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**Arab Republic of Egypt
Ministry of Public Works and Water Resources
Regional Irrigation Improvement Project**

Irrigation Advisory Service Development Plan

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MINISTRY OF PUBLIC WORKS AND WATER RESOURCES
REGIONAL IRRIGATION IMPROVEMENT PROJECT

IRRIGATION ADVISORY SERVICE
DEVELOPMENT PLAN

by

IAS PLANNING TEAM

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SECTION I - INTRODUCTION TO THE REPORT

The purpose of this report is to summarize the current state of the design effort for the Irrigation Advisory Service (IAS) in Egypt. The Regional Irrigation Improvement Program (RIIP) has the responsibility for and is initiating the IAS.

As the efforts to improve the irrigation system in Egypt have evolved, there has been an increasing understanding that one area of critical importance is the management of the system by the farmers. Improving physical structures alone can only produce limited results. If one is really interested in improving the overall irrigation system so that there can be an increase in the agricultural productivity of the farmers who use that water to irrigate by their utilizing the water in a more effective manner, then there needs to be a combined improvement in both the physical structures and in the management of that water.

The Egypt Water Use and Management Project (EWUP), 1977-1984, was a research endeavor which focused its efforts on improving the management aspects of the irrigation system. One of the recommendations from that project was that an Irrigation Advisory Service be established. The idea was that an extension-type program be developed whereby the Ministry of Irrigation would be able to provide information to the farmers on how to improve their irrigation management practices. What emerged as a product from that project was a brief theoretical discussion of the topic and some specific experiences at involving farmers in the improvement and improved management of the system from the branch canal through the field.

This idea was developed into a component of the Regional Irrigation Improvement Program (RIIP) when it began in 1985. The focus of RIIP centered on the improvements of the physical system until 1986 when work was initiated on the development of Water User Associations (WUA) in the Mahras area of the project. At this time the idea of developing an IAS increased in priority. In the summer of 1987, a process began to establish work plans to push the notion of an IAS from a set of ideas to an actual program to initiate this organization. The present TD/ was an important step in this process.

The purpose of the TDY was to build on the prior work related to the IAS, and to provide a foundation for its continuing development. Its specific tasks were to define an organizational structure for the IAS with roles and responsibilities at each level, define functions to be performed with support (personnel, logistics and facilities), define training for the personnel, and plan for the implementation of the program. Dr. Jim Layton and Dr. Wayne Clyma were selected to make up the initial team. Dr. Layton has worked extensively with the development of the Water

Users Associations for both EWUP and RIIP, and Dr. Clyma has had extensive experience pertaining to the development of irrigation water management organizations. The initial team members believed that due to the nature of the assignment, it was necessary to include a management expert. Thus, Mr. David Levine became the third member of the team. Mr. Levine has extensive experience in management for organizational development including specific experience with irrigation in USAID's Command Water Management Project in Pakistan.¹

After an initial work period in which tasks for the team were defined at Colorado State University, both Dr. Layton and Dr. Clyma arrive in Egypt the first part of October. Mr. Levine arrived two weeks later. The team proceeded to visit the RIIP staff in the Cairo office, and relevant individuals in the RIIP, MOI and MOA in the pilot area of El Minya. These visits were designed to obtain the input of these individuals as to what they saw as the purpose and functions of the IAS, what they felt to be an appropriate organizational structure for it, and what they viewed as possible work activities for the organization. From the many discussions with these people, an initial plan for the IAS has been developed.

The plan for the IAS is described in this report. The report is divided into seven sections. The first is this introduction. In Section II the background of the IAS within the context of RIIP is discussed. Next, an overview of the planned IAS is presented. This includes the components of the organization, its structure and the administrative requirements to set-up the IAS. In Section IV the start-up plan to initiate the organization is delineated. Position descriptions for the three critical managers of the service constitutes the fifth section. The sixth and seventh sections focus on the results and formats of the meetings which were to review the final plans. Overall, the report provides a definition of an Irrigation Advisory Service for Egypt and a plan for its initiation.

