
4. Group discussion (small and large groups)
5. Integrated panels
6. Nominal group technique
VI INSTRUCTIONAL MATERIAL

The following instructional materials will be used during this program: transparencies, video, texts (hand-outs), exercise sheets, flipcharts, etc. Bibliography will also be provided to the participants for later readings and studies.

VII RESOURCE PERSONS

The following resource will participate in this program:

(a) Prof. David Constable - Strategic Planning Specialist, IIMI Consultant
(b) Dr P S Rao, Senior Irrigation Management Specialist, IIMI Consultant
(c) Dr M S Shafique, Head, IIMI-Sudan
(d) Mr Charles Abernethy, Senior Technical Adviser, IIMI
(e) Dr Zenete Peixoto Franca, Training Specialist, IIMI

VIII EVALUATION STRATEGIES

Process and Program Evaluation: Since these workshops will be mostly developed through group process and individual methods, the participants will be invited to evaluate the process of learning, interaction, practicing planning, skills, etc. which will take place during the events. They also will assess the organization, planning, implementation including methods, techniques, trainer's performance, instructional materials, etc. used during the program. The group will be invited to give oral feedback also to evaluate the activities as well.

IX CONTENTS OF THE WORKSHOPS

1. MOI: TNA and organizational constraints
2. Global issues in irrigation management
3. Irrigation management - National perspectives
4. Planning and management processes - Corporate planning concepts
5. Management process - Role of Leader/Manager
6. Agency role - Key issues (Mission Statement)
7. Translating mission into action-setting objectives
8. Performance categories, measures and standards
9. Human Resources Development Plan - Strategic context

X EXPECTED OUTCOMES
25 September 1993

DAY I - OBJECTIVES

At the end of the day, the participants will be able to discuss:

(a) the results of Training Needs and Organizational Constraints Assessment (TNA),
(b) global issues in the water sector and in irrigation management,
(c) international initiatives for improving irrigation management and capacity building,
(d) national perspectives on irrigation management, and
(e) challenges for irrigation managers and issues for irrigation management in future.

MATERIALS

A. Hand outs

   Welcome letter
   General plan of workshops
   Workshops schedule
   Draft report on TNA
   Lecture materials

   - Global issues in irrigation development
   - Irrigation management: national perspectives

   Worksheet - Identification of national issues (group exercise)

B. Transparencies

C. Video presentation.
26 September 1993

DAY II - OBJECTIVES

At the end of the day, the participants will be able to:

(a) discuss the organizational management processes and issues,
(b) identify corporate/strategic planning concepts,
(c) describe the roles and qualities of leaders,
(d) write vision and mission statements for the organization, and
(e) translate mission into objectives.

MATERIALS

A. Hand outs

Lecture materials:

- Planning & management processes
- Management process - Role of Leaders/Managers
- Management process - Translating mission into action development of agency objectives and strategies

Worksheets:

- Review of agency programs in national context
- Leadership issues
- Writing and interpreting mission statement
- Development of agency objectives

B. Transparencies
27 September 1993

DAY III - OBJECTIVES

At the end of the day, the participants will be able to:

(a) identify performance categories and indicators for institutional assessment,
(b) select performance indicators relevant to their organization,
(c) describe concepts in human resource development planning, and
(d) discuss an action plan for human resource development in the organization.

MATERIALS

A. Hand outs

   Lecture materials:
   - Performance assessment
   - Planning for human resource development

   Worksheets:
   - Performance indicators
   - Action plan for human resource development

B. Transparencies
28 September 1993

DAY I - OBJECTIVES

At the end of the day, the participants will be able to discuss:

(a) global issues in the water sector and in irrigation management,
(b) international initiatives for improving irrigation management and capacity building,
(c) the organizational management processes and issues,
(d) the agency's mission and objectives, and
(e) describe the role and qualities of leaders.

MATERIALS

A. Hand outs

- Welcome letter
- General plan of workshops
- Workshops schedule
- Lecture materials

- Global issues in irrigation development
- Planning and management processes
- Management process: Role of Leaders/Managers
- Management process: Translating mission into action development of agency objectives and strategies

Worksheet

- Review of agency programs in national context
- Leadership issues
- Writing and interpreting mission statement
- Development of agency objectives

B. Transparencies
29 September 1993

DAY II - OBJECTIVES

At the end of the day, the participants will be able to:

(a) develop objectives for the divisions and branches of the organization,
(b) identify performance categories and indicators for institutional assessment,
(c) select performance indicators relevant to their organization,
(d) describe concepts in human resource development planning, and
(e) discuss an action plan for human resource development in the organization.

MATERIALS

A. Hand outs
   
   Lecture materials:
   
   - Performance assessment
   - Planning for human resource development
   
   Worksheets:
   
   - Development of agency objectives
   - Performance indicators
   - Action plan for human resource development

B. Transparencies
30 September 1993

FINAL DAY

OBJECTIVES

Discuss major issues of Irrigation Management at MOI management in Sudan.

Define major activities for the next phase of the MOI/IIMI program.

Develop action plans to implement activities.

MATERIALS

Worksheet for action plan.
**TENTATIVE SCHEDULE**

**DAY I - SATURDAY, 25 SEPTEMBER 1993**

<table>
<thead>
<tr>
<th>TIME</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>8:00 - 8:30</td>
<td>Welcome by MOI and IIMI</td>
</tr>
<tr>
<td></td>
<td>MCI: Dr A M Adam, Mr Kamal Abdu, Prof. B E F El Monshid</td>
</tr>
<tr>
<td></td>
<td>IIM: Mr Charles Abernethy &amp; Dr M S Shafique</td>
</tr>
<tr>
<td>8:30 - 9:30</td>
<td>Introduction</td>
</tr>
<tr>
<td></td>
<td>* Program &amp; objectives (D constable)</td>
</tr>
<tr>
<td></td>
<td>* Interactive exercise (Z Franca)</td>
</tr>
<tr>
<td>9:30 - 10:00</td>
<td>Breakfast</td>
</tr>
<tr>
<td>10:00 - 10:10</td>
<td>Video show: Needs &amp; constraints</td>
</tr>
<tr>
<td>10:10 - 11:30</td>
<td>Plenary discussion</td>
</tr>
<tr>
<td>11:30 - 11:40</td>
<td>Refreshments</td>
</tr>
<tr>
<td>11:40 - 12:00</td>
<td>Global issues in irrigation management (D Constable)</td>
</tr>
<tr>
<td>12:00 - 12:20</td>
<td>Plenary discussion</td>
</tr>
<tr>
<td>12:20 - 13:00</td>
<td>Irrigation management - National perspectives (D Constable)</td>
</tr>
<tr>
<td>13:00 - 13:10</td>
<td>Refreshments</td>
</tr>
<tr>
<td>13:10 - 14:30</td>
<td>Exercise 1: Issues in irrigation management (take three for</td>
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<td></td>
<td>better reflection technique)</td>
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* END OF DAY I *
**DAY II - SUNDAY, 26 SEPTEMBER 1993**

<table>
<thead>
<tr>
<th>TIME</th>
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<tbody>
<tr>
<td>8:00 - 8:30</td>
<td>Report and discussion on major issues on irrigation management</td>
</tr>
<tr>
<td>8:30 - 9:00</td>
<td>Planning and management processes - Corporate planning concepts (D Constable)</td>
</tr>
<tr>
<td>9:00 - 9:30</td>
<td>Review of agency programs in national context - Exercise no. 2</td>
</tr>
<tr>
<td>9:30 - 10:00</td>
<td>Breakfast</td>
</tr>
<tr>
<td>10:00 - 10:30</td>
<td>Corporate planning (contd..)</td>
</tr>
<tr>
<td>10:30 - 10:50</td>
<td>Role of managers and leaders (D Constable)</td>
</tr>
<tr>
<td>10:50 - 11:50</td>
<td>Role of managers - leaders - Exercise no. 3</td>
</tr>
<tr>
<td>11:50 - 12:00</td>
<td>Refreshments</td>
</tr>
<tr>
<td>12:00 - 12:20</td>
<td>Management processes - Translating the mission into action (D Constable)</td>
</tr>
<tr>
<td>12:20 - 13:20</td>
<td>Agency role in the future - The vision and mission &amp; objectives - Exercise no. 4</td>
</tr>
<tr>
<td>13:20 - 14:30</td>
<td>Report and discussion</td>
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</table>

* END OF DAY II *
**DAY III - MONDAY, 27 SEPTEMBER 1993**

<table>
<thead>
<tr>
<th>TIME</th>
<th>DESCRIPTION</th>
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<tr>
<td>8:00 - 8:30</td>
<td>Discussion on the issues of the exercise 4 - Step 1</td>
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<tr>
<td>8:30 - 9:30</td>
<td>Vision and mission interpretation of MOI mission - Exercise 4 - steps 2 and 3.</td>
</tr>
<tr>
<td>9:30 - 10:00</td>
<td>Breakfast</td>
</tr>
<tr>
<td>10:00 - 11:15</td>
<td>Development of agency objectives</td>
</tr>
<tr>
<td>11:15 - 11:30</td>
<td>Strategic objectives (D Constable)</td>
</tr>
<tr>
<td>11:30 - 12:00</td>
<td>Performance (P S Rao)</td>
</tr>
<tr>
<td>12:00 - 13:00</td>
<td>Exercise - Performance</td>
</tr>
<tr>
<td>13:00 - 13:15</td>
<td>Refreshments</td>
</tr>
<tr>
<td>13:15 - 13:45</td>
<td>Human resources development (Z Franca)</td>
</tr>
<tr>
<td>13:45 - 14:30</td>
<td>Summary of the workshops program evaluation and feedback closure.</td>
</tr>
</tbody>
</table>

