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FOR HEALTH PROJECT**

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IRRIGATION MANAGEMENT PROJECT START-UP WORKSHOP IN NEPAL SEPTEMBER 2 TO 5, 1986

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WASH FIELD REPORT NO. 196

OCTOBER 1986

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Prepared for
the USAID Mission to Nepal
WASH Activity No. 268

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**IRRIGATION MANAGEMENT PROJECT
START-UP WORKSHOP IN NEPAL**

SEPTEMBER 2 TO 5, 1986

Prepared for the USAID Mission to Nepal
under WASH Activity No. 268

by

John J. Pettit

October 1986

Table of Contents

Chapter	Page
LIST OF ACRONYMS.....	iii
ACKNOWLEDGEMENTS.....	v
EXECUTIVE SUMMARY.....	vii
1. BACKGROUND.....	1
1.1 Scope of Work.....	1
1.2 Events Leading to the Request.....	1
2. WORKSHOP PREPARATION AND PLANNING.....	3
2.1 Data Collection and Needs Assessment.....	3
2.2 Workshop Design.....	3
3. THE WORKSHOP PROCESS.....	5
3.1 Organization.....	5
3.2 Participants.....	5
3.3 Description of the Process.....	5
3.3.1 Day One -- Session One: Opening and Introduction.....	5
3.3.2 Day One -- Session Two: History of IMP and Its Current Status.....	6
3.3.3 Day One -- Session Three: Project Management, Sharing Ex- pectations, and Reaching Agreements.....	7
3.3.4 Day Two -- Session Four: Discussion of Key Project Issues.....	7
3.3.5 Day Three -- Session Five: Developing A Work Plan.....	10
3.3.6 Day Four -- Session Six: Decision-making Meeting with Director General, DIHM, and Director, USAID.....	12
4. WORKSHOP OUTCOMES.....	15
4.1 General Outcomes.....	15
4.1.1 Related to the Project.....	15
4.1.2 Related to Learning and Increasing Experience.....	15
4.2 Specific Outcomes.....	16
4.2.1 Expectations and Agreements for Project Management.....	16
4.2.2 Actions Taken on Key Project Issues.....	16
4.2.3 Work Plans of Task Area Groups.....	18
5. EVALUATION.....	21
5.1 Summary of Results.....	21
5.2 Summary of Specific Evaluation Results.....	21

6.	CONCLUSIONS AND RECOMMENDATIONS.....	25
6.1	Concept of a Project Start-up Workshop.....	25
6.2	General Recommendations.....	25
6.3	Recommendations for the DIHM.....	25
6.4	Recommendations for the Contractor.....	26
6.5	Recommendations for USAID.....	26
6.6	Conclusions.....	27

APPENDICES

A.	Scope of Work.....	29
B.	Participants.....	33
C.	Group Discussion Issues.....	37
D.	Developing Work Plan Tasks.....	49
E.	Agenda--Day Four: Decision-making Meeting.....	65
F.	Workshop Evaluation.....	69

FIGURE

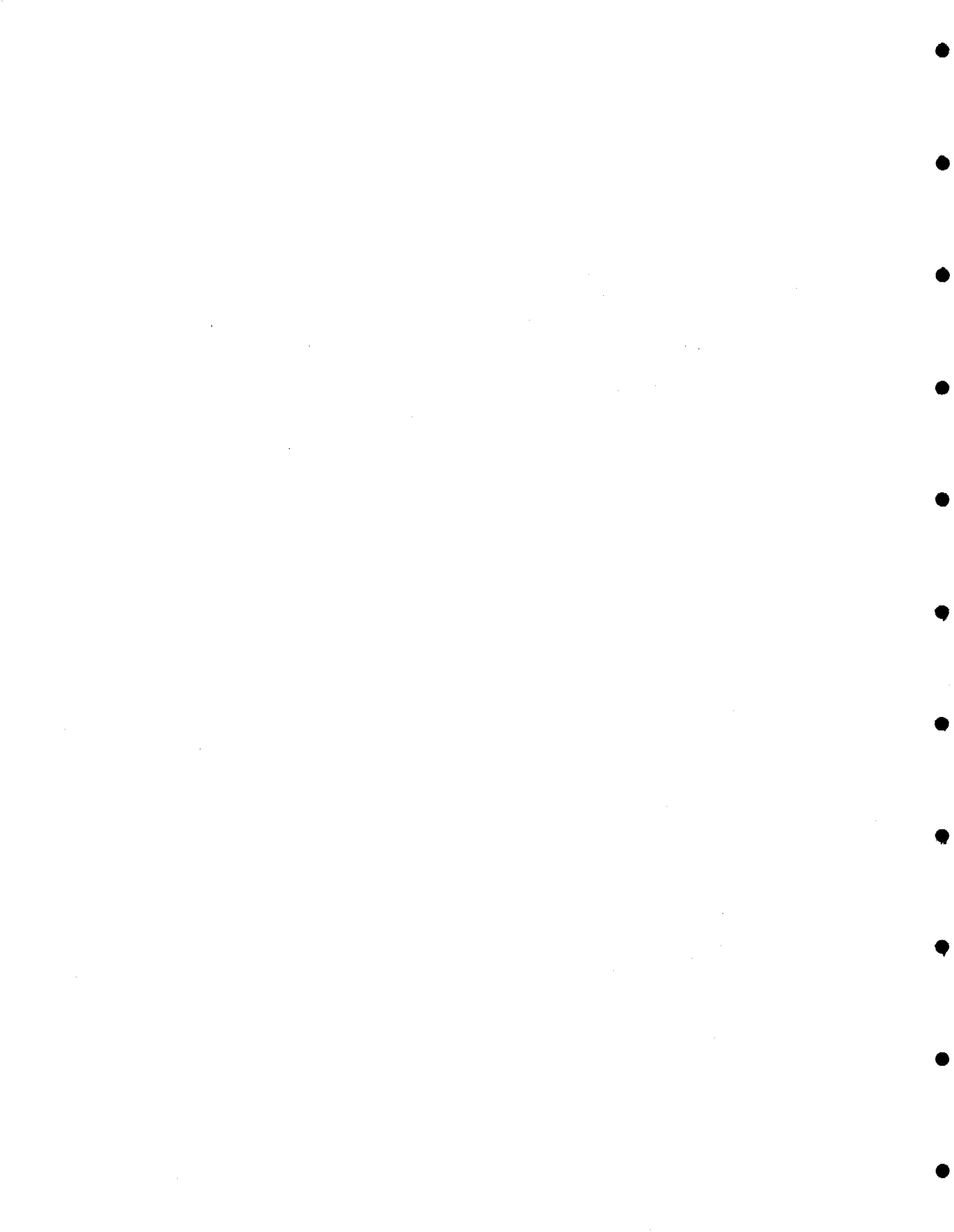
1.	IMP Start-up Workshop Schedule.....	13
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TABLE

1.	Relationship Between IMP Elements and DIHM Components.....	20
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LIST OF ACRONYMS

DIHM	Department of Irrigation, Hydrology and Meteorology
SMD	System Management Division
IMC	Irrigation Management Center
IMP	Irrigation Management Project
HMG	His Majesty's Government
DOA	Department of Agriculture
TA	technical assistance
MIS	management information system
WUA	Water Users' Association
NFY	Nepali Fiscal Year



ACKNOWLEDGEMENTS

Usually a workshop committee provides the necessary logistical and support arrangements. In this case, the key person to be thanked is Jon Breslar, USAID. His strong active support in the planning and throughout the workshop is one of the main reasons this event was as successful as it was.

Special thanks must also be given to Mundeir who worked late into the night in order to type and reproduce copies of all our agreements and work plans.

Finally, we need to acknowledge the foresight and commitment of John Pinney, the USAID chief engineer who preceded Jon Breslar and originally conceived the idea of doing a project start-up workshop for this particular project.



EXECUTIVE SUMMARY

The Water and Sanitation for Health (WASH) Project assisted USAID/Nepal in planning and implementing a project start-up workshop for the new Irrigation Management Project (IMP). The workshop was held from September 2 to 5, 1986 for 16 participants in Dhulikhel, Nepal. The participants were key staff from USAID, the Department of Irrigation, Hydrology, and Meteorology (DIHM), and the contractor team (Louis Berger International, Cornell University, and East Consultants).

The primary goal of the project is to increase the capability of DIHM for managing government-operated irrigation systems. The goals of the workshop were to:

- Exchange basic project information.
- Provide an opportunity for the project team to get acquainted.
- Clarify expectations for working together and to agree on procedures for project management.
- Discuss project start-up issues.
- Agree on roles and responsibilities.
- Develop work plans for the first year of the project.
- Prepare recommendations for the Director General.

The workshop resulted in a series of general and specific outcomes. Some of the principal ones include:

General

- Better understanding of the background and reasons for IMP
- Clarity concerning roles and responsibilities
- Better appreciation of the working styles and backgrounds of other project staff
- Increased experience in sharing information and coordinating with others
- Improved ability to use planning formats, to specify tasks and activities, and to assign accountability

Specific

- Agreement on project management issues among DIHM, USAID, and the contractor team
- Agreement on a series of critical project issues, such as staffing requirements during startup and integration of the technical and institutional development aspects
- Work plans for the various areas of the project, including operations and maintenance, water users' associations, the irrigation and management center, and USAID project support activities.

Participant assessment indicated that the workshop was successful. They reported that they had a clear understanding of the goals of the project, had learned valuable approaches to project management, and had developed specific work plans.

Recommendations include a variety of suggestions for maintaining the momentum created by the workshop. These include quarterly reviews of project management; weekly or biweekly meetings for the first six months; yearly planning meetings, such as this workshop; and use of various communications mechanisms to keep project staff apprised of plans, problems, and accomplishments.

Chapter 1

BACKGROUND

1.1 Scope of Work

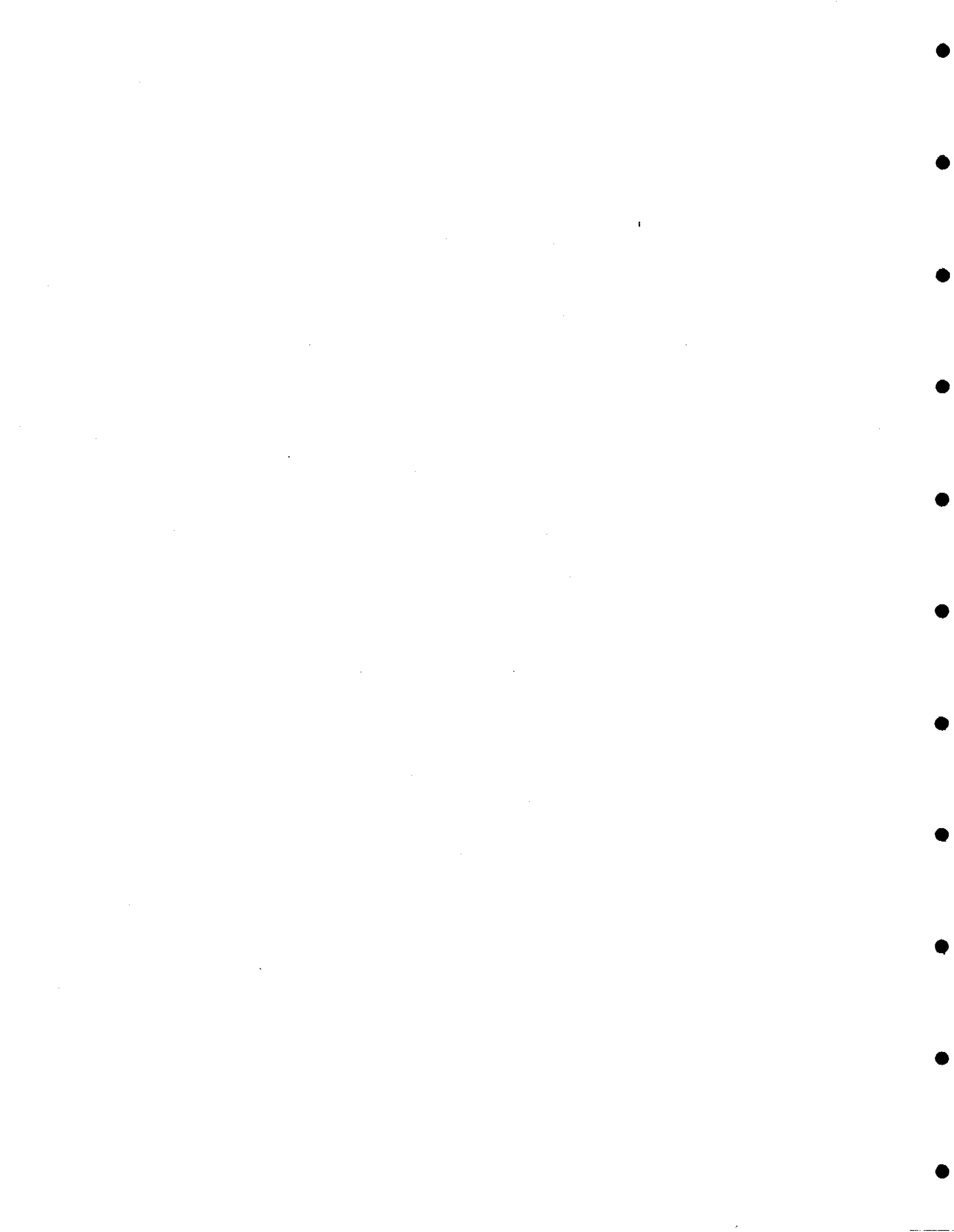
The project start-up workshop represents the first major event in the beginning of the Irrigation Management Project (IMP) designed to assist His Majesty's Government (HMG) of Nepal in increasing the productivity of irrigated agriculture. The project will work with the Department of Irrigation, Hydrology, and Meteorology (DIHM) to enhance its capability for managing government-operated irrigation systems. This workshop was designed to shorten start-up time, to develop draft action plans for the first year of the project, and to build an effective project team.