The team wishes to express its appreciation to the many Egyptians who assisted in the development of these plans through their active participation. Without their assistance, these plans could not have been developed effectively. The support and on-going assistance of the CID Technical Assistance team provided us valuable insight and essential logistic support.

¹ While Mr. Levine has come with the team as a private consultant, the origin of the working relationships with management expertise in irrigation is through the International Development Management Center, University of Maryland through the Water Management Synthesis II Project. Time constraints prevented utilizing this formal inter-organizational relationship.

SECTION II: BACKGROUND FOR THE IRRIGATION ADVISORY SERVICE

In this section we summarize the context for which the IAS was designed. As indicated in Section I, the design effort was to build on prior discussions of the IAS to provide an organization which would support the achievement of RIIP's purpose. As background, this section briefly reviews that purpose, RIIP's overall approach and status, and the implications for the IAS which emerge from that.

A. THE RIIP CONTEXT:

The overall purpose of RIIP is to improve the productivity of irrigated agriculture by improving MOI's water management and farmers' management of water to and on their fields. The accomplishment of this purpose is grounded in two key concepts:

* The Water User Associations are the method for accomplishing the control of water in improving water management, and the farmers are the managers of productivity which must be improved.

* The Water User Associations assisted by the Irrigation Advisory Service are the means by which the success of RIIP is to be accomplished.

The strategy for achieving RIIP's purpose involves the following:

* The carrying out of interdisciplinary problem identification field studies (Diagnostic Analyses)

* Feasibility planning to resolve the problems identified, and system and management designs to achieve the plans

* The implementation of improvements (designs) accompanied by improved management as a basis to achieve potential performance (productivity)

* The achievement of the potential performance (productivity) by improved management of irrigated agriculture, including an emphasis on organizational coordination

B. THE CURRENT SITUATION AND ITS IMPLICATIONS FOR IAS DESIGN

The above indicated strategy is not yet fully operational:

- Problem identification studies have not yet been completed, are not being completed by interdisciplinary teams, and are not being directly used as an input to planning of improvements (designs) and improved management.
- As a result, design and management efforts are insufficiently linked.
- Although command areas involve multiple organizations from the MOI and MOA which deal with the identified problems, organizational coordination including the involvement of farmers to deal with the problems is not yet a reality.

Given these facts, it seemed important that in approaching the IAS design work, we would first complete a draft skeletal diagnostic analysis (DA) for the Herz Branch canal, both for the delivery system and for organizational coordination.² Through this, we would be able to understand the problems IAS would need to address. We also met with a range of people in Cairo and Minya to receive their input to our planning, in terms of their views of the purpose and intended roles for WUAs and the IAS. We also considered prior written information related to the IAS, the draft DA, and the input to planning from our meetings as key information for us to use in our planning for the initiation of the IAS. Based on the above, we engaged in a limited problem solving and planning process for the delivery system management and for WUA support. Finally, we conducted on-going reviews of our design work with key individuals, obtained their input, and incorporated their suggestions in the evolving design.

The following emerged as basic design implications, and were used by us to guide our work:

- We identified the important thrusts of the IAS to be (1) building capable Water User Associations, (2) developing water delivery system management, and (3) strengthening agricultural irrigation extension to improve water management and productivity on farmers' fields.

² Clyma, Wayne and James P. Layton. 1987. Diagnostic Analysis of the Herz Branch Canal, Egypt. Egypt Irrigation Improvement Project, Colorado State University, Fort Collins, Co. (Draft)

- It was clear that the IAS would require careful specification of management functions for each of the above thrusts. These in turn would be dependent on careful definition of the management to be accomplished with the improved designs.
- Also, given the involvement of multiple organizations, the integration of the management functions for the above three thrusts would require well-defined and effective coordination.
- Finally, it was clear that success in integration and coordination would require senior level leaders for the IAS, and would require them to understand and effectively communicate the IAS purpose and linkages, to accomplish the coordination, and to manage the problem solving required.