*END OF DAY III*
### DAY I - TUESDAY, 28 SEPTEMBER 1993

<table>
<thead>
<tr>
<th>TIME</th>
<th>DESCRIPTION</th>
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</thead>
<tbody>
<tr>
<td>8:00 - 8:30</td>
<td>Welcome by MOI and IIMI</td>
</tr>
<tr>
<td>8:30 - 9:00</td>
<td>Presentation of the program and schedule of activities - Interactive exercise (D Constable &amp; Z Franca)</td>
</tr>
<tr>
<td>9:00 - 9:10</td>
<td>Video show &quot;Needs and Constraints&quot;</td>
</tr>
<tr>
<td>9:10 - 9:30</td>
<td>TNA results (P S Rao)</td>
</tr>
<tr>
<td>9:30 - 10:00</td>
<td>Breakfast</td>
</tr>
<tr>
<td>10:00 - 10:30</td>
<td>Global issues (D Constable)</td>
</tr>
<tr>
<td>10:30 - 11:10</td>
<td>National perspectives: Presentation of the results of the 1st group on major issues in irrigation in Sudan</td>
</tr>
<tr>
<td>11:10 - 11:30</td>
<td>Planning &amp; management processes: Corporate planning (D Constable)</td>
</tr>
<tr>
<td>11:30 - 12:00</td>
<td>Review of agency role (new functions, etc.)</td>
</tr>
<tr>
<td>12:00 - 12:15</td>
<td>Refreshments</td>
</tr>
<tr>
<td>12:15 - 12:30</td>
<td>Presentation of individual and group exercises (show results of the 1st group) - Exercise no. 2</td>
</tr>
<tr>
<td>12:30 - 13:00</td>
<td>Corporate planning techniques</td>
</tr>
<tr>
<td>13:00 - 13:15</td>
<td>Prayer time</td>
</tr>
<tr>
<td>13:15 - 13:45</td>
<td>Role of managers - leaders: Presentation (D Constable)</td>
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<tr>
<td>13:45 - 14:30</td>
<td>Management processes: Presentation (D Constable) - Vision &amp; mission</td>
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<tr>
<td>14:30 - 14:50</td>
<td>Interpretation of the mission statement - Step 3 of exercise no. 4.</td>
</tr>
</tbody>
</table>

* END OF DAY I *
### DAY II - WEDNESDAY, 29 SEPTEMBER 1993

<table>
<thead>
<tr>
<th>TIME</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>8:00 - 8:45</td>
<td>Translating mission into action - Setting objectives (D Constable)</td>
</tr>
<tr>
<td>8:45 - 9:45</td>
<td>Definition of strategic objectives - Exercise no. 6</td>
</tr>
<tr>
<td>9:45 - 10:15</td>
<td>Breakfast</td>
</tr>
<tr>
<td>10:15 - 10:45</td>
<td>Performance categories and standards (P S Rao)</td>
</tr>
<tr>
<td>10:45 - 12:10</td>
<td>Performance categories, measures - Exercise no. 7</td>
</tr>
<tr>
<td>12:10 - 12:20</td>
<td>Breakfast</td>
</tr>
<tr>
<td>12:20 - 13:15</td>
<td>Human resources development (Z Franca)</td>
</tr>
<tr>
<td>13:15 - 13:30</td>
<td>Refreshment</td>
</tr>
<tr>
<td>13:30 - 13:50</td>
<td>Human resources development - Exercise no. 8</td>
</tr>
<tr>
<td>13:50 - 14:15</td>
<td>Preparation for the presentation of results for the top management (final day)</td>
</tr>
<tr>
<td>14:15 - 14:30</td>
<td>Program evaluation and feedback.</td>
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</table>

* END OF DAY II *
### FINAL DAY - THURSDAY, 30 SEPTEMBER 1993

<table>
<thead>
<tr>
<th>TIME</th>
<th>DESCRIPTION</th>
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</thead>
<tbody>
<tr>
<td>8:30 - 9:30</td>
<td>Presentations of Irrigation Management and management issues by group II to group I.</td>
</tr>
<tr>
<td>9:30 - 10:00</td>
<td>Breakfast</td>
</tr>
<tr>
<td>10:00 - 11:00</td>
<td>Discussion on the above topics by groups I &amp; II.</td>
</tr>
<tr>
<td>11:00 - 12:00</td>
<td>Presentation of the action plan (next steps) for MOI-IIMI program (D Constable)</td>
</tr>
<tr>
<td></td>
<td>* Closure and GOOD BYE!</td>
</tr>
<tr>
<td>12:00 - 12:15</td>
<td>Refreshments</td>
</tr>
<tr>
<td>12:15 - 14:00</td>
<td>Wrap-up meeting and discussion of the next steps of the MOI/IIMI program with the First Under Secretary and his senior Under Secretaries.</td>
</tr>
</tbody>
</table>
LIST OF PARTICIPANTS

25 - 27 September 1993

FIRST GROUP

TOP MANAGEMENT GROUP

<table>
<thead>
<tr>
<th>NAME</th>
<th>Directorate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Ahmed M. Adam 1st U/S</td>
<td>HRS</td>
</tr>
<tr>
<td>Prof. B. El Fadl El Monshid</td>
<td>Dams</td>
</tr>
<tr>
<td>Sayed Yousif Fadlalla</td>
<td>Gezira &amp; Managil</td>
</tr>
<tr>
<td>Sayed Abbas Abdalla Ibrahim</td>
<td>Nile Waters</td>
</tr>
<tr>
<td>Sayed AlRayah Mohd. Hamad</td>
<td>Girba &amp; Rahad</td>
</tr>
<tr>
<td>Sayed Ahmed Abdel Waaab</td>
<td>Finance &amp; Adm. Affairs</td>
</tr>
<tr>
<td>Sayed Mohd Abdalla</td>
<td>Mech. &amp; Elect.</td>
</tr>
<tr>
<td>Sayed Mohd Abdalla ElFahl</td>
<td>Projects</td>
</tr>
<tr>
<td>Sayed Osman Abu-Zeid</td>
<td>Projects</td>
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<tr>
<td>Sayed Abu ElGassim El Amil</td>
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<tr>
<td>Sayed Elzein A/Rahim</td>
<td>Deputy 1st Under-Secretary</td>
</tr>
<tr>
<td>Sayed Abdalla Babiker</td>
<td>1st Under-Secretary Office</td>
</tr>
<tr>
<td>Sayed Kamal Abdu</td>
<td>Dams</td>
</tr>
<tr>
<td>El Sir El Khatim Mahmoud</td>
<td>HRS</td>
</tr>
<tr>
<td>Magzoub Ahmed Taha</td>
<td>HRS</td>
</tr>
<tr>
<td>Dr. Ahmed Salih</td>
<td>Rehabilitation</td>
</tr>
<tr>
<td>Dr. Omer Elawad</td>
<td>Rahad</td>
</tr>
<tr>
<td>Sayed Abu Sineina Mustafa</td>
<td>**</td>
</tr>
<tr>
<td>Abdel Bagi Algam</td>
<td>**</td>
</tr>
</tbody>
</table>

* attended only the inaugural session on Saturday 25 September
** Attended only on two days 25, 26 Sept. or 26, 27 Sept.

28 - 29 September 1993
Same attendance
### SECOND GROUP

<table>
<thead>
<tr>
<th>NAME</th>
<th>Directorate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sayed Mohd ElFatih Ibrahim</td>
<td>Accounts</td>
</tr>
<tr>
<td>Sayed Mohtasir Mohd Elamin</td>
<td>Finance &amp; Adm. Affairs</td>
</tr>
<tr>
<td>Sayed Hashim Gamar ElDin</td>
<td>Finance &amp; Adm. Affairs</td>
</tr>
<tr>
<td>Sayed Tag ElSir Ahmed Abdalla</td>
<td>Projects</td>
</tr>
<tr>
<td>Sayed Mohd Sharif ElDin</td>
<td>Projects</td>
</tr>
<tr>
<td>Sayed Abdel Rahim ElSheikh Makawi</td>
<td>Pumps</td>
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<tr>
<td>Sayed ElTahir Yousif Mahmoud</td>
<td>Girba &amp; Rahad</td>
</tr>
<tr>
<td>Sayed Osman El Fadl</td>
<td>Girba &amp; Rahad</td>
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<tr>
<td>Sayed ElTagani Abdalla Farah</td>
<td>Mech. &amp; Electrical</td>
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<tr>
<td>Sayed ElAmin Mohd Nur</td>
<td>Mech. &amp; Electrical</td>
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<tr>
<td>Sayed ElFatih Dulaib</td>
<td>Mech. &amp; Electrical</td>
</tr>
<tr>
<td>Sayed Hassam Ezzeldin</td>
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<td>Sayed Abdel Rahim Ahmed Hussein</td>
<td>Gezira &amp; Managil</td>
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<tr>
<td>Sayed Idris Mohd Idris</td>
<td>Gezira &amp; Managil</td>
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30th September 1993