USAID/Nepal requested the WASH Project to design and implement a start-up workshop for the new project. Participants were to include staff of the DIHM, USAID, and the organizations recently awarded the contract for assisting in the implementation of IMP. The contractor team consists of Louis Berger International, Cornell University, and East Consultants. A scope of work for the WASH assistance is included as Appendix A.

The project start-up workshop was conducted in Dhulikhel, Nepal for 16 participants from September 2 to 5, 1986. Dhulikhel is approximately a half-hour drive from Kathmandu.

1.2 Events Leading to the Request

On April 4, 1986 John Pinney, mission engineer for USAID/Nepal, asked in a letter if it would be possible for the WASH Project to conduct a project start-up workshop for the Irrigation Management Project. S&T/Health responded that WASH could be used for such a purpose, and WASH proposed several options to the mission. One option was for a three-day team planning meeting for the contractor team to be held either in the United States or in Nepal. The second option was for a four-day, project start-up workshop in Nepal involving the Contractor, Nepali, and AID mission staff. USAID/Nepal indicated that it preferred the second option. WASH subsequently proposed John Pettit from Training Resources Group, one of the WASH subcontractors, to facilitate the workshop and suggested the August 25 to September 5 time period for planning and implementation. Those dates were acceptable to USAID/Nepal.



Chapter 2

WORKSHOP PREPARATION AND PLANNING

2.1 Data Collection and Needs Assessment

The first stage in developing the workshop focused on data collection and a needs assessment. Soon after arriving in Nepal, Mr. Pettit held meetings with the USAID project officer* and the DIHM project director. The purpose of these meetings was to determine their interests and concerns regarding IMP so that these could be incorporated in the design of the workshop. To obtain an accurate assessment of concerns, needs assessment interviews were conducted with each of the participants.

2.2 Workshop Design

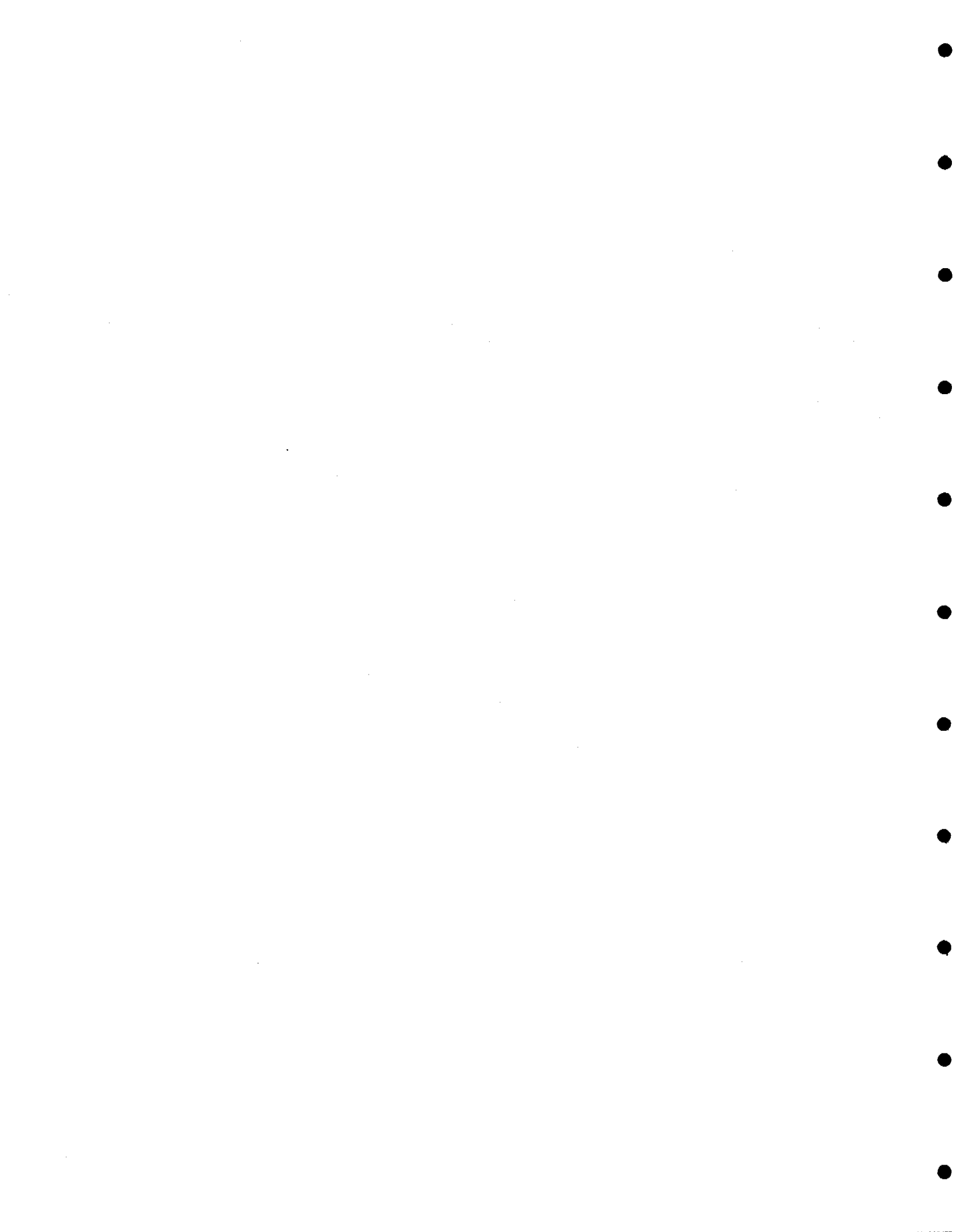
On the basis of the data collected, a workshop design was drafted and reviewed with the USAID project officer, John Breslar. Copies of the design were also sent to the Director General of DIHM, the Nepali project director, and the USAID mission director.

Workshop Goals

The following goals were developed for the workshop:

- To exchange basic project information
- To provide an opportunity for members of the project team to get acquainted
- To clarify expectations for working together and to agree upon procedures for project management
- To discuss issues regarding project startup
- To agree on roles and responsibilities
- To develop work plans for the first year of the project
- To prepare recommendations for the Director General.

*In this report, when the term project director is used, it refers to the DIHM official who has overall responsibility for the project. The project officer is the USAID official who is responsible for the project.



Chapter 3

THE WORKSHOP PROCESS

3.1 Organization

The workshop was designed to provide participants an opportunity to develop action plans for the first year and to begin functioning as an effective team. Staff consisted of a workshop leader, John Pettit, who facilitated all of the sessions. Support staff included a typist, who also doubled as a general support person.

The workshop facility provided a residential setting with sleeping quarters, meals, and tea breaks for all of the participants. The residential setting encouraged interaction of the participants after hours and enabled them to be removed from their normal office responsibilities. The workshop setting was a comfortable, well-lighted room, with chairs arranged around three tables in a fan pattern from the front. Breakout space for small groups was easily provided on the open ground surrounding the facility.

3.2 Participants

As indicated earlier, a total of 16 persons attended the workshop. (See Appendix B.) Four participants attended from the DIHM. These included the project director, his deputy, and representatives from the top management of DIHM. The contractor staff consisted of eight people representing the three consulting organizations working on the project. USAID was represented by four persons, including the project officer.

3.3 Description of the Process

The following paragraphs briefly describe the mechanics of each session and set forth specific session objectives. See Figure 1 for the overall workshop schedule.

3.3.1 **Day One -- Session One: Opening and Introductions**

This session occupied the second half of the first morning; its goals were as follows:

- To welcome everyone to the workshop and to acknowledge their commitment to the project
- To enable all of the participants to share specific information about each other, including name, title, background, and other personal information
- To present the goals, agenda, and working procedures of the workshop.

- To provide an opportunity for the USAID project officer to communicate to the group his expectations for both the workshop and the project.

After the USAID project officer welcomed the participants, he introduced the workshop leader. The leader then initiated an activity in which the participants interviewed one other person and prepared to introduce that individual to the larger group. This activity was followed by the participants stating what they expected to gain from the workshop. Following this, the leader reviewed the goals and schedule and indicated where participant expectations would be addressed over the next four days.

3.3.2 Day One -- Session Two: History of IMP and Its Current Status



Illustration 1. Project Director, G. N. Takur (HMG/N) presents overview of project structure.

This two-hour session was intended to:

- Review significant project information
- Present and review what USAID and His Majesty's Government have agreed to and expect to accomplish
- Describe the role of DIHM and the extent of its commitment to IMP.

The project officer started with an overview that included a description of how the project was conceived, a listing of significant project events, and the agreements reached by all of the major parties. Next, the DIHM project director spoke about the role of his ministry and his perception of the current status of the IMP. A discussion followed each of these presentations. Issues requiring further attention in the workshop were recorded on a flipchart.

3.3.3 Day One -- Session Three: Project Management, Sharing Expectations and Reaching Agreements

This session was also two hours long and was designed to:

- Enable representatives of DIHM, the technical assistance team, and USAID to exchange information concerning overall expectations for project management
- Develop a working set of project management agreements.

During this session, the workshop leader introduced the overall management picture of the project and reviewed the principal management elements that needed to be considered: monitoring performance, sharing information, and reporting requirements. This session also included a large group discussion about the following questions:

1. How do you expect working relationships to be addressed?
2. How do you expect the other two groups (USAID, DIHM, or contractors) to share project information?
3. What type of reporting do you expect to prepare or receive from the others?

Then the DIHM project director, chief of party, and USAID project officer met to develop a set of agreements for managing the project. These agreements are documented in Appendix C.

3.3.4 Day Two -- Session Four: Discussion of Key Project Issues

The goals for this day-long session were:

- To review and clarify an extensive list of project-related issues

- To develop recommendations for addressing problematic issues.

The workshop leader introduced a list of issues that were reviewed and clarified during a large group discussion. Later, the participants met in small work groups to draft recommendations to be discussed by all members of the group. A list of the issues follows:

Key Project Issues

1. What is the relationship to be between the Irrigation Management Center (IMC) and System Management Division (SMD)? How will the directors of SMD and IMC work together?
2. Which division should start first -- IMC or SMD? What are the priorities during the initial stage?
3. How can we reconcile the differing views in the proposal and Project Paper?
4. How can we ensure the smooth interface of the technical and institutional aspects of the project?
5. How will the many start-up activities be handled?
6. What does HMG really think of the Irrigation Management Project?
7. How will we all work together?
8. What has the relationship been between USAID and DIHM?
9. What is the HMG hiring process for staffing SMD/IMC positions?
10. What can we do to inform other HMG officials about what IMP is?
11. How do we demonstrate progress or accomplishments on an institutional development project?
12. How is DIHM structured? What are the operational units we have to work with?
13. How can the participation of part-time people be scheduled so that they are available when needed?
14. How will the many logistical activities for startup be handled?

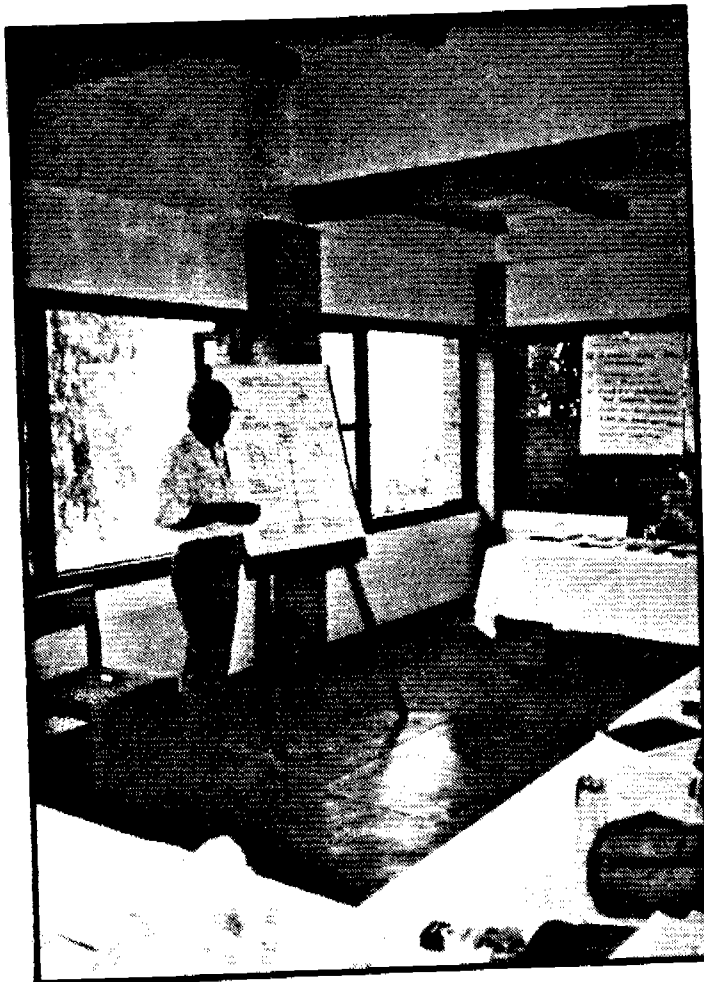


Illustration 2. Chief of party, Warren Leatham (Louis Berger) explains the relationship between SMD and IMC.