In the next section of the report, we provide an overview of the IAS design which followed from these considerations.

SECTION III: AN OVERVIEW OF THE PROPOSED IAS

In this section of the report, we describe the IAS. Its design responds to the discussion above in Section II, and includes statements of the IAS' purpose and functions, as well as an overview of each of its three components. Required personnel and other resources, and their anticipated sources are identified, and a set of organizational charts are provided.

Purpose and Functions

The overall purpose of the IAS is to support the improvement of the productivity of irrigated agriculture. It does this by strengthening the management of the water delivery system, and directly involving farmers in the management of irrigated agriculture in such a way as to improve the efficiency of the irrigation system and the productivity of farm units, thus increasing the income of the farmers. In order to do this, the IAS focuses on three major functions in helping to provide:

- (1) an equitable, dependable, and adequate delivery of water to farmers' fields;
- (2) a structure and process by which effective farmer involvement and cooperation can be established with the government and among the farmers themselves, to improve the management of the irrigated agricultural system;
- (3) the extension support services through which the achievement of increased agricultural productivity on farmers' fields can be derived from an equitable, dependable and adequate water supply, from canal rehabilitation, and from improved water management.

IAS Components

These functions are addressed through three components which will make up the heart of the IAS. They are the Water Delivery Management Component, the Water User Associations Component, and the Farm Management Component. The purpose and responsibilities of these three components follow.

1. Water Delivery Management Component

Purpose: To improve the management of the delivery of water from the branch canal through the mesqa.

Responsibilities:

To monitor and evaluate water deliveries for management decision-making.

- To improve the management of the water from the branch canal through the mesqa.
- To provide a system to respond to maintenance needs.
- To provide for the appropriate selection of pumps and for adjustable, adequate rotations at the mesqa.
- To provide a system of follow-up for problem resolution to problems identified by WUA leaders.
- To assess drainage needs and make the information available as input for their resolution.

2. Water Users Associations Component

Purpose: To develop and sustain Water Users Associations (WUAs) in order to manage irrigated agriculture in cooperation with the government (MOI, MOA, local organizations).

Responsibilities:

- To identify farmer leaders, and assist in the establishment of WUAs.
- To help WUAs develop into effective mechanisms for cooperation among farmers to operate and maintain the mesqas and branch canals.
- To support the development of WUAs into effective vehicles through which farmers can interact with the MOI, the MOA, and other relevant local organizations.
- To provide training to farmer leaders to improve their effectiveness in guiding the WUAs.

3. Farm Management Component

Purpose: To improve the on-farm water management and cropping practices of farmers to increase productivity.

Responsibilities:

- To provide information on appropriate cropping practices and access to agricultural inputs.

- To provide the technical expertise and linkages to services such as PLL and Mechanization to help farmers improve their on-farm irrigation practices as related to the improved water supply.
- To provide linkages to technical expertise and services to help farmers improve their drainage practices.
- To provide the means by which the on-farm water management practices can be integrated with the agricultural practices performed by the farmers.