<table>
<thead>
<tr>
<th>NAME</th>
<th>HRS</th>
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<tr>
<td>Prof. B. El Fadl El Monshid</td>
<td>Mech. &amp; Elect.</td>
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<tr>
<td>Sayed Osman Abu-Zeid</td>
<td>Projects</td>
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<td>Sayed Abu ElGassim El Amil</td>
<td>Projects</td>
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<tr>
<td>Sayed Abdalla Babiker</td>
<td>Deputy 1st Under-Secretary</td>
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<tr>
<td>Sayed Kamal Abdu</td>
<td>Rehabilitation</td>
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<td>Sayed Abu Sineina Mustafa</td>
<td>Finance &amp; Adm. Affairs</td>
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<td>Sayed Mohtasir Mohd Elamin</td>
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<td>Sayed ElAmin Mohd Nur</td>
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<td>Abdel Bagi Algam</td>
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</tbody>
</table>
Thursday, 30 September 1993

Name

Prof. B. El Fadl El Monshid
Kamal Abdu
Abdul Hakim EL Shiekh Mekawi
A L Amin Mohamed Now
A L Gam
Tog ElSieur Ahmed Abdallah
Abusinamin
AlFahal
Abadalla Babikeur
Hashim Gamar ELQin
Ahmed ALBashir
AL TTSant Farah
Abdul A L Rahim Ahmed
Mutassim Mohamed Al Amin
Abbas Abdalla Ibrahim
ALFatih Dolaib
Osman ALWazeur
Dr M S Shafique
Mr Charles Abernethy
Dr David Constable
Dr P S Rao
Dr Zenete Franca

28 September 1993

Osman Fadal Algardir
ALTahir Yonsil
Taj Alsir Ahmed
Hossain Ezzeldin
Mohamed Dolub
Alamin M Now
ALRahim Mekear
Hashim Faler Aldin
ALTigani Alalla Farah
Idrees M Idrees
Abdul Rahim Ahmed
Mohd. Alfatih Ibrahim
Mutassim M ALAmin
29 September 1993

NAME

Hashim Gamar AL Pin
ALTigani Abdalla Farah
Abdel Rahim Ahmed
Mohd. Alfatih Ibrahim
Muttassim ALAmin
Abdul Rahim Al Sheikh Mekaur
ALAmin Mohd. Nowr
ALFatih Do Leeb
Mohd. Sharaf Al Bin
Taj Alsir Ahmed
Hussain 133 ALBin
Osman Fadal Abdel Gadir
AL Tahir Tousif
Idrees Hameed Idrees
EXERCISE - 1

National Perspectives - Issues in Irrigation Management
(Take three for better reflection technique)

DIRECTIONS

A. INDIVIDUAL PREPARATION (10 minutes)

1. Think about the national issues that will have an impact on MOI policies and program in the future.

2. Identify and list three national issues in the attached sheet.

B. WORKING IN TEAMS (Small groups) (30 minutes)

3. Form a team of five participants to discuss the individual’s lists and write a long list of national issues including your own ideas and views.

4. The team quickly identifies a rapporteur to write down carefully the group’s contributions. Keep in mind that the rapporteur should include his/her own contributions too.

5. Identify with your group the three major national issues and write them on the flipchart to report to the whole group.

C. REPORT TO THE WHOLE GROUP YOUR THREE MAJOR NATIONAL ISSUES (10 minutes)
A. INDIVIDUAL EXERCISE

Three national issues
1. ................................................................................................................
2. ................................................................................................................
3. ................................................................................................................

B. TEAM EXERCISE
................................................................................................................
................................................................................................................
................................................................................................................
................................................................................................................
................................................................................................................
................................................................................................................
................................................................................................................
................................................................................................................

C. THREE MAJOR NATIONAL ISSUES ON THE FLIPCHART

"This worksheet completed by the rapporteurs will be collected by the facilitators"

(Note: Only one worksheet will be collected from each group)
BACKGROUND MATERIAL FOR
EXERCISE - 1

INTRODUCTION

Participants are asked to reflect on the National issues that will have an impact on Agency Policies and Programs in the future.

The Development of overall Government Policies, Objectives and Strategies is the outcome of a series of dynamic interactions. Some objectives require long periods for their achievement, e.g. self-sufficiency in food production.

However, at any particular stage of development there will be a set of specific issues, which need to be addressed in policy development.

The relative priority and criticality of some issues may change over time. Policies in the water and agriculture sectors can be influenced by international events and pressures, variable climatic conditions (e.g. droughts, floods) as well as by internal political, economic and social changes.

Resource material

The groups' discussions may be assisted by consideration of the following questions and summary.

Two questions for an irrigation agency

What impact will the shift to integrated water resources management policies have on the role and functions of this agency?

What are the likely changes in agricultural production in the short to medium term say (5-20 years) requiring appropriate policy changes in the agency?

The exploration of these issues might be assisted by considering the following questions:

What are the relative roles of Government, Government Institutions (including the irrigation agency) and the private sector (including farmers) for irrigation and drainage for agriculture?
Are existing Water Laws and/or Proclamations and Regulations appropriate as far as specifying and protecting individual entitlement to the water supply service, and in defining the accountability of institutions?

How do government, their institutions and farmers interact at the strategy planning and operational level?

By what processes should the defined "levels of service" be determined and specified?

Are the existing "levels of service" to be provided to users of the system clearly defined and capable of being met?

Will improved or changed "levels of service" be required to meet the demands of irrigated agriculture in the future?

Can these re-defined "levels of service" be provided by improving existing operational performance?

Is additional investment required in modernizing systems or improving existing services?

How should the costs of re-development and on-going operation and maintenance costs to provide these "levels of service" be identified and recovered or shared?

Are the existing Management Information Systems appropriate to provide a basis for management decisions in the short and longer term?

**STRATEGIC CONCERNS IN THE IRRIGATION SECTOR**

Strategic thinking in the irrigation sector

- Strengthen the analytic capacity of irrigation agencies to:
  - devise sustainable long-term investment strategies
  - appraise investment proposals
  - manage water resources at the basin level

- plan conjunctive use of ground and surface water
- monitor natural resource use and devise strategies to protect the resource base to ensure sustained irrigation performance.

**Improved public sector agency performance**

Strengthen the management capability of irrigation agencies, and promote a re-orientation of organization and staff objectives to irrigation system performance

Establish an increased client and service orientation in irrigation agencies to promote:

- increased flexibility in operating plans and decisions
- increased farmer participation in system management
- establish a basis for the transfer of responsibility for O & M of tertiary systems to farmer organizations.

**Revenue and economic policy issues**

Cost and recovery policies and strategies

- Develop cost-effective long-term strategies for maintenance and rehabilitation
- Promote more effective policy co-ordination within and between the water and agriculture sectors

**Expanded private sector participation**

Establish conditions for sustainable and effective water user organizations

Establish mechanisms for effective participation of farmer organizations the management of irrigation schemes, particularly in their operation and maintenance.

**Expand effective irrigated area and improve irrigation system performance**

- Modernize existing systems to create the flexibility needed to meet new patterns of water demand associated with crop diversification and the introduction of new technology
- Expand planned conjunctive use of surface water and groundwater
- Expand water supplies to increase the effective irrigated area and the intensity of irrigation by:
  - improved river basin water management
  - improved efficiency and effectiveness of irrigation water use.
RESULTS OF EXERCISE 1

MAJOR ISSUES IN IRRIGATION MANAGEMENT IN SUDAN

Top Managers of MOI - First Group

A. INDIVIDUAL EXERCISE

Three national issues:

1. New project with existing capacity
2. Politics
3. Water control related to agriculture and power

1. Organization of MOI
2. Application of free market economy on the irrigated sector
3. Change of tenants to farmers and the taxes they pay.

1. Food security
2. Self dependence & sufficiency
3. Development of water resources to meet the agricultural national strategy for the coming 10 years.

1. The relation between MOI and water user associations paying water rates. Receiving services - agriculture.
2. Development budget - depends saved money.
3. Self sufficiency in food production can not be achieved all through - weather changes.
B. TEAM EXERCISE

1. Privatization of agricultural services.
2. Responsibilities & relationship of MOI & water users.
3. Accountability & measures i.e. quality of services Vs level of fees.
4. New projects with existing capacity.
5. Priorities related to policy.
6. Water control related to agricultural & power.
7. Financial problems
8. Limitation of training.
9. Shortage of equipments.

---

1. Roseries Dam heightening.
2. Rehabilitation of Sennar dam.
4. Political.
5. Privatization.
6. Farmers participation.

---

1. To utilize Sudan water share as agreed on Nile Water Agreement.
2. Increase Sudan water resources by reducing losses in the Nile & making use of non Niletic river and ground water.
3. Achieve food security.
2. Privatization policy.

C. THIRD PHASE C

THREE MAJOR ISSUES

GROUP A

1. Privatization of agricultural services.
2. Responsibilities & relationship of MOI & Water users.
3. Accountability Measures i.e. quality of services Vs level of fees.