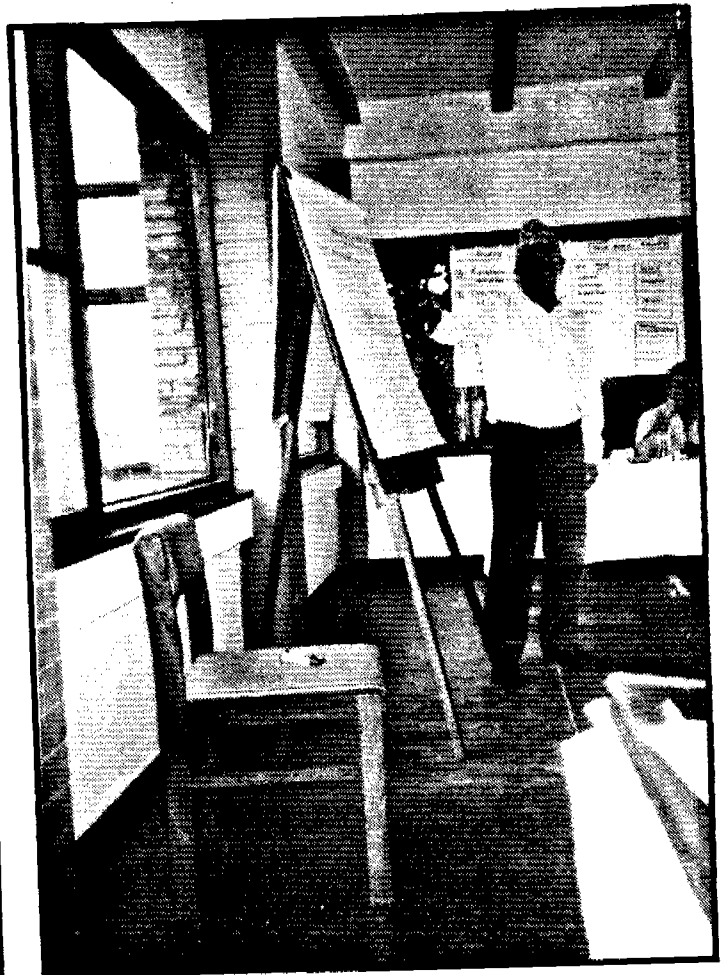


Illustration 3. HMG official, Som Nath Poudel, presents his group's analysis of how to inform other government departments or agencies about what IMP is doing.

3.3.5 Day Three -- Session Five: Developing A Work Plan

This full-day session had the following goals:

- To present the latest updates on the DIHM and USAID work plans as well as supporting budgetary information
- To identify the major tasks that need to be accomplished within each project area over the next year
- To develop work plans for carrying out all of the major project tasks.

During this fifth session, the workshop leader reviewed some of the basic planning principles that needed to be considered. The USAID project officer then spoke about the budget, and the DIHM project director talked about budget line items of HMG related to the project.

The participants were then divided into the following task area work groups and asked to identify the tasks they believed could be accomplished within the coming Nepal fiscal year. The list of tasks they developed are in Appendix C.

Task Area Work Groups

1. Operation and Management; Monitoring, Evaluation and Feedback
2. Water Users' Association
3. Training and Research
4. USAID Project Support Activities.

After the participants reviewed and discussed the tasks for each area in the full group, they returned to their original work groups to discuss the action needed to complete each task, the beginning and ending date for the action, the resources required, and the person responsible for seeing that the prescribed activity is accomplished. This information was subsequently put on a flipchart and reviewed by the entire group. The final work plans that resulted from these discussions are included in Appendix D.

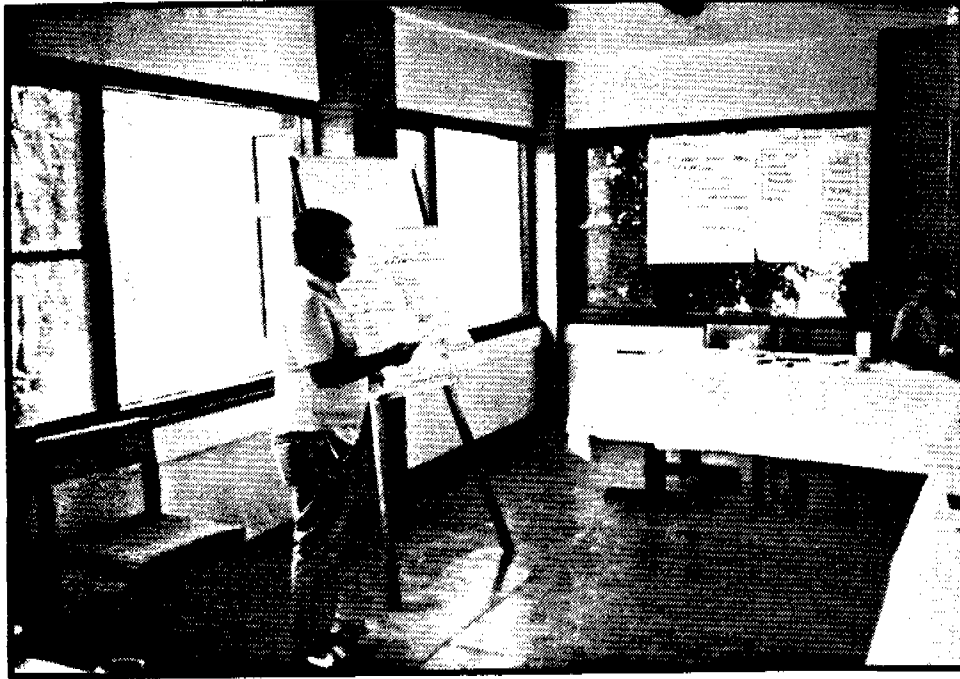


Illustration 4. Training and research specialist, Victor Gillespie, presents an overview of the IMC: Training and Research component of the work plans for the project.

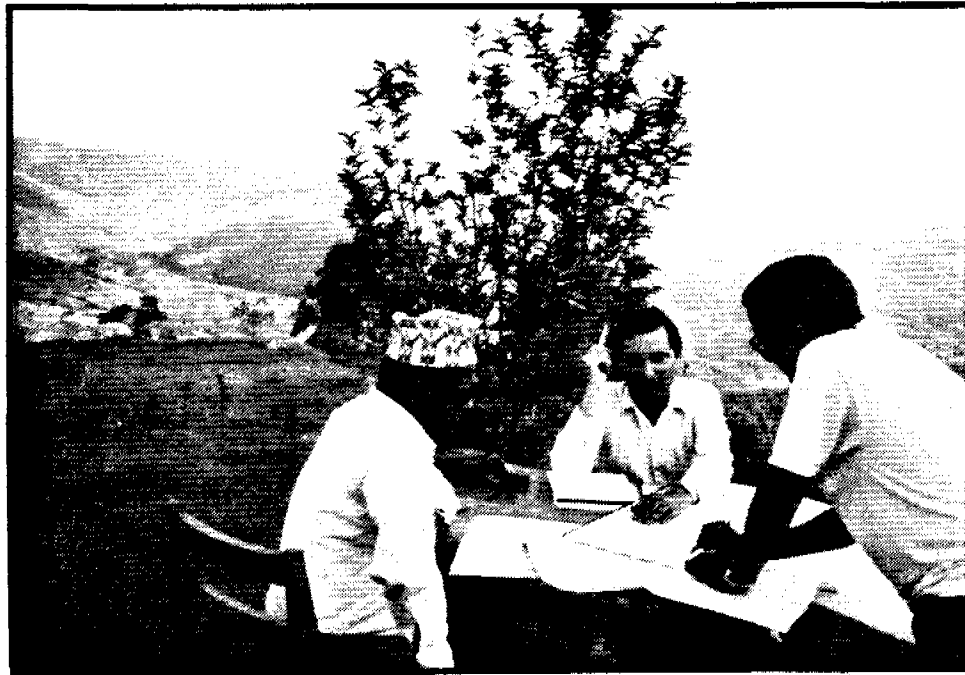


Illustration 5. I. C. Adhikary (HMG/N), Som Nath Poudel (HMG/N) and Laxman Ghimire (East Consultants) develop project plans for first year.

3.3.6 Day Four -- Session Six: Decision-making Meeting with Director General, DIHM, and Mission Director, USAID.

The goals of this half-day session were to:

- Provide an opportunity for senior decision-makers to discuss critical project issues
- Present an overview of project work plans and secure senior management support.

This session was one of the highpoints of the workshop. The participants presented their plans and views on key issues to the most senior officials involved with this project, the Director General of DIHM and the USAID mission director. The officials stressed their support for the project and spoke encouragingly about the new directions which DIHM could take with the assistance of the IMP team. See Appendix E for the agenda of this session.

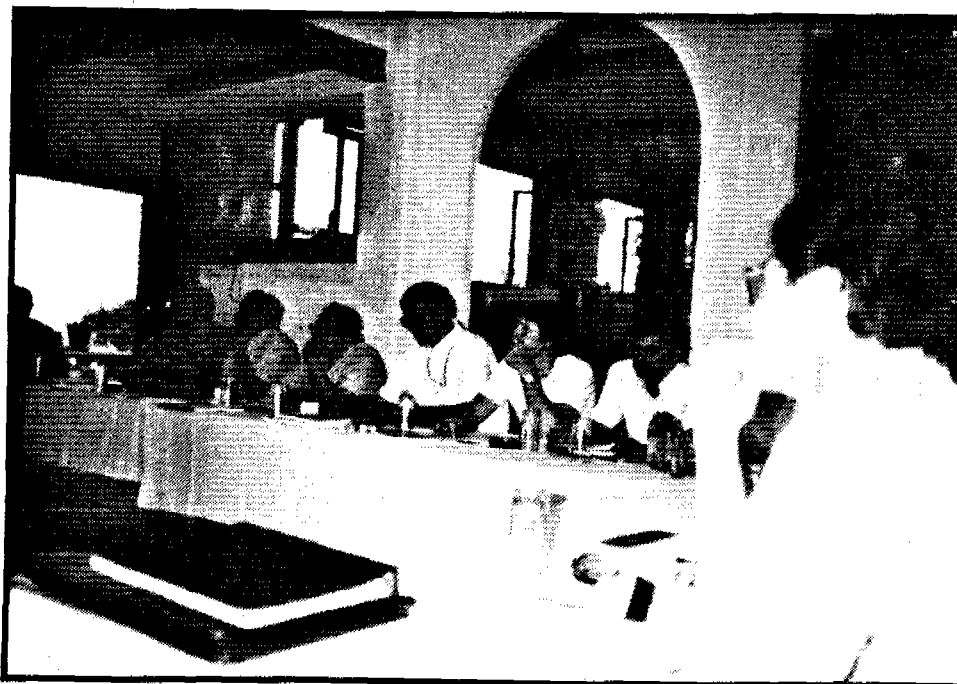


Illustration 6. Decision making meeting with Director General of DIHM, C. D. Bhatt (5th from right) and Mission Director, David M. Wilson (4th from right).