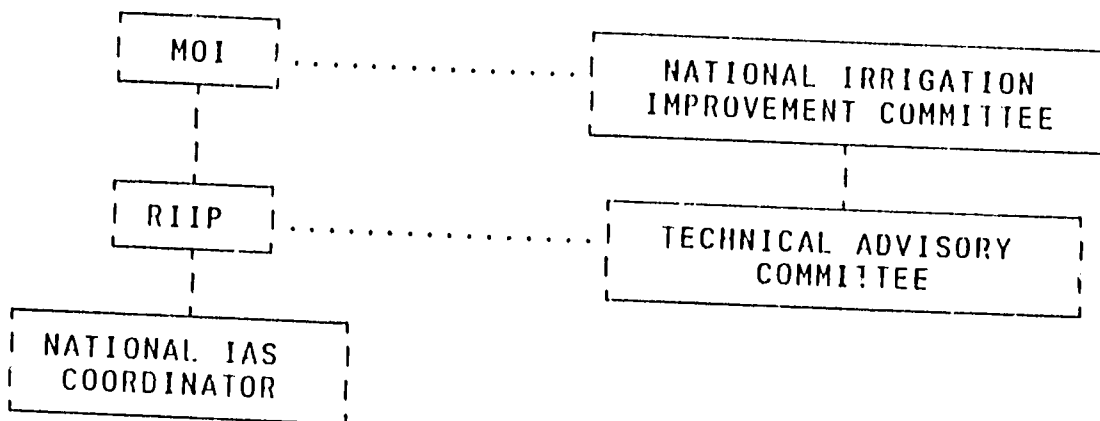
IAS Structure

The organizational structure of the IAS is presented in the following charts. The IAS structure encompasses a very complicated set of coordinative relationships. Though perhaps an ideal structure would have all of the IAS components function under a unified administrative control, existing ministerial arrangements in Egypt demand joint control from the MOPWWR and MOA. The MOPWWR through RIIP, will be administratively responsible for the Water Delivery Management Component and the Water Users Associations Component. The Farm Management Component is made up of agricultural irrigation extension specialists and will be under the administrative control of the MOA's Agricultural Extension Department.

At the national level, IAS guidance comes primarily from two committees involving both the MOPWWR and the MOA. A National IAS Unit headed by a National IAS Coordinator will be established within the national RIIP office. The IAS Unit will serve as a resource center and as a coordination point for all the governorate level IAS units in the command rehabilitation areas in Egypt.