GROUP B

1. Government policy towards food security vertical & horizontal experience in irrigated schemes.
2. Privatization policy.

GROUP C

1. To utilize Sudan water share as agreed on the Nile water agreement.
2. Increase Sudan water resources by reducing losses in the Nile and making use of water available for non-Niletic rivers, seasonal streams (Khors) and ground water.
3. Achieve food security as well as self sufficiency of agricultural products.

GROUP D

1. Privatization.
2. Changing the tenants to farmers and the taxes they pay.
3. Heightening of Roseires dam.
September 28, 1993

RESULTS OF EXERCISE 1
ADDITIONAL ISSUES IN IRRIGATION MANAGEMENT IN SUDAN

Chief Engineers, Divisional Engineers etc. - Second Group

GROUP A
1. Problem of Financing.
2. Rehabilitation of Existing Schemes.
3. Problem of Training.

GROUP B
1. Rehabilitation of existing projects.
2. Development of ground water - exploitation to supplement irrigation.

GROUP C
1. Rehabilitation of existing schemes. (all structures, civil and mechanical).
2. Management and development of organizational structures and human resources.
3. The Central Government strategic plan.
4. Improvement of communications.

GROUP D
1. Group of villages to form a larger service area.
2. Utilization of Hydro-power generation potential areas to increase pumping of water for irrigation.
EXERCISE - 2
Review of Agency Programs in the National Context
Integrated Panel

DIRECTIONS

1. Divide the participants into 5 small groups.

<table>
<thead>
<tr>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
<th>Group 5</th>
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</table>

2. Each group receives the exercise sheet along with the list of issues for discussion on 4 categories mentioned in the section C of the attached sheet of background material.

3. The first phase: The small group participants discuss and summarize the group’s findings on all the issues. However, each participant is expected to record only the summary of the issue (A or B or C or D) assigned to him/her on the top of the page.

4. The second phase: The participants of each group will join their partners from the other groups who have the same letter (A or B or C or D) on the top of the page. Elect a rapporteur. Then, they share their respective summaries from the first phase, discuss it, and then write the final report compiling the groups’ ideas on the specific issue.

5. Final phase: The rapporteur of each group is invited to write the summary report on the flipchart and present it to the audience for discussion.

LET'S USE THE FLIPCHART AS AN INSTRUCTIONAL MATERIAL. IT SHOULD BE CLEAR, CONCISE AND READABLE FROM A DISTANCE.

Thank you,
First phase: SUMMARY OF SMALL GROUP'S FINDINGS

Final phase: SUMMARY REPORT ON THE FLIPCHART

"This worksheet completed by the rapporteurs will be collected by the facilitators"

(Note: Only one worksheet will be collected from each group)"
BACKGROUND MATERIAL FOR
EXERCISE - 2

I. In Exercise no. 1, workshops participants were asked to reflect on the national issues that will have an impact on agency policies and programs in the future.

II. In Exercise no. 2, participants are asked to compare their findings on the national issues and priorities, with the current range and thrust of existing agency activities.

III. The participants might consider these issues and record their findings in the following 4 categories:

A. **New functions or activities** which should be performed by the Agency, either exclusively or in co-operation with other agencies (Government or Private).

B. **Existing functions or activities** which should have greater priority and/or resources.

C. **Existing functions or activities** which should have lesser priority and/or resources.

D. **Existing functions or activities** which should be discontinued or transferred to other agencies.
RESULTS OF EXERCISE 2

ROLES OF THE AGENCY

Top Management - First Group

GROUP A

QUESTION A:

New functions or activities which should be performed by the Agency, either exclusively or in co-operation with other agencies (Government or Private)

1. Privatization puts the responsibility of collecting water rates by MOI.
2. Increase of the yield of Nile waters [Jonglei Canal and Swamps]
3. Heightening of Roseires dam and development of Kenana and Rahad Canals.
4. Hydropower generation.

GROUP B

QUESTION B:

Existing functions or activities which should have greater priority and/or resources.

1. Operation and maintenance improvement by renovation and rehabilitation and employing more competent staff.
2. Training of staff for better management.
3. Improvement of living conditions in the field i.e. houses, health care etc.

GROUP C

QUESTION C:

Existing functions or activities which should have lesser priority and/or resources.

1. Complaints of farmers have to be dealt with by agricultural authorities and not MOI.
2. O&M of very small irrigation schemes (less than 1000 feddans).
3. Major maintenance of very old machines (say cars) to be of lesser priority.
GROUP D

QUESTION D:

Existing functions or activities which should be discontinued or transferred to other agencies.

No activity to be discontinued; but transferred from MOI to other Agencies viz.:-

1. Maintenance and operation of minor canals.
2. Maintenance and operation of schemes less than 5000 feddans downstream the source to private sector or co-operatives.
3. Purchase.
RESULTS OF EXERCISE 2 - ROLES OF THE AGENCY

ROLES OF THE AGENCY

Chief Engineers, Divisional Engineers, etc. - Second Group

GROUP A

NEW FUNCTIONS OR ACTIVITIES

1. Water control should be achieved by MOI up-to after ke A/XX (Abu Ishreen).
2. Development of ground-water and generation of hydroelectric power.
3. Drinking water management.

GROUP B

EXISTING FUNCTIONS OR ACTIVITIES

GREATER PRIORITY

1. Rehabilitation of existing schemes.
2. Development of surface water resources for irrigation.
3. Construction of new schemes Kenana & Rahad.

GROUP C

EXISTING FUNCTIONS OR ACTIVITIES

LESSER PRIORITY

1. The small pumping schemes between 1 - 5 thousand feddans.

GROUP D

EXISTING FUNCTIONS OR ACTIVITIES - SHOULD BE DISCONTINUED OR TRANSFERRED

1. The transfer of small schemes (White Nile, Blue Nile and Northern agricultural Corporation) to any other Agency.
EXERCISE 3

MANAGERS - LEADERS
(Integrated Panel Technique)

Top Managers - First Group

A. DIRECTIONS:

1. Divide the participants into 5 small groups of 4 participants.

2. Make sure that each sheet has question number 1 or 2 or 3 or 4 on the top of the page. (5 minutes)

3. The first phase: The four participants discuss and summarize the questions given below. Elicit two contributions from each participant and decide on three major items. The responsibility to write down the group's answers is assigned to the person with the corresponding no. at the top of the page. i.e. the participant with no. 1 will record the responses of question 1. The participant with no. 2 will record the responses for question 2, and so on. (30 minutes)

4. The second phase: The participants will join their partners from the other groups who have the same question number of the page. Then, elect a rapporteur. They share the final responses given by the peers during the first phase. The new partners discuss them and decide on the three most important issues out of the 12. (10 minutes)

5. Final phase: The rapporteur of each group is invited to write the responses on the flipchart and present it to the large group. (15 minutes)

QUESTIONS

<table>
<thead>
<tr>
<th>Nos.</th>
<th>Questions</th>
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<tbody>
<tr>
<td>1</td>
<td>Qualities or attributes of managers-leaders.</td>
</tr>
<tr>
<td>2</td>
<td>Problems which prevent them to be good leaders in irrigation schemes</td>
</tr>
<tr>
<td>3</td>
<td>Conditions which are favorable to demonstrate leadership skills in irrigation environment.</td>
</tr>
<tr>
<td>4</td>
<td>What are the major functions of managers-leaders in irrigation organizations in your country?</td>
</tr>
</tbody>
</table>
RESULTS OF EXERCISE 3

MANAGERS - LEADERS

Top Managers - First Group

FIRST PHASE:

A. INDIVIDUAL EXERCISE

1. Confidence
2. Suitability
3. Honesty

1. Decision maker
2. Friendly good relations with his subordinates
3. Ability to convince by logic

1. Planning of programming
2. Follow-up
3. Evaluating & feedback

B. TEAM EXERCISE

- Patient
- Honest
- Decision
- Flexible
- Cooperative
- Good listener
- Lack of power delegation
- Limitation of budget & expenditure constrain

- Putting strategic plan for his
- Annual working program
- Budget plan and discussion with ministry of finance
- Implementation program
C. THREE MAJOR NATIONAL ISSUES ON THE FLIP CHART

GROUP A

QUESTION. 1

QUALITIES OR ATTRIBUTES OF MANAGER - LEADER

1. Confidence
2. Patient
3. Convincing

GROUP B

QUESTION. 2

PROBLEMS WHICH PREVENT TO BE GOOD LEADERS

1. Lack of power delegation and authority
2. Limited budgets and financial regulations.
3. Shortage of qualified skilled staff

GROUP C

QUESTION 3

CONDITIONS TO BE GOOD LEADER

1. Reliable qualified and trained staff and facilities.
2. Required Budget.
3. Power delegation.

GROUP D

QUESTION 4.

MAJOR FUNCTIONS

1. Putting the strategic planning for his department.
3. Evaluation and follow up & feedback.
EXERCISE 3

MANAGERS - LEADERS
(Modified Nominal Group Technique)
Chief Engineers, Divisional Engineers, etc. - Second Group

1st Phase Each participant will write down three major qualities of managers - leaders individually.

2nd Phase Each one will be invited to say the qualities from his/her own list, one by one, repeating this exercise until we have everyone's list on the flip chart.

