

details for a study in Rahad about irrigation performance. Dr. Samad will also participate in it. IIMI's researchers and collaborating local experts will present 9 papers about the subject matter.

At the end, I would request all friends to provide their suggestions, comments and papers to make this news-letter have promised to do so but I am still waiting for their contribution in this context. In this issue, Dr. Dingle and I have presented two papers from the members of the network soon.

631.7.8 human resource development / training
organizational change / assessment
Sudan MOI/IIMI headquarter
government

MOI/IIMI PROGRAM PROPOSAL

INSTITUTIONAL DEVELOPMENT ACTIVITIES:

TRAINING NEEDS AND

ORGANIZATIONAL CONSTRAINTS ASSESSMENT

(TNA) AT THE

MINISTRY OF IRRIGATION & WATER

RESOURCES IN SUDAN

by

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INTRODUCTION

The Ministry of Irrigation (MOI) and IIMI in Sudan have agreed on conducting two institutional development activities in a collaborative effort, during 1993, aiming to influence all manager of MOI to initiate and participate in a future integrated program which will include strategic planning & human resources development, management training and research in irrigation management for the entire organization.

At first, these two activities will be part of comparative study which will include SUDAN, MALAYSIA and BANGLADESH. This study has two major objectives: (1) to document lessons learned on managerial skills, organization constraints and factor

which influence and/or promote institutional development of irrigation organizations and (2) recommend relevant interventions to sustain the process which must be continuous and supported by the top management of the organization.

However, initiating these activities in Sudan, IIMI will have the opportunity of collecting information for the comparative study and for designing management training programs and other interventions to assist MOI in minimizing its constraints.

For the time being, the plan which is proposed below, was designed taking into consideration the discussions and suggestions given by the top managers and their senior assistants during, the visit of IIMI's Head of Field Operation and Training Specialist (11-15 May). It can be summarized as follows:

TRAINING NEEDS AND ORGANIZATIONAL CONSTRAINTS ASSESSMENT

The Major objective of this exercise is to identify factors which are affecting individual's performance in the management of irrigation schemes at MOI in order to indicate the nature of the solution: TRAINING OR NON-TRAINING.

The following framework was designed to conduct the TNA exercise in six steps:

Step 1 :The Analytical Framework for Irrigation Management.

Step 2 :Job, duties and task analysis.

Step 3 :Review of job description.

Step 4 :(a) Identifications of requirements: knowledge, attitudes and skills and gaps to perform

managerial activities in irrigation.

(b) Identification of constraints within the organization.

Step 5 :Set priorities on the TNA results.

Step 6 :Plan and conduct a workshop to introduce the top management officials of MOI to the results of the training needs assessment and discuss the design of HRD (human resource development) program and strategic planning to ensure positive results of the TNA exercise.

TNA METHODOLOGY

The TNA exercise will be conducted in small groups of about 20 participants/eg, from all layers of the MOI. The participants must be in a management position and be available to attend the entire workshop.

The TNA exercise will be developed in interactive made and will require active participation. This will facilitate awareness of irrigation management concepts and understandings of management principles, methods and tools to be used in irrigation organizations.

TNA PARTICIPANTS

The TNA will include samples of managers from all levels of the organization. In summary the participants for each one and half day workshop will be divided as follows:

- 1st group - Under Secretaries and Directors (6 hours)
- 2nd group - Chief Engineers, Divisional Engineer, Resident Engineers, Assistant Directors of Finance.
- 3rd group - Assistant Divisional Engineers, Assistant Resident

- Engineers, Assistant Senior Engineers, Sections Engineers, Accountants Assistants.
- 4th group - Finance and Administration managers
- 5th group - Gate operators
- 6th group - Gate operators
- 7th group - Researchers (6 hours)
- 8th group - Trainees (6 hours)

TENTATIVE SCHEDULE : (August/1993) & TIME-TABLE

Each workshop will be held during nine and half hours. Groups will initiate the workshop activities in the morning and in the afternoon alternatively. For example the groups which will initiate the activities in the morning will receive the following time-table:

- From 8:00 - 14:30 (first day)
- and
- From 8.00 - 11:00 (second day)

The groups which will initiate the activities in the afternoon will receive the following time-table:

- From 11:30 - 14:30 (first day)
- and
- From 08:00 - 14:30 (second day)

TRAINERS & EXPERTS FOR THE TNA

The MOI/IIMI Team for conducting this exercise will be composed of:

- 2 trainees from MOI
- 1 Senior Irrigation Management Specialist - IIMI
- 1 Head of Field Operations - Sudan IIMI
- 1 Training Specialist-IIMI

The Two MOI trainees are expected to participate in the TNA exercise intensively and are requested to attend all sessions.