IAS ORGANIZATIONAL STRUCTURE

National Level



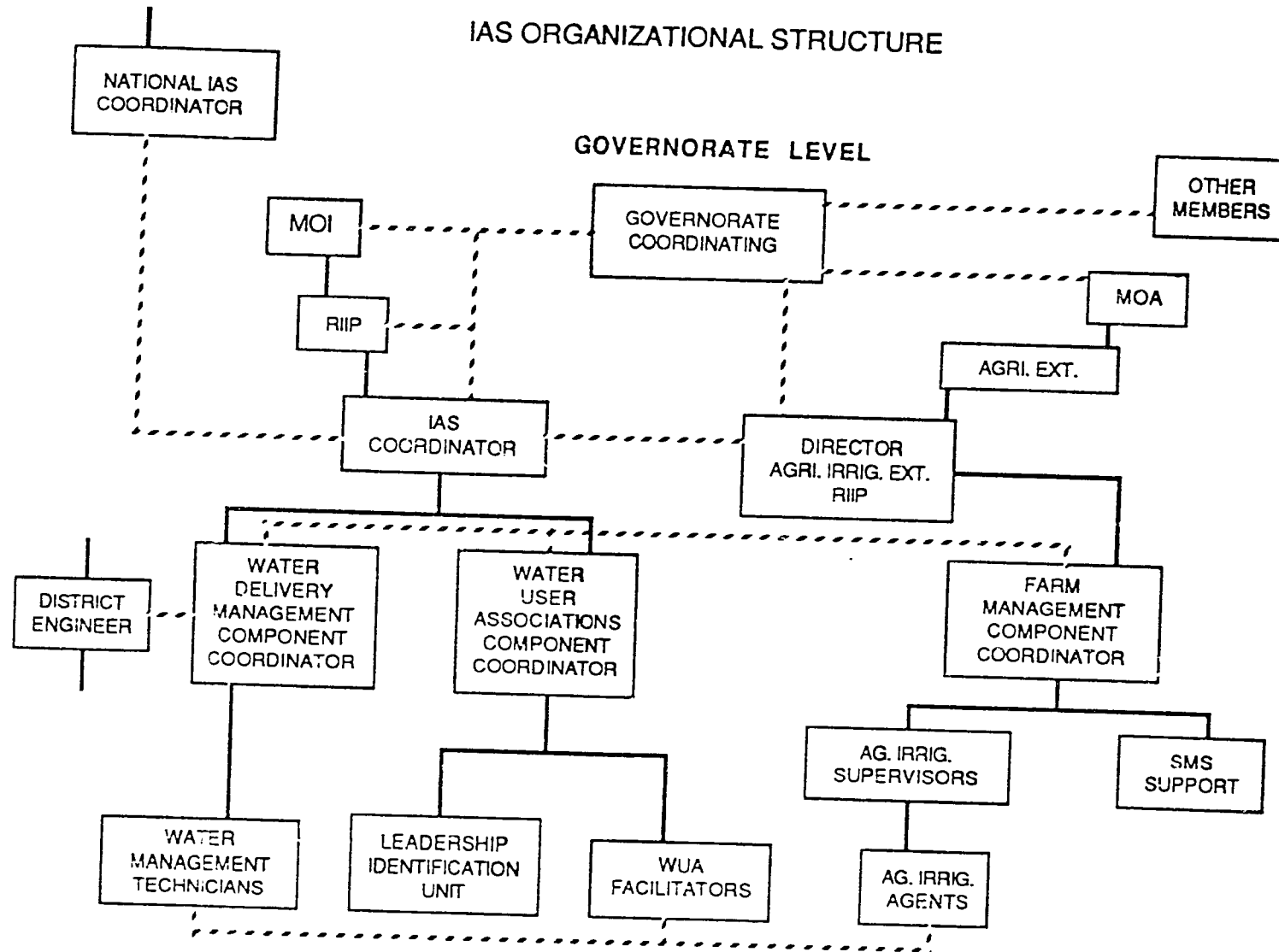
At the governorate level, the RIIP Coordinating Committee, including members of the MOPWWR, MOA and others as appropriate, will provide policy guidance to the IAS and monitor its overall operations. The two top management positions for the organization are the IAS Coordinator and the Director of RIIP Agricultural Irrigation Extension Services (AIES). The former reports to the MOPWWR's RIIP General Director and the latter to the MOA's Director of Agricultural Extension. Individuals in these two positions coordinate the management of the three basic components of the IAS. The IAS Coordinator is directly responsible for the Water Delivery Management Component (WDMC) and the Water Users Associations Component (WUAC), and the RIIP AIES Director is responsible for the Farm Management Component (FMC).

Reporting to these two directors are coordinators for each component. Their jobs are to oversee and coordinate the actual field work on the branch canals and mesqas, and in the farmer's fields. Water Management Technicians, reporting to the WMD Coordinator, will do the work on the delivery system; Water Users Associations Facilitators, reporting to the WUA Coordinator, will work to support the organizational capabilities of WUA's through the farmer leaders; and AIES Agents and Supervisors and Subject Matter Specialists (SMS) Unit, reporting to the FMC Coordinator, will work with the farmers in their fields. Within the WUAC there will be a separate Leadership Identification Unit designed to travel throughout the command area identifying mesqa farmer leaders for the WUAs. This unit will cease to exist once all mesqa- level WUAs are formed.