3rd Phase Randomly, the facilitator will invite a few authors to explain why they consider the given qualities to be the major ones.

4th Phase Each participant will individually choose and rank the three most important qualities of a managers-leaders out of the long lists written on the flip charts, as results of the above process.
RESULTS OF EXERCISE 3

MAJOR QUALITIES OF MANAGERS - LEADERS
(Modified Nominal Group Technique - 2nd Phase)

Chief Engineers, Divisional Engineers, etc. - Second Group

1. Broad Minded
2. Good Policies
3. Vision
4. Ability to inspire others
5. Needs to know what he is doing
6. Good experience
7. Punctual in work
8. Patient
9. Cooperative
10. Respect subordination
11. Decisive
12. Accurate
13. Honest
14. Qualified and Skillful
15. Wide knowledge
16. Appraise staff capability
17. Technical efficiency
18. Transfer ideas to others
19. Good manners
20. Just and Friendly
21. Trust in subordinates
22. Follow up & evaluate achievements
23. Create good leaders
24. Know management techniques
25. Depends on feedback reports
26. Allow others to do jobs on their own way under his supervision.
27. Good attendance at is office
28. Explore other people's capabilities and activities.
29. Very perfect.
RESULTS OF EXERCISE 3

MAJOR QUALITIES OF MANAGERS - LEADERS
(Modified Nominal Group Technique - 2nd Phase)

Chief Engineers, Divisional Engineers, etc. - Second G

(No. of participants: 14)

<table>
<thead>
<tr>
<th>RANK</th>
<th>QUALITY</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Decisive</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>* Vision</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Broad minded</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Follow up and evaluate achievements.</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>* Good Policies</td>
<td></td>
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<tr>
<td></td>
<td>* Punctual in work</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>* Accurate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Honest</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Transfer ideas to others.</td>
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</tbody>
</table>

(Total number of qualities generated by the group is 29. Each participant was asked to contribute three qualities in the first round; and to select three out of 29 in the second round. Total number is only 29 because of some reposition).
EXERCISE - 4

Agency Role in the Future
(The Vision and Mission
(Trip around the table technique)

Step 1  Redefinition of agency role.

Step 2  Vision and Mission Statements
(Trip around the table technique)

Step 3  Interpreting the Mission

DIRECTION

1. Form 4 groups of participants

   A
   B
   C
   D

2. Each group will elect a rapporteur.

3. Each group will work on one question assigned below.

4. The groups will have 10 minutes to discuss and answer only one question.

5. The rapporteur will compile the group responses in a sheet of paper (should be a list of about 3 items)

6. In the next step, the rapporteur will begin the 'trip around the able'. He/She will have 3 minutes to visit each table.

7. He/She will present his/her group question and answer to the new table and will collect contributions from the participants to improve his/her list.
8. After visiting the three other tables, he/she goes back to his/her own group, share the contributions collected during the "trip" and make group decision on the five major contributions in 10 minutes.

9. The *rapporteur* will write these contributions on the flip chart to present it to the audience (5 minutes).

10. Each group will have 3 minutes to present the group's results on the respective questions assigned to them.

11. At the end, the participants will be invited to work in the same groups to:

   20 minutes

   (a) prepare one statement of VISION for the future of the agency;

   (b) prepare one MISSION statement for MOI

   (c) present both VISION and MISSION statements to the audience.

   20 minutes

12. To decide (i) which groups (persons and agencies) should the Mission Statement be addressed (for example for the government and Minister, for the other agencies, for staff of MOI, for clients, farmers, consumers, etc.;

   (ii) To write on essential brief statement to interpret the Mission to each group;

   (iii) To write on the flip chart and present to the audience.

**QUESTIONS FOR STEP 1**

a) What does Government require of us?

b) Who are the "clients" or "stakeholders" of our business? What do they expect from us?

c) What are the most important functions for the Agency to carry out?

d) What are the desirable attributes and characteristics the Agency should aspire to in the execution of its role?
EXERCISE - 4

STEP 1

1. GROUP RESPONSES

2. FIVE MAJOR CONTRIBUTIONS ON THE FLIP CHART.

3. VISION STATEMENT (short statement)

4. MISSION STATEMENT. (short statement of 30-40 words)

5. INTERPRETATION OF THE MISSION

   Write the name of the group addressed and the interpretation of the mission statement to the group.

"This worksheet completed by the rapporteurs will be collected by the facilitators"

(Note: Only one worksheet will be collected from each group)"
BACKGROUND MATERIAL

STEP 2: VISION AND MISSION

A. VISION STATEMENT outlines and focuses on the ideal end-state you want to create in the future for the Agency. The description of that exciting, ideal end-state is called a vision.

«A vision is not a plan. You might have a vision of what you want to create, but you don't know how to get there. If you know how to get there, it is no longer a vision, but a plan.»

MISSION STATEMENT is a short succinct statement which sets out the essential purpose of the organization. Its purpose is to provide a clear and common understanding of the Agency role within and outside the organization.

STEP 3: INTERPRETING THE MISSION

While a mission statement is a necessarily brief statement, it will need some interpretation to different sets of interest groups or "clients" - e.g., The Mission will have a different implication for staff and those outside the organization.

The Mission Statement might be interpreted and explained to the various interested groups or parties. The brief clarification will convey to those groups, how the Agency role will be exercised in respect of their particular interest.

---

RESULTS OF EXERCISE 4 - STEP 1
AGENCY ROLE IN THE FUTURE
Top Managers - First Group

GROUP A.

WHAT DOES THE GOVERNMENT REQUIRE OF US?

1. To secure agricultural products through insuring water supply to farmers.
2. Providing hydro power generation according to Dam operation.
3. New schemes execution and improvement of existing schemes.
4. Developing water resources to satisfy future need.
5. River training and flood control.

GROUP B.

CLIENTS? OR "STAKEHOLDER"?

* Clients are:
  Classical agricultural corporations - could be Sugar Corporations single farmers or unions.

* Private sector looking for:
  Technical advise in the fields of water.

* National electricity Corporation - concerning hydro-power generation.
* Domestic water supply rural and urban.

* Records of rivers data. What they expect:
  * Satisfy their water requirements according to their needs.
  * Water resources utilization.
  * Planning and Design execution of irrigation projects.
  * Research for solutions for irrigation problem.
GROUP C

MOST IMPORTANT FUNCTIONS FOR THE AGENCY

* Development of water resources in the country.
* Planning, Designing and supervising of construction of new developed schemes.
* Operation and maintenance of existing schemes and newly developed projects.
* River training and cities protection against floods.
* Flood early warning system.

GROUP D

DESIRABLE ATTRIBUTES THE AGENCY SHOULD ASPIRE TO...

* Responsive to "client" needs food security & agricultural products. Service oriented - value for money.
* The ministry to achieve it's goals (achievement oriented) of making efficient use of the available water resources to reach production targets (food basket).
* To improve its technical capabilities (innovative technically).
* To increase hydro power generation (competent).
* Introduction of new techniques (looking to adopt best practices).
RESULTS OF EXERCISE 4 - STEP 2
VISION AND MISSION STATEMENTS
Top Managers - First Group

GROUP A.
VISION
Utilization of our share in Nile waters and developing other resources available to secure water needs.

MISSION
Good management and Conservation to make sure that water in manner to a maximum benefit.

GROUP B.
VISION
Water
Users
Advisor
Bureau

MISSION
Conservation
Development
and Control of Water Resources.

GROUP C.
VISION
Optimum utilization of the water resources to satisfy present and future needs.

MISSION
Development of surface and ground water resources for water users benefit.

GROUP D.
VISION
The Ministry of Irrigation to be able to fully utilize all available water resources for the benefit of its people.

MISSION
To supply water to all its clients to their satisfaction.
MOI MISSION STATEMENT

Top Managers - First Group

At the end of this exercise (*exercise 4 - step 2*), the participants agreed in considering the MOI MISSION STATEMENT, as the outcome of this exercise, as follows:

CONSERVATION, DEVELOPMENT AND CONTROL OF WATER RESOURCES (SURFACE AND GROUND WATER) AND SUPPLY OF WATER TO ALL CLIENTS TO THEIR SATISFACTION.

"Workshops on Irrigation Management: Delivery of TNA Results, Strategic Planning and Human Resources Development" MOI/IIMI, 27 September 1993.
RESULTS OF EXERCISE 4 - STEP 3

INTERPRETING THE MISSION OF MOI

Chief Engineers, Divisional Engineers, etc. - Second Group

GROUP A

INTERPRETING THE MISSION OF MOI TO:

Government/Ministers

1. We are making life!

2. Water is life in Sudan
   a) We irrigate the land.
   b) We make electricity
   c) We give people water to drink.

3. We protect our country from island's hazard.

GROUP B

INTERPRETING THE MISSION OF MOI TO:

Clients/Water Users

MOI means:

1. Supply of water

2. Adequate water supply to satisfy all your needs. In a cost-effective way; and compensate the clients in case of not satisfying agreed levels of service.
GROUP C

INTERPRETING THE MISSION OF MOI TO:

MOI staff

MOI will:

1. Meet water needs for Agricultural schemes.
2. Take care of the construction of water canals and structures.
3. Manage of water distribution.
4. Store and control (dams) water for irrigation and generation of electricity.
5. Solve problems of irrigation through research, staff development, training etc.).