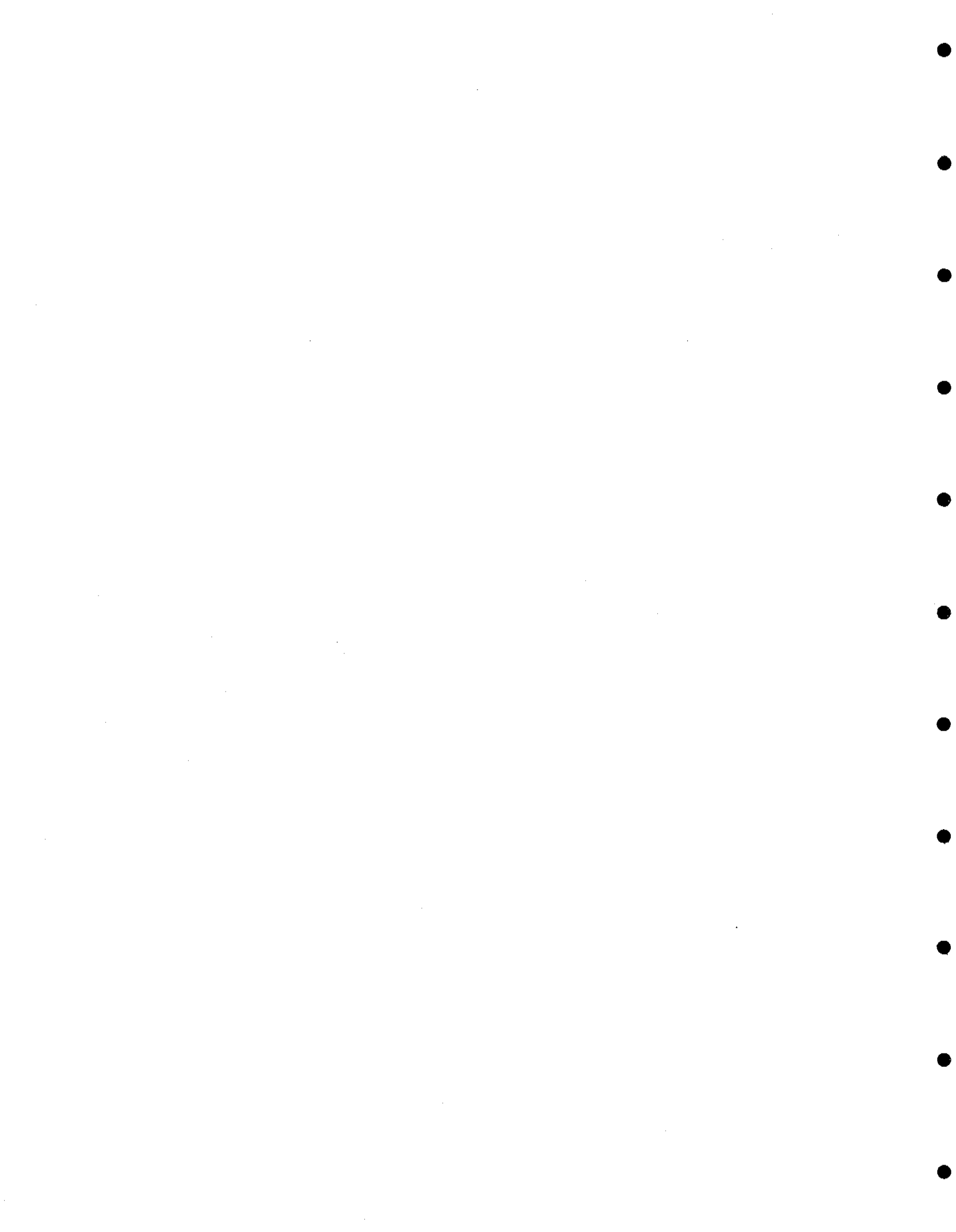
Figure 1

IMP Start-up Workshop Schedule
Dhulikhel Mountain Resort

September 2 to 5, 1986

DAY 1	DAY 2	DAY 3	DAY 4
Tuesday, September 2	Wednesday, September 3	Thursday, September 4	Friday, September 5
Morning			
Travel	7:00 Breakfast	7:00 Breakfast	7:00 Breakfast
10:30 Session One: Opening and Introductions	8:00 Session Four: Discussion of Key Project Issues	8:00 Session Five: Developing a Work Plan	8:00 Session Six: Decision-making Meeting with Director, DIHM, and Director, USAID

Afternoon			
12:00 Lunch	12:00 Lunch	12:00 Lunch	12:00 Lunch
1:30 Session Two: History of IMP and its Current Status	1:30 Session Four: (Continued)	1:30 Session Five: (Continued)	1:30 Review/amend plans and agreements
Session Three: Project Management - Sharing Expectations and Reaching Agreement			Workshop closing
5:30 Ending	5:30 Ending	5:30 Ending	3:30 Travel



Chapter 4

WORKSHOP OUTCOMES

4.1 General Outcomes

The workshop process provided a series of useful exchanges of information to each of the participants. The following discussion of outcomes is based on an analysis of the specific written comments on the evaluation forms, observations made by the workshop facilitators, and conversations with participants.

4.1.1 Related to the Project

- A better understanding of the background and reasons for IMP
- Achieved results that can immediately be used on the project
- The ability to raise concerns with higher-level authorities
- Increased understanding of the work-related problems of the DIHM staff
- An appreciation for the overall scope of the project and how the task area groups need to collaborate
- Clarity about their involvement and responsibilities
- A better appreciation of the working styles, technical expertise, and backgrounds of other project staff
- Ability to discuss critical issues.

4.1.2 Related to Learning and Increasing Experience

- Increased understanding of effective communication and management techniques
- Increased experience in sharing information and coordinating with others
- An awareness and appreciation of the techniques of team building and a better appreciation of its value in development projects
- An improved ability of how to use planning formats, to specify tasks and activities, and to assign accountability for work tasks
- An ability to get to the point quickly and manage time in work groups more effectively

- Confidence in presenting ideas and expressing them in both large and small groups.

4.2 Specific Outcomes

Each workshop session produced specific outcomes in the form of either written agreements or action plans. These are included, in their entirety, in the appendices and in synopsis form below.

4.2.1 Expectations and Agreements for Project Management

The working session on project management yielded the following understanding among the DIHM, the technical assistance team, and USAID (see Appendix C.)

- The DIHM/IMP staff, together with the technical assistance team, comprise the project implementation team. The DIHM project director is the de facto leader of this team.
- The DIHM project director, technical assistance (TA) team leader, and USAID project officer will work collaboratively in developing effective working relationships among project implementation team members and assist the team in accomplishing various tasks.
- The DIHM project director, TA team leader, and USAID project officer will set up a Management Information System (MIS) for collecting and exchanging information openly and freely.
- Relationships within this triangle need to be examined closely and chartered from the outset, if project management is to be effective and productive. Management problems will not be solved without the willingness and support of all concerned staff. Some roles can be assigned early on, others only on the basis of experiment.

4.2.2 Actions Taken on Critical Project Issues

The series of agreements in this category were the result of recommendations developed by various working groups, then either agreed to or modified by the total group, and finally presented and discussed with the Director General and the USAID mission director. All of the recommendations made by the Issue Working Groups are included in Appendix C.

The Relationship Between SMD and IMC

All agreed that close and continual coordination between SMD and IMC was crucial to the success of IMP. Details of how this will be carried out are outlined by Group 3 in Appendix C.

Staffing Requirements During Startup

The staffing requirements outlined by Working Group 6 were essentially agreed

to by the Director General. In addition, there was further agreement that SMD and IMC were to be permanent units within the DIHM and that a long-term strategy should focus on obtaining permanent positions for all specialties. In the meantime, DIHM is committed to filling required engineering, or overseer and administrative positions as soon as possible and to making contacts with the Department of Agriculture (DOA) for the agricultural or agronomy positions. During the initial stage, the social science positions will be filled through contract.

Operationally, What Other DIHM Units Does IMP Have to Interact With?

A detailed chart of the relationships between IMP and other DIHM components was presented and explained by Group 5 (see Table 1). In addition, there was agreement that it is inappropriate for the regional directorate to be involved in day-to-day management decisions relating to IMP, but the directorate should be a focus for institution-building. Efforts should be made to involve other DIHM and DOA staff within the directorate to become involved in IMP and take advantage of the training and other learning opportunities. The regional director should be the pivot for this type of coordination.

How to Inform Other Ministries About IMP

The DIHM perspective is to explore a two-tiered approach comprised of a central-level coordination committee consisting of various officials and a field-level coordination committee with strong farmer involvement. This dual organization could ensure that government and farmer concerns were addressed and coordinated through the proper channels. The USAID perspective is not adverse to the foregoing approach. Project activities, however, should not interfere with the normal operations of HMG. In addition, the proposal for creating an advisory board will be further explored.

How Can We Ensure the Smooth Interface Between the Technical and Institutional Development Aspects of IMP?

There was general agreement that this issue is best addressed by developing water user associations for doing operations and maintenance at each project site. How this might get done is closely related to pending HMG legislation on Water Users' Associations. While there was concern that pending legislation would be too restrictive, the DIHM felt it was flexible enough to accommodate more specific recommendations in the future.

Farmer Involvement From the Outset

All agreed that Sirsia-Dudhaura farmers need to be brought into SMD and IMC activities from the outset, with membership on the proposed task force and clearly defined roles in all aspects of field improvements. A suggested series of steps for involving farmers in IMP was described by Group 8 in Appendix C.

How to Demonstrate a Sense of Accomplishment

A comprehensive set of recommendations for demonstrating progress was outlined by Group 4 (see Appendix C). While there was general agreement on these recommendations, it was also felt that knowing the number of farmers trained, staff appointed, or Water Users' Associations (WUAs) formed is only the first

step. What is needed are monitoring and impact assessment systems capable of indicating wider parameters of progress and signaling areas where readjustments in either activities or objectives might be necessary. In the absence of an existing reporting format, IMP needs an outlet to report progress in irrigation management. This reporting system needs to be financed through either HMG or USAID budgets.

4.2.3 Work Plans of Task Area Groups

Each task area group developed a series of specific tasks, assigned responsibility, and identified who would assist or collaborate in each task. Target dates were set for the next ten months of the project. For a detailed listing of each activity under each task, refer to the work plans in Appendix D. A summary of the major outcomes of each task group is listed below.

Operation and Management; Monitoring, Evaluation and Feedback

- Mobilize staff for project.
- Establish field office.
- Study hydrological data and analysis.
- Assess water availability from a different source.
- Identify tentative command area and potential water demand.
- Manage the general availability of water to the system.
- Remodel the headworks, survey existing distribution systems, and remodel the conveyance systems.
- Do detailed survey of command area.
- Conduct soils and agronomy survey.
- Conduct baseline survey.

Water Users' Association

- Begin to review and assess water users' associations by conducting a survey of the conditions of farmers.
- Do study of the existing institutional framework (legal and policy) supporting WUAs.
- Conduct study of the institutional framework currently encouraging farmer participation.
- Determine the role of WUAs in the project development process and then establish a program for organizing WUAs.
- Organize an experimental WUA.

- Plan and conduct training in water user activity for farmers.

Irrigation and Management Center

- Initiate IMC training courses.
- Establish positions and then develop newly appointed IMC staff members.
- Plan, organize, and conduct overseas study tours.
- Plan overseas, short-term training for IMP staff.
- Prepare and conduct rapid appraisals.
- Plan and conduct seasonal monitoring and process evaluations.
- Prepare and carry out special studies of existing formal and informal farmer irrigation organizations.

USAID Project Support Activities

- Establish a management information system for handling the administrative, technical, and financial aspects of the project.
- Establish a monitoring and impact assessment plan.
- Coordinate project implementation reviews.
- Coordinate with other project implementation units activities funded directly by USAID (building construction, participant training, applied studies, and photogrammetry).
- Develop an "IMP Network" among donors.
- Develop with DIHM and the Technical Assistance Team the work plans and budget for Nepali Fiscal Year (NFY) 2044/45 and US FY 1987-88.
- Issue implementation documentation (Project Implementation Letters and Grant Agreements) to cover procedures, work plans, budgets, and major implementation decisions.