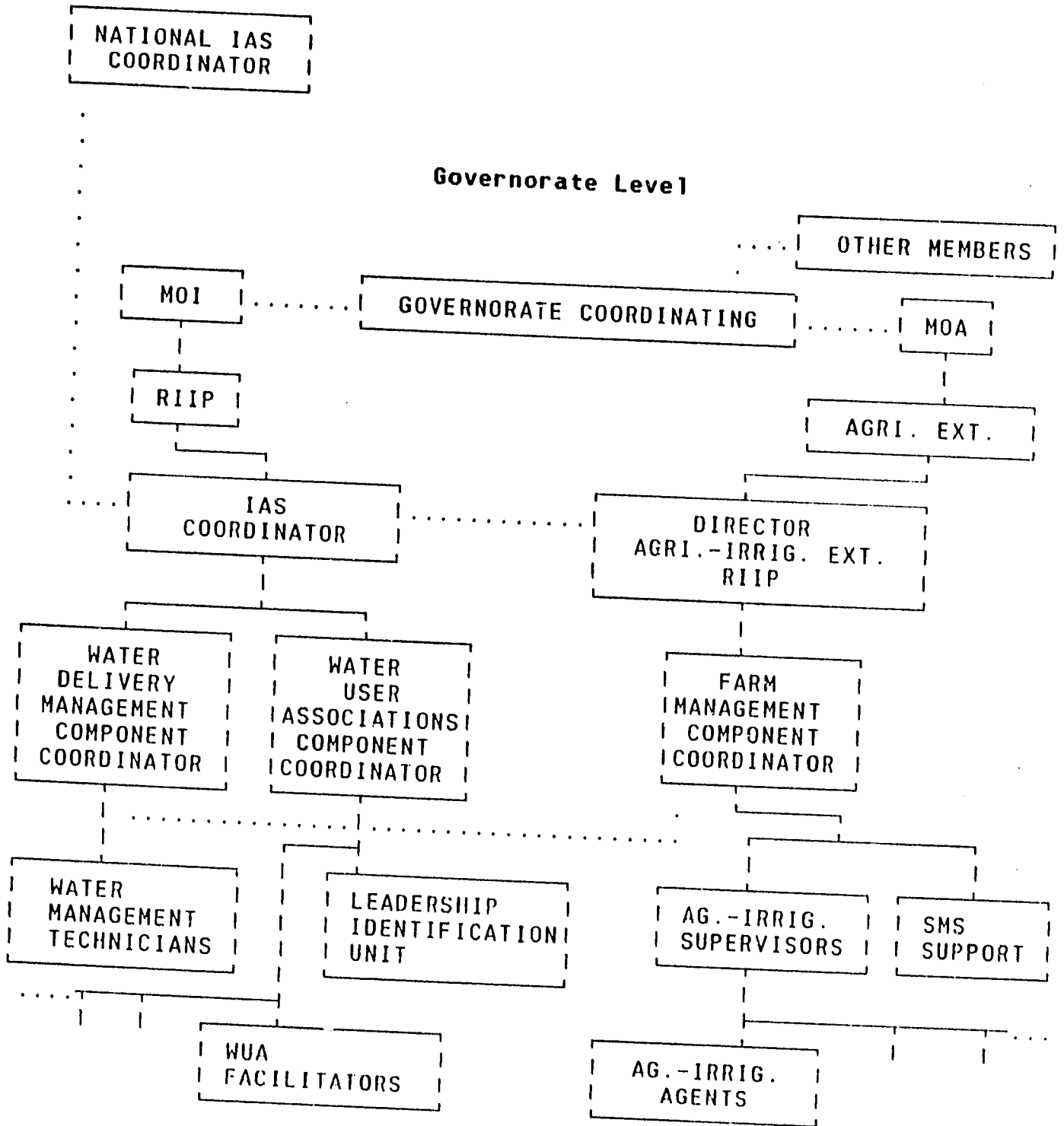
Two additional points related to the organizational structure must be emphasized. First, the AIES component of the IAS is in essence a complete vertical slice of the current agricultural extension delivery system. However, it will focus its efforts and support totally on the RIIP program, while delivering the full range of extension services, enhanced by attention to on-farm water management. A cadre of highly competent extension agents, supervisors, and SMSs will be selected from the MOA's staff in the governorate to do this job, and their direct support will be exclusively from within this program. They will integrate their assignments with other extension functions only to the degree that these other functions are directly related to the support of improved farmer productivity from irrigated agriculture.