GROUP D

INTERPRETING THE MISSION OF MOI TO:

Other agencies

MOI will be responsible for:

- Water resources development & irrigation. Task in Sudan is entirely shouldered by MOI. Irrigation responsibility in all national agricultural schemes including planning, design, execution operation & maintenance which is carried by MOI.
- MOI expects to collaborate with other agencies.
AN EXAMPLE CF:

Interpreting the Mission Statement in Malaysia: The Department of Irrigation and Drainage (DID) in Malaysia will

1. develop its programs and activities in accordance with the government's economic, financial, social and environmental policies.

2. co-operate with other relevant agencies of government and develop co-ordinated policies and programs for the sustainable development and management of Malaysia's water resources.

3. Adopt planning and management processes which will ensure that DID remains responsive to its clients' needs and delivers its services in a cost-effective manner.

4. Maintain an organizational environment which will encourage staff participation in the achievement of DID's objectives, and provide opportunities for the continuing development of their skills.
EXERCISE - 5

Development of MOI Objectives
(Take three for better reflection technique)

DIRECTIONS

A.  INDIVIDUAL PREPARATION
     (10 minutes)

1.  Think about the objectives by which the MOI will achieve its mission.

2.  Identify and list three major broad objectives in the attached sheet. These objectives can be identified as objectives of purpose.

B.  WORKING IN TEAMS (Small groups)
     (30 minutes)

3.  Form a team of five participants to discuss the individual's lists and write a long list of objectives including your own ideas and views.

4.  The team quickly identifies a rapporteur to write down carefully the group's contributions. Keep in mind that the rapporteur should include his/her own contributions too.

5.  Identify with your group the three major objectives and write them on the flipchart to report to the whole group.

C.  REPORT TO THE WHOLE GROUP YOUR FIVE MAJOR OBJECTIVES FOR MOI
     (10 minutes)
A. INDIVIDUAL EXERCISE

Three major objectives

1.

2.

3.

B. TEAM EXERCISE

C. THREE MAJOR NATIONAL ISSUES ON THE FLIPCHART

"This worksheet completed by the rapporteurs will be collected by the facilitators"

(Note: Only one worksheet will be collected from each group)
RESULTS OF EXERCISE 5
MOI MAJOR OBJECTIVES
Top Managers - First Group

A. INDIVIDUAL EXERCISE

THREE MAJOR OBJECTIVES

1. Planning & designing
2. Training
3. Rehabilitation, maintenance, operation and follow up

1. Heighten Roseiris dam in order to generate more hydro-electric power and utilize Sudan share of Nile waters.
2. Renovate Sennar dam in order to satisfy water requirements.
3. Develop the HRS in order to solve the many irrigation problems.

1. Studying & planning
2. Designing & executing of new schemes analyzing of outcome.

1. Increase of stored water by heightening of dams.
2. Increase of the yield of Nile waters by Jongli canal.
3. New canals Kennana and Rahad.

1. Studying and planning of the forthcoming schemes.
2. Designing and executing that schemes.
3. Operating and up-keeping the forthcoming and future schemes.
1. Plan & design irrigation schemes & dams properly to accommodate easy control and management of water by training the staff.

2. To introduce modern technology for O & M by introducing sufficient machinery and measuring equipments.

3. To establish good means for communication by introducing efficient telecommunications.

1. To solve problem of water shortage in the West of Sudan by more work

2. To develop Kenana, Rahad in water resources and heightening of Roseries dam from under ground rains by applying human & financial resources in the country.

1. To design and plan for building the new hydraulic structures for supply of water and electricity generators.

2. To maintain and rehabilitate the exist structures for supplying of water to client satisfaction.

3. To use modernization and advanced system to improve level of service and reduce cost.
B. TEAM EXERCISE

* Financial and technical support to the research work in order to solve existing and future irrigation problems.

* Heightening Roseires dam in order to generate more hydro-electric power and utilize the Sudan share of Nile water in Kennana & Rahad.

* Rehabilitation and Renovation of irrigation infrastructures in order to achieve optimal utilization of water resources.

* Financial and technical support to the H.R.S. in order to solve the irrigation problems.

* Studying - planning - designing and executing of new schemes.

* Development of available water resources.

* Study and planning, design and executing of new irrigation schemes.

* Development of new water resources surface and ground and max utilization of existing water.

* Increase storage capacity by heightening dams.

* Operating & up keeping irrigation schemes efficiently.

* To plan design of execute the necessary hydraulic structure to supply water to users.

* Maintain and rehabilitate the existing irrigation infrastructure for supplying water.

* To use modern and advanced system to improve level of service and reduce cost.
C. THREE MAJOR NATIONAL ISSUES ON THE FLIPCHART

GROUP A
1. Studying planning - designing and executing of new schemes.
2. Development of available water resources (surface ground)
3. Operating and maintaining existing irrigation projects.

GROUP B
1. Heightening of Roseires dam in order to generate more hydro-electric power and the utilization of the Sudan share of the Sudan share of the Nile waters in developing Kennana and Rahad.
2. Rehabilitation of irrigation infrastructures and implementation of modern techniques in order to achieve optimal utilization of water resources.
3. Financial and technical support to the research work in order to solve existing and future irrigation problems.

GROUP C
1. To solve problem of water shortage in the West by more work in rain & ground water development.
2. Grouping of the schemes in the Blue & White Nile to improve the system.
3. To establish better telecommunication for better water control.

GROUP D
1. To plan, design & execute the necessary hydraulic structure to supply water to users.
2. Maintain & rehabilitate the existing irrigation infra-structures for supplying water.
3. To use modern & advanced systems to improve level of service & reduce cost
REFINEMENT OF M.O.I. OBJECTIVES OF PURPOSE
(Proposed by the Facilitators)

1. PLANNING & DEVELOPMENT
   - To plan the sustainable development, control and management of surface and ground water resources in ways which are most beneficial to the people of Sudan.

2. OPERATION & MAINTENANCE
   - To operate and maintain necessary infrastructure to provide water & water-related services to clients at agreed levels of service at minimum achievable cost.

3. FINANCE & ADMINISTRATION
   - To adopt financial management and administrative procedures to ensure that M.O.I. acts (i) in a realistic, reasonable and responsible manner; and (ii) acts in a commercially responsible and business-like manner. [(i) and (ii) are alternatives].

4. RESEARCH AND DEVELOPMENT
   - To provide financial support through MOI and new technologies and trained staff to support applied research work in order to solve existing and future irrigation problems.

5. HUMAN RESOURCES DEVELOPMENT
   - To provide MOI staff with relevant knowledge; opportunity for the development of positive attitudes and skills; opportunity for the development of leadership qualities to upgrade and enhance irrigation system performance.

6. ORGANIZATIONAL DEVELOPMENT
   - To create an organizational environment which will provide and maintain high levels of accountability, efficiency and effectiveness, and is a safe and satisfying suitable work place, work facilities and staff ambitions.
EXERCISE - 6

Development of Strategies
(Small group exercise)

Chief Engineers, Divisional Engineers, etc. - Second Group

DIRECTIONS

(30 minutes)

1. Form groups with participants having similar functions, and elect a rapporteur among them.

2. Each group will select an objective of purpose from the list of broad objectives of exercise 5 for their consideration based on their specific area of work.

3. The groups will discuss and formulate the strategies (strategic objectives) and activities (strategic objectives) by which the selected objectives will be achieved.

4. The rapporteur will present the results of the group exercise on a flip chart followed by discussion.
RESULTS OF EXERCISE 6

STRATEGIC OBJECTIVES

Chief Engineers, Divisional Engineers, etc. - Second Group

GROUP A

PLANNING & DEVELOPMENT

STRATEGIC OBJECTIVES

1) Heightening of Reservoirs dam
2) Solve problem of water in West.
3) Development of available water resources (surface and ground water).

GROUP B.

OPERATION & MAINTENANCE

STRATEGIC OBJECTIVES

1. Silt removal program.
2. Weed control program.
3. Conversion of diesel operated plants to electric operated plants.
4. Rehabilitation of conveyance system.

GROUP C.

FINANCE & ADMINISTRATION

STRATEGIC OBJECTIVES

1. The development of adequate communication and information systems e.g. introduction of new methods and techniques e.g. - use of computers.
2. Staff training program.
3. Improvement of financial and administrative rules and regulations.
4. Constant review of the terms of service and salary structure.
5. Constant follow up of economic and financial changes and policies.

GROUP D.

ORGANIZATIONAL DEVELOPMENT

STRATEGIC OBJECTIVES

1. Establishment of organizational structure specifying description of jobs.
2. Provision of relevant training for various levels of staff.
3. Provision of necessary work facilities, including transport and efficient communication.
4. Provision of satisfactory salaries, incentives and social insurance.
EXERCISE - 7

PERFORMANCE ASSESSMENT

(Small Group Exercise)

A. DIRECTIONS

(45 minutes)

1. Each group will consist of five members. The group will select a rapporteur among them to discuss and answer questions. All the four groups will work on the questions on performance categories as presented in the handout.

Question no. 1. List in order of priority the first three performance categories which you consider are relevant in the institutional assessment of MOI. Select the categories from the nine that are presented to you.