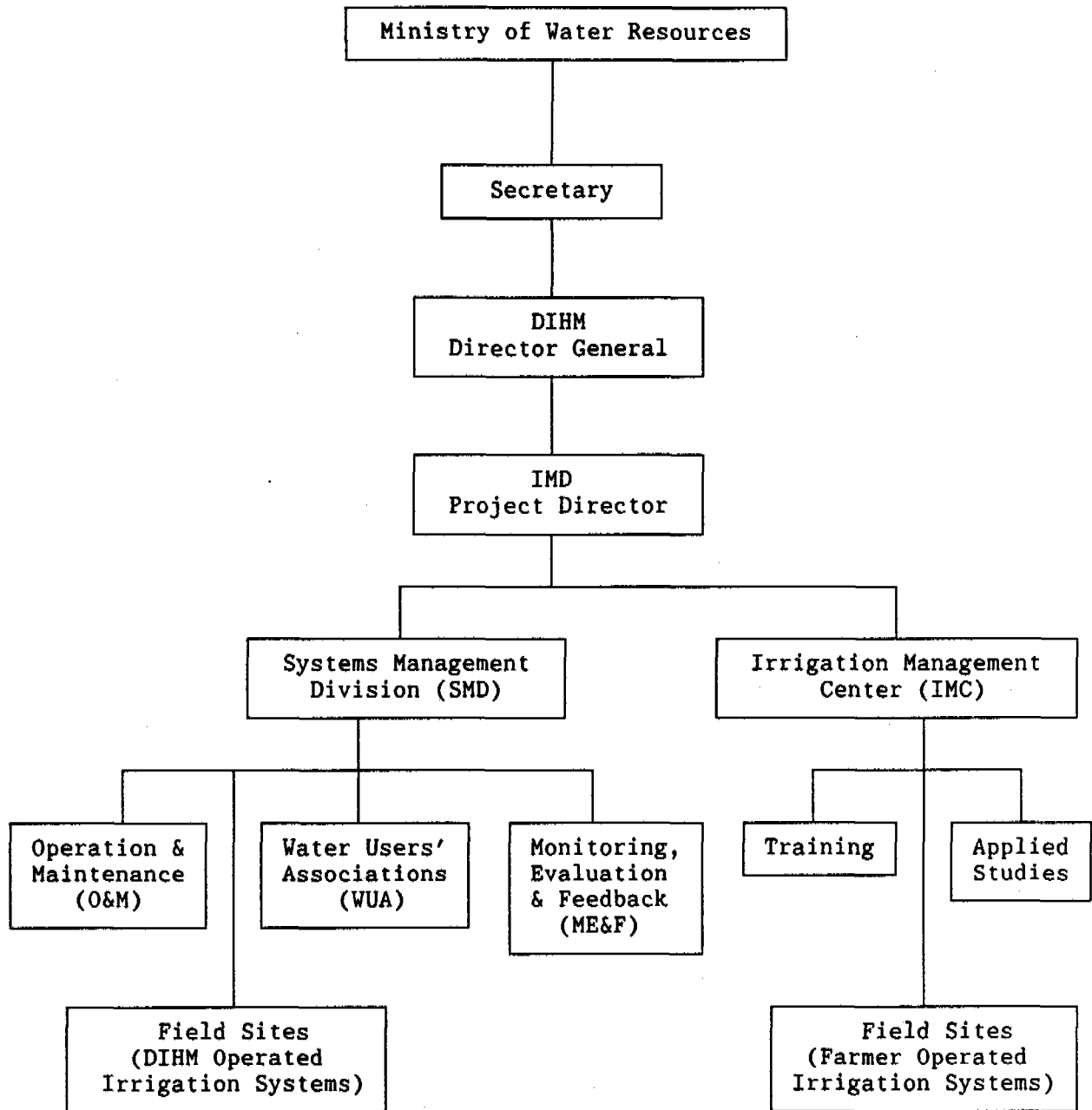


Table 1
 Relationship Between IMP Elements and DIHM Components

Chapter 5
EVALUATION

5.1 Summary of Results

At the conclusion of the workshop, a sense of accomplishment prevailed. Participants addressed issues, developed work plans, and reached agreements with senior officials. A number of thorny issues were discussed and resolved. Solid work plans encompassing all of the project task areas were produced by mixed working groups (DIHM, contractors, and USAID), agreed to by all of the participants, and endorsed by senior DIHM and USAID officials.

Individual participants learned useful techniques for planning and working in groups. This knowledge and the project-related information should enhance staff capabilities throughout the implementation phase. To some extent, agreements about roles and responsibilities were limited because key project counterparts were not hired yet. Their absence also affected the extent to which details about project management could be worked out. Sixteen participants completed the evaluations. They rated the degree of achievement for each of the goals as follows:

<u>Goal</u>	<u>Percent Achieved</u>
1. Exchange basic project information.	81%
2. Have an opportunity to get acquainted.	86
3. Clarify expectations for working together.	67
4. Discuss start-up issues.	83
5. Develop work plans.	85
6. Agree on roles and responsibilities.	68
7. Agree on project management procedures.	67
8. Prepare recommendations for Director General.	70

The complete workshop evaluation form is included as Appendix F.

5.2 Summary of Specific Evaluation Results

What have been the most positive aspects of the workshop?

- Becoming clear about the goals of the project and how we expect to achieve them
- Preparing a positive work plan for NFY 2043-44

- Workshop leader's ability to guide group efforts
- Experiencing the methodology of how to approach a goal with many variables, many minds, and many objectives
- Team spirit
- Learning a systematic method of preparing work plans
- Clarifying project components and relationships
- Thoroughly discussing project start-up issues
- A secluded work site where our efforts could be focused upon without interruptions.

What have been the most negative aspects of the workshop?

- Nothing (most of the respondents)
- Trying to solve issues relating to project management procedures
- Program overly structured
- Appointment of the counterpart staff still needs to happen.

What have you learned from this workshop?

- How to plan for managing the project
- Some management and training techniques
- How to channel several ideas toward one common goal in order to achieve the target
- How to make the best use of time by working in small groups
- Participants' perceptions of their roles
- The views of all the other parties
- The value of conducting a project start-up workshop when you have various disciplines and views
- How to systematically develop solutions to key problem issues
- That it is possible to take a collection of individuals from various backgrounds with different concerns and agendas and get them working together effectively
- How consensus can be reached even if we differ at the beginning.

What was most important for you about this workshop?

- The workshop taught me a lesson on how to do project management
 - Starting the work plan
 - Knowing the problem and finding our way to a solution
 - Establishing the roles and responsibilities of individuals and task groups
 - Exposure to working with a multidisciplinary group
 - How, in spite of so many heated discussions, the USAID project officer kept himself very cool and handled each situation in an appropriate way
 - Getting acquainted with others and establishing work relationships so quickly
 - That it produced concrete, implementable results and that it raised a number of issues communicated immediately to higher-level authorities
 - The formation of the task force

In addition to the action plans you developed, what specific things do you suggest that each of the following groups should do as follow-up to the workshop?

- DIHM
 - Get personnel assigned (most of the respondents)
 - Complete staffing, housing, and office arrangements at Kathmandu and Parwanipur
 - Should have another workshop like this before submitting targets to the planning commission and finance ministry
 - Active and decisive participation in all the activities of this project.
- Technical Assistance Team
 - Get various contractor groups functioning as a unit.
 - Conduct sensitivity training so that the consultants realize they are in an advisory role.
 - Provide proper guidance to SMD.
 - Prepare implementation and five-year plans.
 - Feel that you can sincerely accomplish the job.

- Clearly define each one's tasks.
 - Sort out any contractual problems and get started.
 - Conduct regular review of work schedule, evaluate achievement, and provide good logistic support.
 - Work closely with DIHM staff.
- USAID
 - Find more money for construction.
 - Be considerate when regarding facilities for the whole working team.
 - Provide strong logistical support.
 - Follow up closely and provide assistance as much as possible.
 - Pursue DIHM to see that personnel needed for this project get assigned immediately.
 - Think of the expectations of the DIHM staff as well.
 - Hopefully, supportive service will be provided as promised.

What comments do you have about how the workshop was planned and organized?

- The plan and the organization of the workshop were excellent.
- Very fine.
- Very well organized (most of the respondents).
- Very focused, very people-oriented. Success depended on the professional and personal qualities of the facilitator -- both excellent.

Chapter 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 Concept of a Start-up Workshop

The overall purpose of this workshop was to shorten project start-up time, to develop draft action plans for the first year of the project, and to build an effective team. Everyone who was involved with this effort felt that the activities which took place over the four-day period were needed in order for the Irrigation Management Project to get off to a quick and efficient beginning. The workshop was the first opportunity for the participants to be involved in such a start-up approach and they felt that it would accelerate the initial progress of the project considerably.

6.2 General Recommendations

1. An "in-house" review of project management and team relations should take place quarterly and be monitored continuously. This review is particularly crucial because of the additional staff who need to be hired and made a part of the team.
2. The project management team (USAID project officer, contractor, team leader, and the DIHM project director) should consider meeting weekly, or biweekly, for the first six months of the project and then monthly thereafter.
3. The project team should capitalize on the momentum created at this workshop and carry forward the agreements and work plans.
4. A workshop of this nature should be repeated once a year with outside consultative assistance.
5. The institutional development focus of this project is in sharp contrast to the ministry's usual work of constructing irrigation schemes. If this project is ever to be fully appreciated, the government's attitudes regarding what constitutes "significant progress" and "project success" will have to be expanded. It is recommended that there be regular liaison with key ministry officials and that special efforts be made to describe the impact of IMP.

6.3 Recommendations for the DIHM

1. The DIHM project director needs to meet regularly with task area coordinators and managers to review progress and address bottlenecks.
2. Given the numbers of new staff that will be joining the project, careful plans should be made for:
 - a. Their orientation to IMP (values and purpose)

- b. Their on-the-job training or other preparations required for them to carry out their new assignments proficiently.
3. All levels of staff need to be kept informed of project needs, priorities, plans, problems, and accomplishments through meetings, announcements, bulletin boards, and through such communication mechanisms as memoranda.
4. Given the pressing need to educate other DIHM staff about IMP and its accomplishments, regular communication should be initiated between the project director and key DIHM officials. Such communication should be both formal and informal and should seek to share significant project information.

6.4 Recommendations for the Contractor

1. Collaborate closely with the project director and all new staff so that there is no misunderstanding concerning work responsibilities and task management.
2. In conjunction with the project director, prepare agendas for regular meetings of the project management group (see suggested outline below).
3. Consider doing short (half- or a full-day) seminars or training sessions on topics of interest for project staff. These sessions could be led by either contractor personnel or other local resource people.

6.5 Recommendations for USAID

1. Work closely with the contractor and project director to identify problems and rectify them as quickly as possible.
2. Schedule regular weekly or biweekly meetings with other members of the project management group (for example, project director and team leader). These meetings should have a set agenda which covers:
 - The work plan, including a look at the results of previously scheduled activities and what is being done to prepare for upcoming actions
 - A brief update from all parties on what is going well and what areas could be improved
 - a follow-up statement of agreements and actions that will be taken in the future.

Written preparation for these meetings should be brief (one to two pages) and follow the foregoing agenda outline. The team leader should prepare this written outline, share it with the project director, and circulate copies to other members of the project management group. In a similar fashion, the team leader should be responsible for writing and circulating the follow-up agreements.

6.6 Conclusions

All of the key project issues were addressed and resolved. People also came together in a working team, and there was a significant amount of personal learning about planning and working in groups. The results of this effort was a comprehensive work plan covering all of the project task areas for the remainder of the Nepali fiscal year.

APPENDIX A
Scope of Work

SCOPE OF WORK

NEPAL: Project Start-up Workshop for Irrigation Management Project

Responsibilities

1. Review project documentation and interview key AID/Washington staff to become familiar with the background and scope of project.
2. Review design used for the project start-up workshop for the Sri Lanka Water and Sanitation Project.
3. Interview contractor team, appropriate government staff, and AID mission personnel to collect data for the workshop.
4. Design an approximately four day project start-up workshop.
5. Write a brief report describing the workshop design, implementation, and results.

Timing

The field work will take place August 25 to September 5 in Nepal. The workshop will be held September 1-4.

Personnel

This assignment will require a trainer familiar with AID and with the team planning model.



APPENDIX B

Participants



His Majesty's Government of Nepal (HMG/N)

G.N. Thakur, Project Director
I.C. Adhikary, Assistant Project Director
Vishwambhar Regmi, Assistant Engineer, Central Regional Director
Som Nath Poudel, Chief Monitoring and Evaluation Section, Follow-up Quality Control

Contractors

Warren Leatham, Team Leader
Victor Gillespie, Training and Research Specialist
Prachanda Pradhan, Institutional Development Specialist
Upendra Gautam, Associate Institutional Development Specialist
Laxman Ghimire, Associate Irrigation Engineering Specialist
Ram Man Joshi, Associate Agricultural Development Specialist
Dave Mulligan, Louis Berger, Bangkok
Iswar Raj Onta, East Consultants

USAID Nepal

Jon Breslar, Project Manager
Virgil Miedema, Assistant Project Manager
Paul Gurung, Project Engineer
John Davenport, Chief Engineer



APPENDIX C
Group Discussion Issues



GROUP DISCUSSION ISSUES

GROUP - 1

1. Mr. G.N. Thakur
2. Mr. Warren Leatham
3. Mr. Jon H. Breslar

ISSUE:

PROJECT MANAGEMENT AGREEMENTS

1. The Department of Irrigation, Hydrology and Meteorology/ Irrigation Management Project (DIHM/IMP) staff, together with the Technical Assistant (TA) team, comprise the project implementation team. The Project Director is the de facto leader of this team.
2. The Project Director, TA Team Leader and USAID Project Officer will work collaboratively in developing effective working relationship among Project Implementation Team Members. And assist team to accomplish tasks.
3. The Project Director, TA Team Leader and USAID Project Officer will set up Management Information System (MIS), collecting/ sharing information freely/openly.

GROUP - 2

1. Mr. Upendra Gautam
2. John T. Davenport

ISSUE

HOW DO WE ASSURE THE SMOOTH INTERFACE BETWEEN TECHNICAL AND INSTITUTIONAL DEVELOPMENT ASPECTS ?