The second point to emphasize is that a high priority must be placed on vertical and horizontal coordination. Structures and mechanisms must be developed to establish and maintain the contacts of the different aspects of the organization with each other. These must be not only at the management and service delivery levels, but also at the senior management levels of the MOA and MOI. Given the complexity of the IAS' role and structure, constant communication and coordination among the different units and levels is essential for IAS success.

elyma
11/30/87



IAS ORGANIZATIONAL STRUCTURE



Component Responsibilities, Personnel, and Resource Requirements

What follows is an outline of how each component will be administered in terms of personnel and resources for the pilot project area in Herz-Numania, which covers about 3400 feddans. As farmers and feddans served per mesqa in the Herz-Numania area range from about 10 to 120 feddans, and there are about 110 mesqas in the 3400 feddan area, an average per mesqa farmer and feddan size of 30 is used for planning purposes. Specific assignments and personnel numbers will be based on the actual feddan and farmer per mesqa numbers. Also, it should be noted that other command areas are assumed to have a higher average number per mesqa, and may therefore require fewer personnel per command area. Also, these figures are based on start-up requirements and assumptions of a fairly high level of start-up difficulties. As the IAS program continues, the resource and personnel requirements will be monitored, and reduced as possible.

1. Water Delivery Management Component

* Operational Responsibilities:

- Monitoring and Evaluation
- Water Management Improvement

* Personnel:

- 1 Component Coordinator (Assist. Engr.)
- 4 Water Management Technicians (Assignment basis of 1 per branch canal, 2 people to be trained to work in this area and 2 to be trained for the next command area)

* Resource Requirements:

- Source of personnel and salary is RIIP
- Items: Transportation (motorcycles) including operating and maintenance costs, measuring equipment and supplies, per diem.
- Training materials, facilities, and instructional costs

*** Resource Requirements:**

- Source of personnel and salary is MOA for all but the Irrigation Engineer who is to be provided and paid for by RIIP
- Items: Transportation including operation and maintenance costs, supplies and materials, and per diem (Source to be determined; see Section VI below)
- Training materials, facilities, and instructional costs (from RIIP)

SECTION IV: AN OVERVIEW OF IAS START-UP PLANS

This section provides an overview of the plans developed for the start-up of the IAS. It covers roughly a six month period, from about November 10, 1987 through April 30, 1988. During this period, the plans presented in this report receive their final reviews and approval, key IAS managers are identified, assigned and prepared to assume their positions, and formal start-up of the IAS occurs, including initial training for all its personnel.

The overview presents the activities in five phases:

**Phase 1: Immediate Next Steps,
10-30 November**

**Phase 2: Pre-Training Preparations for Key IAS Managers,
1-15 December**

**Phase 3: Action Training Program at CSU for Key IAS
Managers, 4 January - 12 February**

**Phase 4: IAS Initiation Activities Upon Return to Egypt,
15 February - 15 March**

**Phase 5: Formal IAS Start-Up Activities,
15 March - 30 April**

Phase 1 - Immediate Next Steps: 10-30 November

During this phase, RIIP will share the agreed-to start-up plans with appropriate officials in Cairo and Minya, and obtain their concurrence in those plans. They will also inform these individuals about what will occur in Phase 2, and that they might be contacted then by the new IAS leaders. During this phase, RIIP and the MOA/Minya will also identify and appoint the three key IAS managers: (a) the National IAS Coordinator, (b) the Minya Governorate IAS Coordinator, and (c) the Minya Governorate Director of Agricultural-Irrigation Extension Services (AIES) for the RIIP Command Area. (It has been suggested that two individuals be appointed for each position so that a back-up is available if one leaves his/her position. If this were done, the second individual at the national level might function as National Deputy Coordinator, while the second person in each case for the governorate level positions could carry out the parallel assignment in another governorate as RIIP expands the rehabilitation program. This would imply six, rather than three individuals in the CSU program. Other than this, all elements would remain as described.) Position descriptions and suggested guidance as to the experience, skills and attitudes required for these positions are provided as Section V of this report.