Question no. 2. Suggest any other performance category that you consider is important and that needs to be added to the list of nine presented to you, in order to assist the assessment of MOI.

B. Each of the four groups will work on the performance categories as detailed below to respond the question no. 3:

GROUP A: 1. Organizational autonomy, 2. Leadership
GROUP B: 3. Management and administration, 4. Commercial orientation
GROUP C: 5. Consumer orientation 6. Technical capability
GROUP D: 7. Developing and maintaining staff 8. Organizational culture 9. Interactions with key external institutions

Question no. 3 Each group will select, in order of priority, two performance indicators from the long list of indicators given for each of the allotted performance categories. (See handout) Use the two performance indicators in the assessment of MOI. Use a five point scale for measurement:

<table>
<thead>
<tr>
<th>Very low</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Very high</th>
</tr>
</thead>
</table>

85
Note: Responses of question no. 3 need to be written on the flip chart in the following format:

**Example**

*Performance category: Leadership*

<table>
<thead>
<tr>
<th>Performance indicators selected (in order of priority)</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Very high</td>
</tr>
<tr>
<td>8</td>
<td>High</td>
</tr>
<tr>
<td>12</td>
<td>Very high</td>
</tr>
</tbody>
</table>

C. **DIRECTIONS: REPORTING AND DISCUSSION** (45 minutes)

(a) Rapporteurs from each of the groups will present the results of their discussions on flip charts.

(b) There will be a discussion of the subject after all the groups make their presentations.
RESULTS OF EXERCISE 7

PERFORMANCE ASSESSMENT

(Small Group Process)

Top Managers - First Group

Question no. 1: Three priorities of performance categories:

GROUP A
1st priority - Leadership
2nd priority - Technical capability
3rd priority - Interaction with External Institutions

GROUP B
1st priority - Leadership
2nd priority - Technical capability
3rd priority - Management and administration

GROUP C
1st priority - Management and administration
2nd priority - Technical capability
3rd priority - Developing and maintaining staff

GROUP D
1st priority - Technical capability
2nd priority - Management and administration
3rd priority - Organizational autonomy

Question no. 2: Additional performance categories

GROUP A: Research
Brain Drain

GROUP B: (None)

GROUP C: (None)

GROUP D: (None)
Question no. 3

GROUP A

Performance Category: Organizational autonomy

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Prepares annual capital and operating budgets consonant with needs and available revenues; is successful in obtaining approval for the budgets.</td>
<td>Very high</td>
</tr>
<tr>
<td>2. Maintains control over all revenue generated and collected.</td>
<td>Very low</td>
</tr>
</tbody>
</table>

Performance category: Leadership

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The leaders listen as well instruct</td>
<td>High</td>
</tr>
<tr>
<td>2. The leaders serve as a positive role model (e.g. honest, hard working, balances people-needs with organizational needs, believes in hard work, is enthusiastic.)</td>
<td>Medium</td>
</tr>
</tbody>
</table>

GROUP B

Performance category: Management and administration

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Managers have a clear sense of their own and others' roles and responsibilities. They communicate roles and expectations clearly to others and involve them in the process of defining their roles and responsibilities.</td>
<td>Very high</td>
</tr>
<tr>
<td>2. Managers regularly set goals with staff and have a sense of priorities. Goals are limited and realistic and mesh with organizational mission and priorities.</td>
<td>Low</td>
</tr>
</tbody>
</table>
### GROUP B (cont'd...)

**Performance category:** Commercial orientation

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Maintains yearly balance between expenditures and revenues. Revenues may be partly drawn from subsidies which are phased out according to a planned schedule.</td>
<td>Low</td>
</tr>
<tr>
<td>2. Staff actions throughout the institution are guided by cost effectiveness as well as quality standards.</td>
<td>Medium</td>
</tr>
</tbody>
</table>

### GROUP C

**Performance category:** Consumer Orientation

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Staff at every level demonstrate they are oriented toward serving consumers; when observed, their decisions and actions are clearly driven by what is best for the consumer.</td>
<td>High</td>
</tr>
<tr>
<td>2. The level of complaints from the public is relatively low.</td>
<td>Medium</td>
</tr>
</tbody>
</table>

**Performance category:** Technical capability

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Consistency makes sound technical decision and effectively serves management by conducting technical studies and planning as requested.</td>
<td>High</td>
</tr>
<tr>
<td>2. Successfully completes projects which meet intended objectives in a timely and economical manner.</td>
<td>High</td>
</tr>
</tbody>
</table>
GROUP D

Performance Category: Developing and maintaining staff

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A clear process for determining skill needs exists and is the basis for designing training programs.</td>
<td>Medium</td>
</tr>
<tr>
<td>5. Active systems are in place for providing on-going formal and informal feedback to personnel about job performance.</td>
<td>Low</td>
</tr>
</tbody>
</table>

Performance category: Organizational culture

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. An observable team spirit exists among staff.</td>
<td>High</td>
</tr>
<tr>
<td>2. Staff place a value on maintaining the physical plant (offices, grounds) of the organization. Facilities look clean, well maintained and attractive.</td>
<td>Medium</td>
</tr>
</tbody>
</table>

Performance category: Interactions with key External Institutions

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Top management stays well informed about external policy, financial and regulatory issues and actions.</td>
<td>Very high</td>
</tr>
<tr>
<td>2. Programs are developed to influence the public in support of institutional goals.</td>
<td>Low</td>
</tr>
</tbody>
</table>
RESULTS OF EXERCISE 7

PERFORMANCE ASSESSMENT
(Small group exercise)

Chief engineers, Divisional engineers, etc. - Second Group

Question no. 1: Three priorities of performance categories:

GROUP A
1st priority - Leadership
2nd priority - Management and administration
3rd priority - Commercial orientation

GROUP B
1st priority - Developing and maintaining staff
2nd priority - Management and administration
3rd priority - Technical capability

GROUP C
1st priority - Leadership
2nd priority - Management and administration
3rd priority - Technical capability

GROUP D
1st priority - Leadership
2nd priority - Management and administration
3rd priority - Developing and maintaining staff

Question no. 2: Additional performance categories

GROUP A: Experience of the organization
Suitable work facilities
Increasing of salaries

GROUP B: (None)

GROUP C: (None)

GROUP D: (None)
Question no. 3

GROUP A

Performance category: **Organizational autonomy**

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sets own organizational policies and goals and changes them as necessary to provide guidance and direction in achieving the objectives of the institution.</td>
<td>Very high</td>
</tr>
<tr>
<td>2. Develops strategies to achieve organizational goals.</td>
<td>High</td>
</tr>
</tbody>
</table>

Performance category: **Leadership**

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The leaders provide clear sense of mission; articulates mission; involves people with the mission so they get a sense of ownership of mission; gets people excited about the mission, believing in it.</td>
<td>Very high</td>
</tr>
<tr>
<td>2. The leaders listen as well as instruct.</td>
<td>High</td>
</tr>
</tbody>
</table>

GROUP B

Performance category: **Management and administration**

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The mission of the organization is clear and understood by all managers.</td>
<td>Very high</td>
</tr>
<tr>
<td>2. Management maintains a climate of teamwork and cooperation among the staff.</td>
<td>Medium</td>
</tr>
</tbody>
</table>
GROUP B (cont/d...)

Performance category: Commercial orientation

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Staff actions throughout the institution are guided by cost effectiveness as well as quality standards.</td>
<td>Very low</td>
</tr>
<tr>
<td>2. MOI monitors expenditures against approved budgets.</td>
<td>Medium</td>
</tr>
</tbody>
</table>

GROUP C

Performance Category: Consumer orientation

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Staff at every level demonstrate they are oriented toward serving consumers; when observed, their decisions and actions are clearly derived by what is best for the consumer.</td>
<td>High</td>
</tr>
<tr>
<td>5. There is clear evidence that the institution responds to complaints, emergencies and suggestions which consumers make.</td>
<td>Very high</td>
</tr>
</tbody>
</table>
Performance category: **Technical capability**

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Technical information is routinely shared among planning, design and construction units to ensure smooth technical coordination.</td>
<td>Very high</td>
</tr>
<tr>
<td>2. Maintains levels of in-house technical skills adequate for routine technical responsibilities and sub-contracts to outside specialists those tasks which are either beyond the institution's own capabilities or necessary to meet peak needs.</td>
<td>High</td>
</tr>
</tbody>
</table>

**GROUP D**

Performance category: **Developing and maintaining staff**

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the group D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mechanisms exist and are utilized to promote skill transfer such training programs (such as seminars or demonstrations) are designed and used to meet institutional goals.</td>
<td>Medium</td>
</tr>
<tr>
<td>2. A system exists for developing competent managers and supervisors.</td>
<td>Very low</td>
</tr>
</tbody>
</table>
Performance category: **Interactions with key external institutions**

<table>
<thead>
<tr>
<th>Selected indicators</th>
<th>MOI Evaluation by the Group D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Programs are developed to influence the public in support of institutional goals.</td>
<td>Very high</td>
</tr>
<tr>
<td>2. Management adopts creatively to obstacles (e.g., supplements inadequate salaries with other kinds of incentives).</td>
<td>Very low</td>
</tr>
</tbody>
</table>

**Note:** The performance category, **Organizational culture** was not evaluated by the second group.
GUIDELINES FOR DESIGNING A HUMAN RESOURCES DEVELOPMENT (HRD) PLAN

STEP 1: Identify the goal(s) and objectives of HRD programs

Example

HRD GOAL:

To provide irrigation staff with relevant knowledge; opportunity for the development of positive attitudes and skills; opportunity for the development of leadership qualities in MOI to upgrade and enhance system performance.