- A. Develop Water Users Association (WUA) for Operation and Management

Following is the Socio-Technical Subcommittee task force

- i. Tasks
 - a. WU mobilization:
 - Initiate dialogue, identify leaders, develop informal working relations.
 - Recommend method of formalizing WUAs (Water Users Associations).
 - b. Essential Structural Improvement and Operation and Management
 - Essential Structural Improvement (ESI) walk through as soon as possible.
 - Identify ESI problems.
 - Recommend ESI solutions.
 - Long term Operations and Management.
- ii. Task force members (in general, for specific sites)
 - a. DIHM
 - Adhikary - Engineer/management
 - Chaudary - Engineer
 - b. TA
 - Prachandra Pradhan - Social Scientist
 - Upendra Guatam - Social Scientist
 - Laxman - Engineer
 - c. USAID
 - Paul Gurung - Engineer
 - John Davenport - Engineer
 - d. Farmer leader(s)
 - e. Department of Agriculture

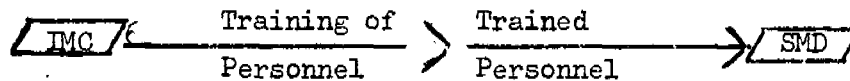
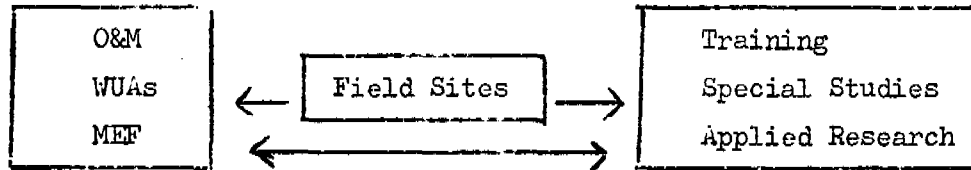
GROUP - 3

1. Mr. I.C. Adhikary
2. Mr. Laxman Ghimere

ISSUE

WHAT SHOULD RELATIONSHIP BE BETWEEN SYSTEM MANAGEMENT DIVISION/
IRRIGATION MANAGEMENT CENTER (SMD/IMC)

A. Relation between SMD and IMC



B. Major Coordination and Linkage

1. Regular exchange of documents
2. Experience exchange through regular joint meetings
3. Exchange of lectures in the training class
4. Exchange of manpower between IMC and SMD
5. Horizontal linkage between IMC and SMD informing Project Director

C. Existing System Study/Systems Design

WUAs (SMD)

Irrigation systems (SMD and IMC)

Water requirements (IMC)

Cropping patterns (IMC)

O&M (SMD)

Baseline studies (SMD and IMC)

Training (IMC)



Training the Trainers

GROUP - 4

1. Mr. Prachandra Pradhan
2. Mr. Ram Man Joshi
3. Mr. Paul Gurung

ISSUE

HOW CAN WE DEMONSTRATE SENSE OF ACCOMPLISHMENT ON IMP ?

Recommendation for Progress Demonstration

<u>Narrating Summary .</u>	<u>Quantifiable Verification</u>	<u>Mean of Verification</u>
A. SMD establishment	1. Placement of personnels - DIHM - TA 2. Budget (IMP) 3. Making physical facilities available	Reports
B. Improvement of field sites	1. Selection of field sites 2. Manpower placement - DIHM - TA 3. Bench marks study (technical, agricultural, institutional) 4. Physical rehabilitation - Survey, design - Implementation 5. Formation of WUA	Reports Reports
C. Lowering the cost of O&M plus involvement of farmers in Water Management through WUA	1. Farmers active involvement 2. Amount of resource mobilized by the farmers 3. Number of meetings held	Reports/ext. evaluation reports

<u>Narrating Summary</u>	<u>Quantifiable Verification</u>	<u>Mean of Verification</u>
D. SMD Construction (Building)	<ol style="list-style-type: none"> 1. A&E (Architect & Engineer) selection 2. Survey and design 3. Implementation 	Unitwise reports
E. Irrigation Management Center (IMC)	<ol style="list-style-type: none"> 1. Location selection 2. Personnels <ul style="list-style-type: none"> - DIHM - TA 3. Physical facilities <ul style="list-style-type: none"> - Rooms - Training tools 4. Number of trainees trained 5. Number of applied studies undertaken 	Reports
F. IMC Construction (Building)	<ol style="list-style-type: none"> 1. A&E selection 2. Survey and design 3. Implementation 	Unitwise reports
G. Overseas training and observation	<ol style="list-style-type: none"> 1. No. of participants 2. Training (long-term and short-term) 3. Observation tour 	Field reports by the participants
H. Dissimination of information	<ol style="list-style-type: none"> 1. No. of seminars and conferences held 2. No. of professional papers prepared by the staff 3. No. of professional staff participation in international conference 4. Use of Audiovisuals and Bulletins. 	<p>Reports on proceeding</p> <p>Papers</p> <p>Reports</p>

GROUP - 5

1. Mr. G.N. Thakur
2. Mr. Warren Leatham
3. Mr. John Davenport

ISSUE

HOW IS DIHM STRUCTURED ? OPERATIONALLY WHAT OTHER DIHM UNITS DOES IMP HAVE TO INTERACT WITH ?

The team presented an organizational chart of the DIHM, and discussed the various relationships with IMP at the central, regional, and field levels. This chart will be distributed separately.

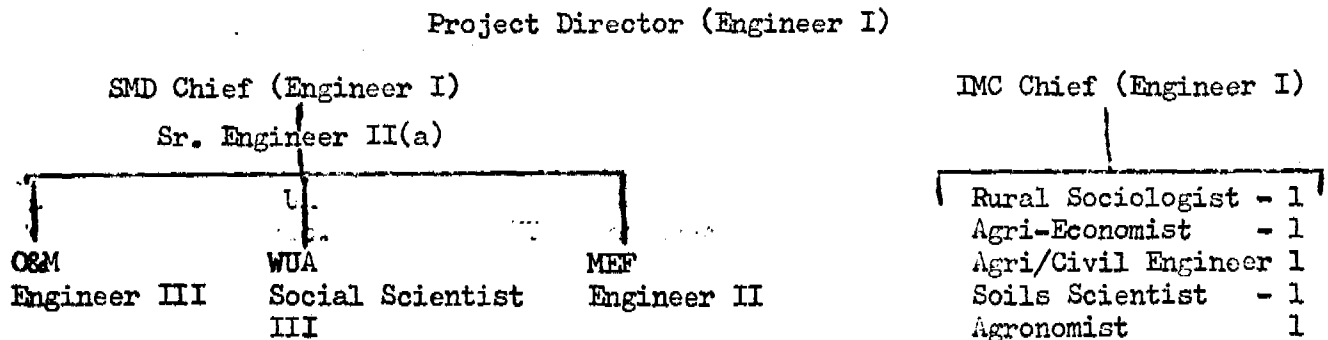
GROUP - 6

1. Mr. Laxman Agrawal
2. Mr. Victor Gillespie
3. Mr. Laxman Ghimere

ISSUE

WHAT DIHM OR OTHER STAFF DOES IMP NEED FOR THE IMPLEMENTATION TEAM ?
WHAT IS THE PROCESS FOR GETTING THESE STAFF ON BOARD ?

DIHM staff needed for IMP (First Year Estimation)



For the Field

Engineer II(b) - 1
Engineer III - 2
Overseers - 6
Draftspersons - 2

- * Support administrative staff as needed
- * Some of the posts have been already sanctioned
- * Personnels can be transferred on deputation from other projects.

GROUP - 7

1. Mr. Som Nath Poudel
2. Mr. Upendra Gautam
3. Ram Man Joshi

ISSUE.

^{How}
~~WHO~~ CAN WE INFORM OTHER GOVERNMENT OFFICIALS ? WHAT IMP IS ?

1. Proposed advisory board under IMC should be elevated to IMP level with legitimate status.
2. Function should include coordination plus advisorial.
3. Organization of the board

Cairman - Secretary, Ministry of Water Resources (MWR)
Members - Director General, DIHM
- Director General, Department of Agriculture (DOA)
- Representative, Agriculture Dev. Bank/Nepal
- Representative, Ministry of Panchayat & Local Dev.
- Representative, National Planning Commission
- Representative, Water & Energy Commission Secretariate
- Representative, Ministry of Finance
- Chief, DIHM Strengthening Project
- Project Manager, USAID
- Team Leader, Technical Assistant

Member Secretary -- Project Director, Irrigation Management Project
Observers - Chief, System Management Division (SMD)
 - Chief, Irrigation Management Centre (IMC)
 - Deputy Director General, DIHM (responsible for
 Irrigation Management Project and DIHM
 strengthening)

THROUGH

1. At least bi-monthly meeting with progress reports
2. IMP bulletin with limited circulation
3. Seminars and conferences.

GROUP - 8

1. Mr. Prashandra Pradhan
2. Mr. I.C. Adhikary
3. Mr. Vishwambhar Regmi
4. Mr. Paul Gurung

ISSUE

WHAT IS THE PROCESS FOR FARMERS IN IMP FROM THE OUTSET ?

Process for involving farmers in IMP

1. Is it possible to entertain farm based informations and in survey and design ?
 - Crop water requirement
 - Percolation
 - Seepage
 - Alignment
 - Water distribution program at the field level
 - Choice of cropping pattern
 - Equity question

2. Branch/secondary canals management

- Distribution of water through the farmers involvement i.e. WUAs

3. What can WUAs do ?

- Need of legal provisions to WUA groups
- Farmers participation in assessing actual irrigation field
- WUAs active involvement in assessing the area for water tax
- Participation of the farmers in IMP seminars, training and local observation tours wherever possible.



APPENDIX D
Developing Work Plan Tasks

SESSION SIX

Thursday - September 4, 1986

DEVELOPING WORKPLAN TASKS

Stage 1 - Identification of Tasks to be Accomplished in NFY 2043/044

GROUP - 1

1. Mr. G.N. Thakur
2. Mr. Laxman Agrawal
3. Mr. Warren Leatham
4. Mr. John Davenport
5. Mr. Laxam Ghimire

OPERATION & MANAGEMENT

MONITORING, EVALUATION & FEEDBACK

A. Sirsiya, Dudhaura System

1. Mobilization of manpower)
2. Establishment of field office) 2 months
3. Study of hydrological data and analysis (Sept 15, 1986-continuous)
4. Assess water availability from different source (3 months)
5. Identify tentative command area and potential water demand (1 month)
6. Management of water availability to the system in general (2 months)
7. Remodelling of headworks (Barrage/Weir/Deep Tube Well/Shallow Tube Wells)
 - Survey and design (4 months)
 - Tendering, etc. (2 months)
 - Construction (4 months)
8. L-sections, X-sections inventory of structures in the canal systems (3 months)
9. Command area detailed survey (contour plan) - (Aerial + Ground) (5 months)
10. Soils and agronomy survey (6 months)

B. Establishment of Data Bank (Primary and Secondary)

1. Hydrological and meteorological
2. Operation and maintenance
3. Bench mark survey

GROUP - 2

1. Mr. Prachandra Pradhan
2. Mr. Upendra Gautam
3. Mr. I.C. Adhikary
4. Mr. Vishwambhar Regmi

WATER USERS ASSOCIATION

<u>Major Activities</u>	<u>Action Steps</u>	<u>Time Frame</u>	<u>Agency to be Involved</u>
1. Review & assessment of WUA & farmers Organization	A. <u>Study of Farmers Conditions</u> - Financial incentives to farmers - Suitability of local technology - Organizational capabilities of the farmers - Land ownership system - Socio-political milieu	By Jan. 1987	SMD and IMC
	B. <u>Study of Institutional frame Work</u> - Legal and policy frame work	By March '87	SMD, IMC, WECS Law Ministry

<u>Major Activities</u>	<u>Action Steps</u>	<u>Time Frame</u>	<u>Agency to be Involved</u>
	- Institutional frame work		
	- Institutional capability		
2. Development of Program for organizing WUA	- Identification of WUA functions	By July '87 along SMD	SMD and IMC
	- Farmers involvement during survey and design	Design & Survey Time	
	- Assessment of the extent of farmer's participation in construction activities		
3. Organization of experimental WUA	- Organizing aspects	By July '87	SMD
	- Basis physical functional		
4. Farmers training	- Identification of of trainee farmers from Sirsia	By March '87	IMC
	- Identification of training methods		

GROUP - 3

1. Mr. Victor Gillespie
2. Mr. Ram Man Joshi
3. Mr. Paul Gurung
4. Mr. Som Nath Poudel

TRAINING/RESEARCH

I. TRAINING

A. Overseas Observation Tours

1. Organize Pakistan, Sri Lanka Tour
2. Organize Indonesia, Philippine Tour

B. Overseas Short Term Training

1. Organize short-term training for IMP personnel

C. In-Country Training Throughout Nepal

1. Organize tour of irrigation systems
2. Organize seminars
3. Organize IMC trainer training

D. IMC Training Courses

1. Organize and implement

II. RESEARCH

A. Applied Studies

1. Organize
2. Contract out

B. Baseline Studies

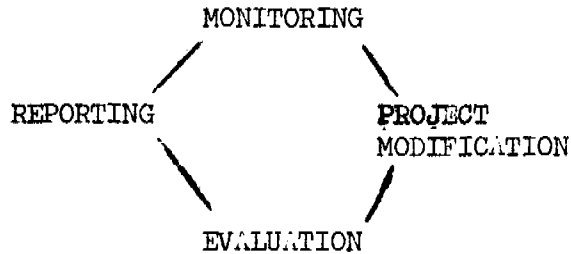
1. Organize
2. Contract out

C. Special Studies

1. Organize
2. Contract out

USAID
PROJECT SUPPORT ACTIVITIES

1. Mr. Jon H. Breslar
2. Mr. Virgil D. Miedema



- Establish management information system (Admin., Tech., Financial)
- Establish monitoring and impact assessment plan/operation
- Coordinate project implementation reviews
- Coordinate with other project implementation units activities funded directly by USAID (building construction, participant training, applied studies, and photogrammetry)
- Develop "IMP Network" among donors
- Develop with Δ workplans and budget for NFY 2044/045 and US FY 87/88
- Issue implementation documentation (PILs, Grant Agreements...)
 - Procedures
 - Workplans/budgets
 - Major implementation decisions
- Logistics.