OBJECTIVES

(a) To provide management and technical training to the staff as to ..... 
(b) To plan and conduct socialization activities as to ..... 
(c) ..... 

NOTE: KEEP IN MIND THAT THE HRD PLAN IS DESIGNED TO SUPPORT WHAT THE ORGANIZATION IS ATTEMPTING TO ACCOMPLISH IN THE FUTURE: REMEMBER THE MISSION STATEMENT.

STEP 2: List the major objectives of your irrigation system.

STEP 3: List the number of your staff to be affected by this plan under each staff category. (This will help you to identify activities on HRD and budget them)

STEP 4: List the number of other partners (agencies and users) who will participate in the HRD plan activities. (Estimate number)
HRD PLAN

STEP 5: Major functions and activities to be performed by management and staff and other "clients"

Example

<table>
<thead>
<tr>
<th>FUNCTIONS</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Development function of your irrigation system</td>
<td></td>
</tr>
<tr>
<td>(b) Operational function</td>
<td></td>
</tr>
<tr>
<td>(c) Maintenance function</td>
<td></td>
</tr>
<tr>
<td>(d) ..................................</td>
<td></td>
</tr>
</tbody>
</table>

STEP 6: Define a life-time for this HRD plan (one year? two years? three years?)

STEP 7: List the relative priority of activity and its tasks you plan to implement during the life-time which you have defined.

STEP 8: List the HRD activities which you plan to implement during the life-time of this plan. Then, develop programs to implement them

FOR
- TRAINING?
- SOCIALIZATION?
- CAREER DEVELOPMENT
- INDIVIDUAL PERFORMANCE MANAGEMENT (SYSTEMATIC? HOW?)
- COMPENSATION OR INCENTIVES? (DEFINE IF MONETARY OR NON-MONETARY)
- PERFORMANCE APPRAISAL (DESCRIBE THE PROCESS)
NOTE: TERMINOLOGY EXPLANATION. WE USE THE TERM ACTIVITIES TO CITE THE NAME OF THE ACTION. AFTER THESE ACTIVITIES ARE ELABORATED AND TRANSLATED INTO ACTIONS (STEP-BY-STEP) TO BE IMPLEMENTED, THEY BECOME PROGRAMS.

STEP 9: Describe the organization and ways of implementation of each HRD activities defined in step 5.

Example

(a) IF TRAINING PROGRAM, please describe the following elements:

- Training and Organizational Constraints Assessment (TNA) - both for management and technical aspects of irrigation: Describe TNA plan, including methodology and number of staff involved?

- Modes of training. (Supervised on-the-job training? Formal courses?, etc.) Graduate programs? Short training? In country? Abroad?, etc.

- Trainers or resource persons

- Training facilities - Follow-up, and

- Evaluation of training programs.

(b) IF INDIVIDUAL PERFORMANCE MANAGEMENT, please list major indicators for your observation along with the staff category performing specific tasks:

(c) etc.

STEP 10: BUDGETING FOR HRD ACTIVITIES

STEP 11 Schedule and identify ways (methodology) to follow-up and evaluate HRD activities described in this plan

STEP 12: List anticipated results of this HRD plan

STEP 13: How will you measure the results/impact of this HRD plan?
ANNEX L-1

WORKSHOPS TO DELIVER TNA RESULTS
25 - 27 September 1993, Sudan

PROGRAM EVALUATION

Top Managers - First Group

A. GOALS

The objectives of these workshops are listed below. Please mark the number that most closely indicates how you feel each objective has been achieved. The scale is from 1 (low, objective is not achieved) to 5 (high, objective is achieved very well).

1. To discuss the results of Training Needs and Organizational Constraints Assessment (TNA). 4.5
2. To discuss the global issues in the water sector and in irrigation management. 3.8
3. To discuss international initiatives for improving irrigation management and capacity building. 4.2
4. To discuss national perspectives in irrigation management. 4.2
5. To discuss challenges for irrigation managers and issues for irrigation management in future. 4.7
6. To discuss the organizational management processes and issues. 4.5
7. To identify corporate/strategic planning concepts. 3.9
8. To describe the roles and qualities of leaders. 4.6
9. To write vision and mission statements for the organization. 4.6
10. To translate mission into objectives. 4.4
11. To identify performance categories and indicators for institutional assessment. 4.15
12. To select performance indicators relevant to their organization. 4.2
13. To describe concepts in human resource development planning. 4.30

B. Opinion and feedback

What is your overall rating of the MOI/IIMI program for each of the items? Please circle the appropriate number.

1. Orientation 4.0
2. Group atmosphere 4.7
3. Interest and motivation 4.9
4. Participation 4.7
5. Productiveness 4.6
6. Physical arrangement and comfort 3.9

Please answer the following questions:

1. How would you rate this training program (check).
   Average - 4.9
2. What were the strong points?

Program is very informative, lecturers are very patient and enduring. All.
Best presentation.
Presentation was good and the exercises are excellent.
Presentations.
The topics are very good and the presentation is excellent.
The feed & feedback were at a high level; lecturers were patient to listen and answer.
The lecturers know their jobs; the participants are interested; feedback is of high level.
Lectures and exercises.
Very dedicated facilitators.
New information.
The discussion is very high.
Group atmosphere.

3. What were the weak points?

Physical arrangement and time is not enough
Nil.
None.
Time is not enough.
Time is very short.
Time is short and the room is hot.
Time is short.
Time is short.
None.
3 days not enough - long working days.
Lack of time and information not distributed before the workshops.
The limited time.
The time was short.
4. What improvements would you suggest?

Give more time and a comfortable place for the workshops is highly important.
To select a comfortable place and good service.
Room is not suitable, room temperature is high, more time needed to digest the fruitful materials.
More time.
To give more time to all attendants' discussions.
Increase the duration, good room, more video shows, field trips.
Another workshop away from the place of work of participants; video shows of other country programs and field trips.
Another workshop should be held; participants should have a chance to see other developed countries practices.
To be longer and far from MOI offices.
5 day period.
To complete the whole workshops.
To have another workshop with enough time.
Extend the time.
WORKSHOPS TO DELIVER TNA RESULTS  
28 - 29 September 1993  
PROGRAM EVALUATION  
Chief engineers, Divisional engineers, etc. - Second Group

A. GOALS

The objectives of these workshops are listed below. Please mark the number that most closely indicates how you feel each objective has been achieved. The scale is from 1 (low, objective is not achieved) to 5 (high, objective is achieved very well).

1. To discuss global issues in the water sector and in irrigation management. 4.0

2. To discuss international initiatives for improving irrigation management and capacity building 4.4

3. To identify the organizational management processes and issues. 4.4

4. To identify the agency's mission and objectives. 4.6

5. To describe the role and qualities of leaders. 4.5

6. To develop objectives for the divisions and branches of the organization. 4.0

7. To identify performance categories and indicators for institutional assessment. 3.7

8. To select performance indicators relevant to their organization. 4.0

9. To describe concepts in human resource development planning. 4.3
B. Opinion and feedback

What is your overall rating of the MOI/IIMI program for each of the items. Please circle the appropriate number.

1. Orientation 4.5
2. Group atmosphere 4.5
3. Interest and motivation 4.4
4. Participation 4.5
5. Productiveness 4.2
6. Physical arrangement and comfort 4.0

Please answer the following questions:

1. How would you rate this training program (check).
   Average - 4.5

2. What were the strong points?
   - Group work and representations of lecturers.
   - The presentators.
   - Participation and teamwork which are new and effective, opening new ways of thinking towards what we are doing.
   - Very interesting and excellent arrangement and orientation.
   - Groups work and discussion and orientation.
   - The whole program.
   - Orientation and group atmosphere.
   - All the lectures.
   - Comprehensive and precise.
   - Group atmosphere.
   - Group work.
What were the strong points (contd...)

Subjects are very useful. The trainers are attractive. The participants share well and the team work is successful.
Presentation.
Discussions held by trainer, staff, professor and others.

3. What were the weak points?

Short time for the workshops.
Attendance.
Some of the topic were just touched, elaboration could be more benefit. Like global issues in irrigation and water sector.
None.
Very long.
Time is short.
None.
No weak points.
Very tight and limited time.

Time is very short for work which was done.
The program is excellent but long.
Short time.

4. What improvements would you suggest?

To have more days for this workshop to cover all the points.
To give more courses.
Length of time should be a bit longer to cover more grounds, decision making processes should be included in the program.
Some incentives.
A chance for more time.
More time is needed to elaborate on some of the programs and site visits.
None.
To be repeated more and more.
To program to be extended and participants to be given necessary time to at least read the notes and handouts.
4. What improvements would you suggest? (contd...)

Allow more time for every one's lecture.
That the time must be increased and the date will be chosen. During this time
most of the engineers are busy in the fields.
To give more time for presentation.
None.