SESSION SIX

Thursday - September 4, 1986

WORKPLAN

GROUP - 1

SYSTEM MANAGEMENT DIVISION

1. Mr. G.N. Thakur
2. Mr. Laxman Agrawal
3. Mr. John Davenport
4. Mr. Warren Leatham
5. Mr. Laxman Ghimire

TASK AREA: OPERATION & MANAGEMENT AND MONITORING, EVALUATION & FEEDBACK

ACTION STEPS FOR COMPLETING ACTIVITY	RESOURCES REQUIRED	WHO IS RESPONSIBLE (POSITION)	DATE	
			START	END
(1)	(2)	(3)	(4)	(5)
1. <u>Mobilization of Manpower</u> a. Identify personnel needs b. Depute from DIHM		PD/TA/USAID PD	Immediately Sept. 15	
2. <u>Establishment of Field Offices</u> a. Upgrade staff housing b. Procure temp. quarters		PD/USAID PD	Immed. Immed.	March 87 Nov.
3. <u>Hydrological Data & Analysis</u> a. Stream flow b. Meteorological data c. Analysis	Instrumentation Records	Site Engineer Director SMD SMD/TA	Sept.15 " For Sirsiya	Conte " Nov. 30
4. <u>Assessment of Water Availability</u> a. Study existing records) b. Investigate information gap in the field) c. Analyze data & discuss possibilities)	Personnel) vehicle) equipments)	SMD Director) TA) USAID)	Nov. 1	Jan 31,87

(1)	(2)	(3)	(4)	(5)
<p>5. <u>Identify Potential Command Area and Water Demand</u></p> <p>a. Reconnaissance survey) - Command area) - System works) - Catchment)</p>	<p>Tech. committee Engineer II(b)SMD Agronomist Farmer Rep. WUA Organizer Travel & Transp.</p>	<p>SMD Director TA</p>	<p>Sept 15</p>	<p>Dec. 15</p>
<p>6. <u>Management of Water Systems</u></p>	<p>Tech. Committee & other as in # 5</p>	<p>Same as #5</p>	<p>Sept 15</p>	<p>Dec. 21</p>
<p>7a. <u>Remodelling of Headworks</u></p> <p>a. Survey and design b. Tendering</p>	<p>Engineer & Staff vehicle Equip.</p>	<p>SMD/TA SMD</p>	<p>Feb 1,87 June 1,87</p>	<p>June 1,87 Aug. 87</p>
<p>7b. <u>Survey of Existing Distribution Systems</u></p> <p>a. Survey</p>	<p>Same as #7a.</p>	<p>Same as #7a.</p>	<p>Nov 15</p>	<p>Dec. 31</p>
<p>7a. <u>Remodelling of Conveyance Systems</u></p> <p>a. Identify necessary structures to be remodelled in the main & secondary b. Design Tender Construction</p>	<p>SMD staff</p>	<p>SMD, WUA Organizer,TA SMD/TA SMD SMD/Contractor</p>	<p>Jan 1,87 Jan. 15 Feb. 16 Apr 15</p>	<p>Jan 15 Feb.15 March 31 July 15</p>
<p>8. <u>Command Area Detailed Survey</u></p> <p>a. Photogrammetry b. Field survey</p>	<p>Equipments/staff vehicles etc.</p>	<p>SMD/TA</p>	<p>Nov 15</p>	<p>April 15</p>
<p>9. <u>Soils and Agronomy Survey</u></p> <p>a. Review existing soils data) b. Review existing cropping patterns) c. Field investigation for (a) & (b))</p>	<p>Agronomist &) Soil Scientist) Equipment, Vehicle)</p>	<p>SMD/TA WUA Organizers</p>	<p>Nov 15 " "</p>	<p>Dec. 31 " "</p>

(1)	(2)	(3)	(4)	(5)
<u>General Note on Procurement</u> - Identification of needs - Actual procurement		SMD/TA SMD/USAID/TA	Immediately ASAP	

GROUP - 2

WATER USERS ASSOCIATION (WUA)

SYSTEM MANAGEMENT DIVISION

1. Mr. Prachandra Pradhan
2. Mr. Upendra Gautam
3. Mr. I.C. Adhikary
4. Mr. Vishwambhar Regmi

TASK AREA : REVIEW AND ASSESSMENT OF WATER USERS ASSOCIATION AND FARMERS ORGANIZATION

ACTIVITY : STUDY OF FARMERS CONDITIONS

(1)	(2)	(3)	(4)	(5)
1. Assessment of financial incentive to farmers	SMD/IMC staff	I.D. Const.	Sept 86	Jan 87
2. Examination of suitability of local technology	SMD/IMC Ass. Irr. Eng. Ass. Ag.	"		
3. Org. and performance evaluation of farmers capability	I.D. Asso. I.D. Cornell	I.D.		
4. Assessment of land ownership system	APROSC Consultant	I.D.		
5. Assessment socio-political milieu	I.D., SMD, IMC Asso. I.D.	I.D.		
6. Comp. study of Farmers Managed and Agency Managed Systems	I.D./IMC Asso. I.D.	I.D.		

TASK AREA : STUDY OF INSTITUTIONAL FRAME WORK

ACTIVITY : LEGAL AND POLICY FRAMEWORK FOR SUPP. WUA

1. Exam. of existing legal provision to determine the expert of legal requirement	S.N. Upadhaya Soc. Sct. of SMD	Soc. Scit. TA (WUA)	Nov 86	Jan 87
2. Review of exting arrangement for users participation in irrigation management	Local Const. service	P. Pradhan U. Gautam	Oct 86	Dec. 87
3. Comp. of legal framework in other countries by S.N. Upadhaya to WECS and DIHM	S.N.U./Social Scientist	P.P./V.Gillespie	Jan 87	Jan 87
4. Short term consultancy of Mr. Khun to legal group	Travel arrange- ment	Warren Leatham	Feb 87	Feb. 87

(1)	(2)	(3)	(4)	(5)
5. Draft legal framework prepared	WECS and DIHM	P. Pradhan/Soc.Sci	July 87	July 87

TASK AREA : STUDY OF INSTITUTIONAL FRAME WORK

ACTIVITY : I.F. FOR FARMERS PARTICIPATION

1. Identification of agencies mandated to assist F.P.	IMC support man-power	P.Pradhan	Dec. 86	July 87
2. Determination of role, linkage and coordination among agencies	"	"	"	"
3. Assessment of the effectiveness of the agencies in rural setting	"	"	"	"
4. Preparation of case study of exp. of institute collaboration to imp. irrigation performance	IMC	Director IMC	Dec 86	July 87

TASK AREA : DEVELOPMENT OF PROGRAMME FOR ORGANISING WUA.

ACTIVITY : ROLE OF WUA IN PROJECT DEVELOPMENT PROCESS

1. Identification of WUA function		SMD/TA	Nov 86	Dec 86
2. Farmers involvement during survey design		SMD field Eng./TA	Jan 87	March 87
3. Assessment of the extent of farmers participation in construction activity		SMD/TA	March 87	July 87

TASK AREA : ORGANIZATION OF EXPERIMENTAL WUA
 ACTIVITY : ORGANISING EFFORTS

(1)	(2)	(3)	(4)	(5)
1. Determination of organisation basis: - Physical - Functional	Related drawings	SMD/TA	Nov 86	July 87
2. Fielding of A.Os.	Farmers condition data	IMP	Sept 86	July 87

TASK AREA : FARMERS TRAINING
 ACTIVITY : FARMERS ORIENTATION IN WU ACTIVITY

1. Identification of trainee farmers from Sirsiya		IMC/TA	Dec 86	March 87
2. Identification of training methods		IMC/TA	Dec 86	March 87

GROUP - 3

IRRIGATION MANAGEMENT CENTRE

TRAINING AND RESEARCH

1. Mr. Victor Gillespie
2. Mr. Ram Man Joshi
3. Mr. Virgil D. Miedema
4. Mr. Paul Gurung
5. Mr. Som Nath Poudel

TASK AREA : IMC TRAINING COURSE

(1)	(2)	(3)	(4)	(5)
1. Hire additional personnel to assist TA/DIHM staff to identify training needs, develop curricula, and implement training	Secretarial	Team, AID	Oct 86	Nov 86
2. Identify training needs	Vehicles Secretarial	Team	Nov 86	Dec 86
3. Specify target groups and develop preliminary curricula	Secretarial	Team ADO PERs	Nov 86	Jan 87
4. Establish selection criteria for trainees and methods for recruitment and scheduling	Secretarial	Team	Nov 86	Nov 86
5. For each course develop lesson plans and equipment requirement	Short-term Const. Secretarial	Team ADO PERs	Dec 86	Feb 87
6. Recruit trainees	Secretarial	Team	Dec 86	July 87
7. Develop Parwanipur training center	Buildings, DOA	IMP Proj. Dir.	Oct 86	Jan 87
8. Give training	Training site Training Equip.	Team	Feb 87	Jul 87

Note: Team consists of Gillespie, associate and IMC Chief.

TASK AREA : IMC STAFF DEVELOPMENT

(1)	(2)	(3)	(4)	(5)
1. Develop position descriptions for professional level IMC staff	Secretarial DIHM approval	Team	Jan 87	Mar 87
2. Establish IMC positions	HMG approval	Proj. Director	Mar 87	July 87
3. Develop curricula and lesson plans	Additional Pers short term Const.	Team	Feb 87	Feb 87
4. Identify and develop staff housing	Housing	AID, DIHM	Oct 86	July 87

TASK AREA : OVERSEAS STUDY TOURS

1. Determine study needs and participant criteria	Secretarial	Team, AID	Nov 86	Nov. 86
2. Organize two tours	LBII support	Team, AID	Dec 86	Jan. 87
3. Request nominations	MOF	Team, AID	Jan 87	Jan. 87
4. Receive/approve nominations	AID	Team, AID	Mar 87	Mar 87
5. Send participants	LBII support	Team	Mar 87	Jul 87

TASK AREA : OVERSEAS SHORT TERM TRAINING FOR IMP STAFF

1. Determine training needs and criteria	Secretarial	Team	Oct 86	Oct 86
2. Explore training facilities and courses	Secretarial	Team, AID	Oct 86	Nov 86
3. Select training courses and request nomination	Secretarial, MOF	Team, AID	Dec 86	Dec 86
4. Receive/approve nominations	AID	Team, AID	Feb 87	Feb 87
5. Place participants		Team, AID	Mar 87	Jul 87

TASK AREA : RAPID APPRAISALS

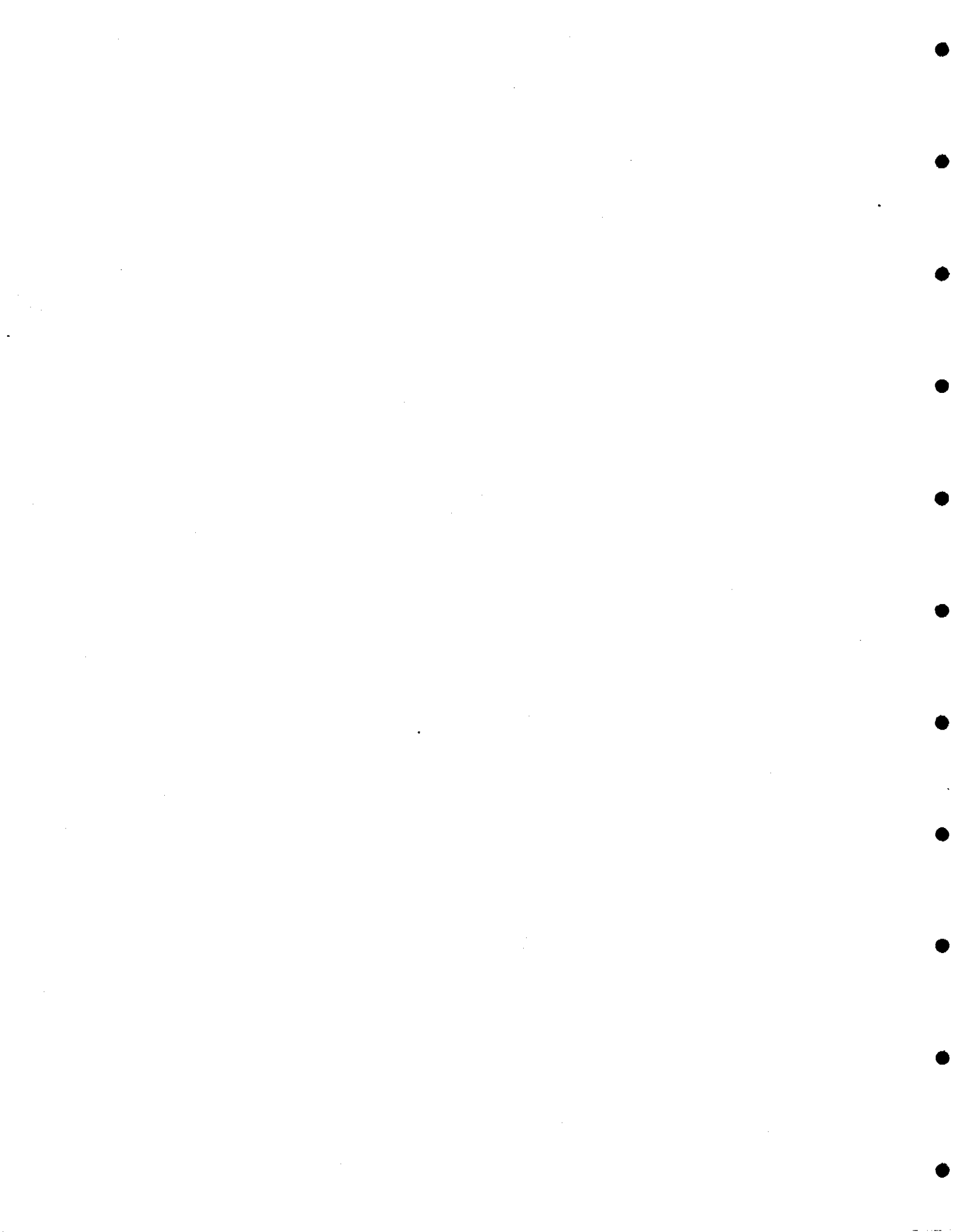
(1)	(2)	(3)	(4)	(5)
a. Preparation of terms of ref. ?	PP	AID/N, IMP	?	?
b. Selection of consultant	AID/N fund	AID/N, IMP	?	?
c. Conduction of field work	RA sites & Staff	Consultant, AID/N	?	?

TASK AREA : : SEASONAL MONITORING AND PROCESS EVALUATION

a. Preparation of administering questionnaire	IMC Proj. staff	Applied Research studies Chief, SMD	Oct 86	Nov 86
b. - After Kharif crops harvest - During and after rabi crop harvest		SMD-MEF, USAID	Nov 86 Feb 87	Dec 86 Mar 87

TASK AREA : SPECIAL STUDIES - EXISTING FORMAL/INFORMAL FARMER IRRIGATION ORGANIZATION

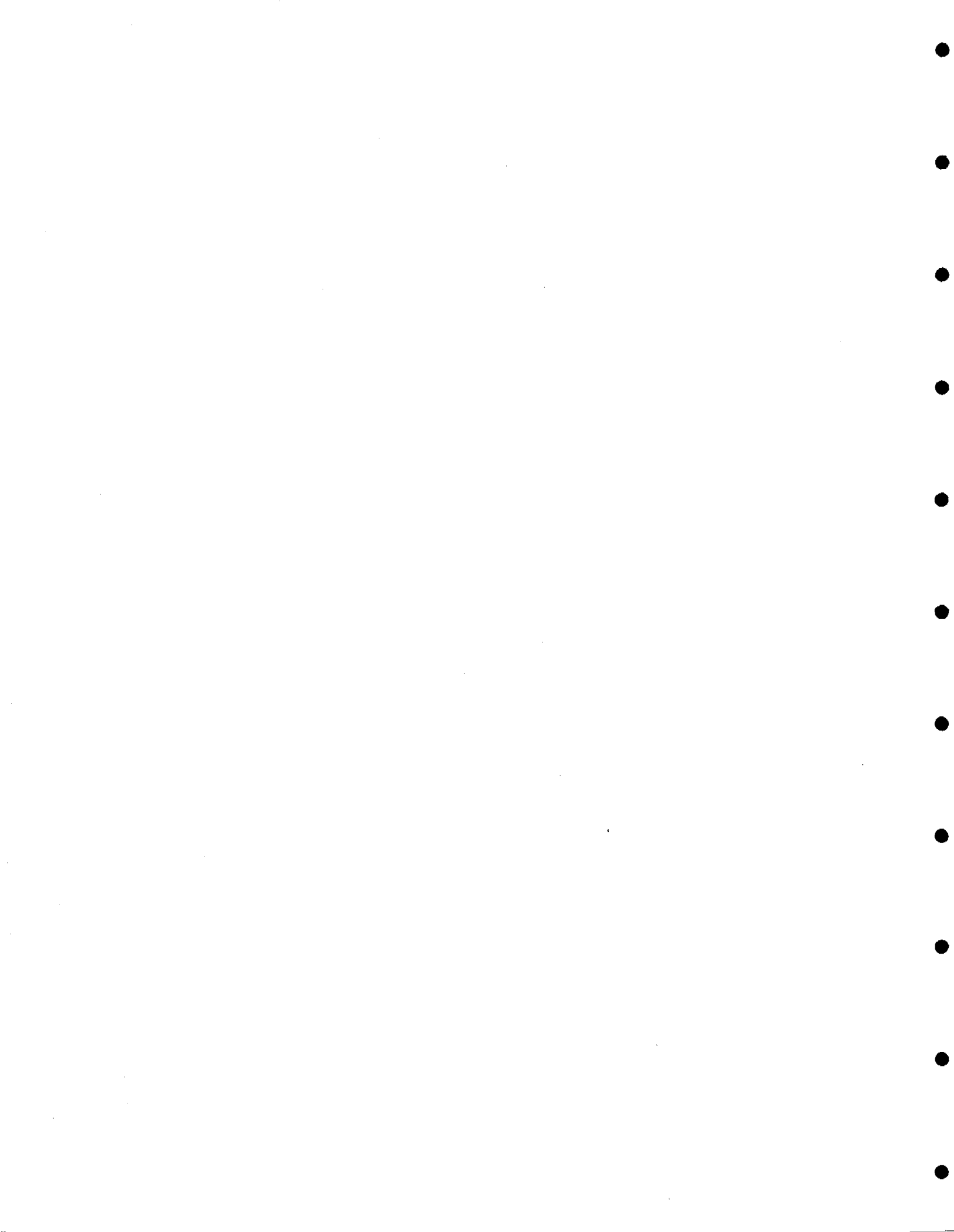
a. Preparation of terms of references	IMC Team	Applied studies Chief	Nov 86	Dec. 86
b. As necessary, hire additional research staff		IMC Chief, TA, AID	Dec 86	Jan 87
c. Conduct field work		IMC Applied Research Staff	Feb 87	Mar 87



APPENDIX E

Agenda--Day Four:

Decision-making Meeting



IRRIGATION MANAGEMENT PROJECT START-UP WORKSHOP

DHULIKHEL MOUNTAIN RESORT

AGENDA : 5 SEPTEMBER 1986

9:15 - 9:30 OVERVIEW OF WORKSHOP AND TODAY'S AGENDA

9:30 - 10:45 DISCUSSION OF KEY PROJECT ISSUES

1. What is the relationship between SMD and IMC ?
(Mr. Leatham)
2. What HMG staffing is required during the start-up period ? How will they be hired ? (Mr. Agrawal)
3. How is the DIHM structured ? What is the relationship between the Central, Regional, and Field Levels with regard to IMP ? (Mr. Thakur)
4. How can we inform other government departments or agencies about what IMP is doing ? (Mr. Poudel)
5. How do we ensure the smooth interface between the social and technical aspects of IMP ? (Mr. Gautam)
6. How can we get farmers involved in IMP from the outset ? (Mr. Adhikary)
7. How can we demonstrate a sense of accomplishment in IMP ? (Mr. Joshi)
8. How can the DIHM, USAID, and the Technical Assistance Contractor work well together ? (Mr. Breslar)

10:45 - 11:05 TEA/COFFEE BREAK

11:15 - 12:00 OVERVIEW OF NFY 2043/044 WORKPLANS

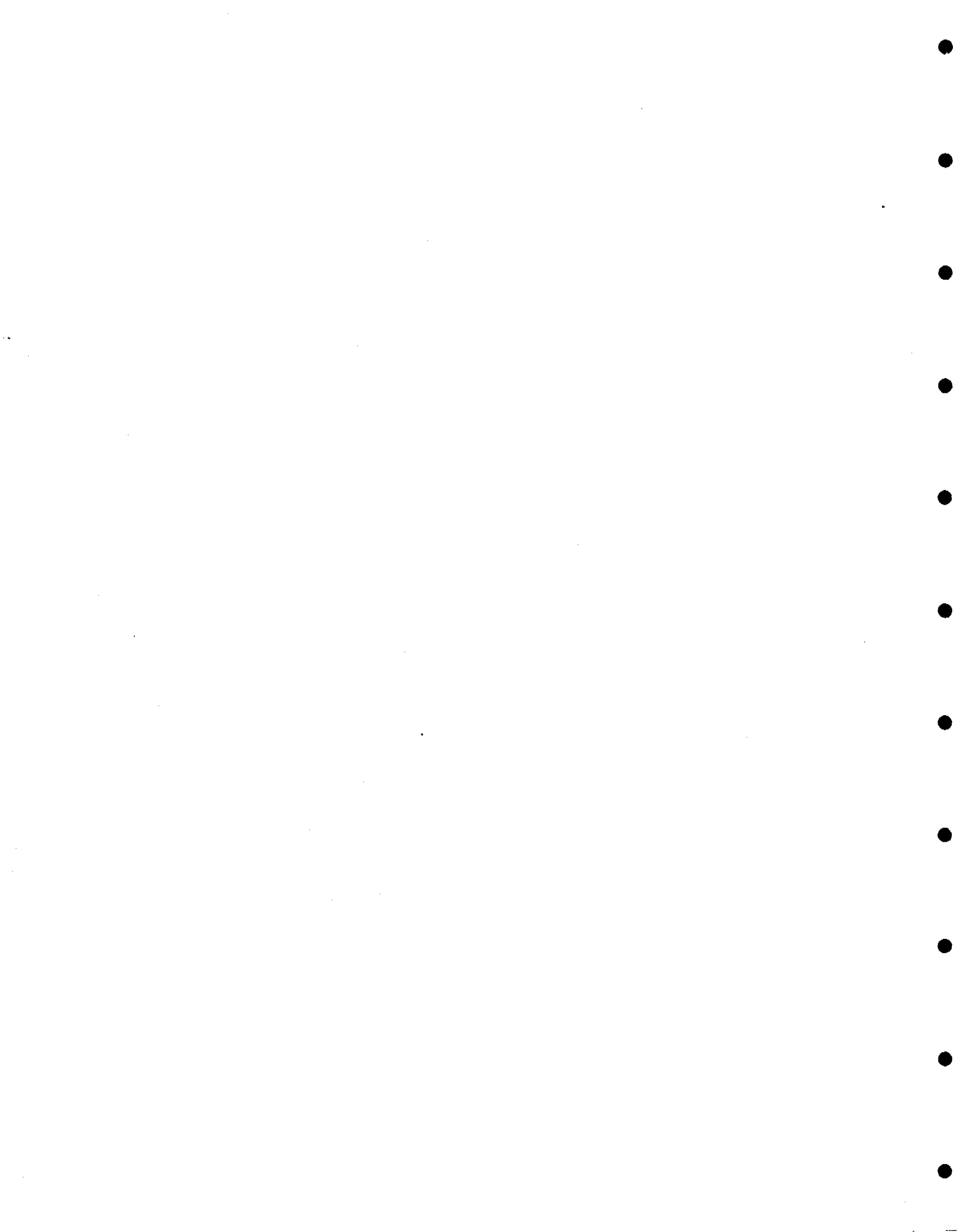
1. SMD : O&M, ME&F (Mr. Ghimire)
2. SMD : WUAs (Mr. Pradhan)
3. IMC : Training and Research (Mr. Gillespie)

12:00 - 12:30 CONCLUDING REMARKS/FURTHER DISCUSSION

1. Mr. C.D. Bhatt, Director General, DIHM
2. Mr. David M. Wilson, Director, USAID

12:30 LUNCH

APPENDIX F
Workshop Evaluation



IRRIGATION MANAGEMENT PROJECT

PROJECT START-UP WORKSHOP

DHULIKHEL MOUNTAIN RESORT

DHULIKHEL

SEPTEMBER 2 - 5, 1986

WORKSHOP EVALUATION

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1. The goals of the workshop are listed below. Mark the number that most closely indicates how you feel the goals have been achieved.

	Not achieved							Achieved very well		
A. Exchange basic project information										
	1	2	3	4	5	6	7	8	9	10
B. Opportunity to get acquainted										
	1	2	3	4	5	6	7	8	9	10
C. Clarify our expectations for working together										
	1	2	3	4	5	6	7	8	9	10
D. Agree on roles and responsibilities										
	1	2	3	4	5	6	7	8	9	10
E. Agree on project management procedures										
	1	2	3	4	5	6	7	8	9	10
F. Discuss project start-up issues										
	1	2	3	4	5	6	7	8	9	10
G. Develop work plans										
	1	2	3	4	5	6	7	8	9	10
H. Prepare recommendations for Director General										
	1	2	3	4	5	6	7	8	9	10

2. What have been the most positive aspects of the workshop?

3. What have been the most negative aspects of the workshop?

4. What have you learned from this workshop?

5. What was most important for you about this workshop?

6. In addition to the action plans you developed, what specific things do you suggest that each of the following groups should do as follow-up to the workshop?

DIHM :

TECHNICAL ASSISTANCE TEAM/CONSULTANTS :

USAID :

7. What comments do you have about how the workshop was planned and organized?