Phase 2 - Pre-Training Preparations: 1-15 December

During this phase, the three managers will prepare for their Phase 3 training program at CSU. Guidance for these preparations will be provided by the CSU Training Program Coordinator, Dr. Jim Layton, in letter form to the three individuals by the end of November. Among the included activities which they will be asked to carry-out would be:

- interviews in Cairo and Minya with appropriate executive and operational level officials in MOPWWR and MOA to explore their current understandings of the IAS, and their expectations related to how the IAS will function and what will be the roles of its managers;
- a review of the current status of RIIP, the progress so far made on canal rehabilitation, and activities which are anticipated to be carried out prior to their return at the end of Phase 3;
- an exploration of the current expectations as to the involved actions and likely timeframes for moving forward with necessary IAS personnel assignments;
- identifying and gathering other information which could prove useful to the Phase 3 program.

Phase 3 - Action Training Program at CSU: 4 January - 12 February

The overall purpose of the CSU program will be to prepare the three individuals for the assumption of their IAS roles, while supporting them in their development of coordinated 3-6 month work plans for the IAS's actual initiation upon their return to Egypt. The program will integrate technical and management elements, combining activities specifically tailored for each of the three different positions with others developed for the three managers as a team. In addition to Dr. Layton's coordination of this program as part of his on-going, EIIP-related functions, Dr. Clyma would take a major support role, and the services of an action-training facilitator would be retained to support Dr. Layton in the effort. This individual would assist in (a) the overall design of the program, (b) its first week of start-up activities, (c) a mid-point review, and (d) its wrap-up and the planning for Phases 4 and 5.

Phase 4 - Activities Upon Return to Egypt: 15 February - 15 March

During this phase, the IAS managers would begin to implement the work plans they had developed at CSU. These work plans would involve activities such as :

- reviewing the work plans with key officials in Cairo and Minya, and modifying them in accordance with any input received and changes that have occurred or are anticipated;
- identifying and assigning staff for each IAS component, and beginning to assess individual skill levels as they relate to position requirements;
- developing training curricula and plans for the IAS overall, and for each component;
- preparing for the TA effort in Phase 5.

Phase 5 - Formal IAS Start-Up Activities: 15 March - 30 April

During this phase, Dr. Layton will lead a TA team to address the actual start-up of the IAS. In addition to the team leader, the team might include an irrigation engineer and one or more action trainers. (This would depend on the final design for Phase 5 and the actual amount of training activity which would be conducted during it.) If desired, this phase could also be structured as a Training-of-Trainers for RIIP, during which two or three of the individuals who will carry out RIIP's various training activities in the future, would be selected to work full time with the action trainers to develop initial skills in the methodologies used. Activities which might occur during this phase include:

- initial overall planning sessions involving the IAS managers and the coordinators of the three components;
- establishment of initial IAS operating procedures;
- development of an overall IAS management plan, based on DA results as available, which addresses the most important problems identified by (a) planning the necessary actions to resolve them, (b) defining roles and responsibilities in the problem resolution processes, (c) establishing the mechanisms at each operational and supervisory level that will enable those involved to come together to achieve the required coordination, and (d) providing a means for periodic overall monitoring of the management plan and accomplishment of whatever replanning proves to be required.
- IAS orientation briefings for the national and Minya Governorate RIIP Coordinating Committees;
- initial training sessions for water management technicians, WUA facilitators, and AIES personnel;
- development of work plans for the 4-6 months subsequent to Phase 5.

SECTION V: POSITIONS DESCRIPTIONS FOR KEY IRRIGATION ADVISORY SERVICE MANAGERS

A. National Coordinator

Purpose:

To provide overall support and assistance to the IAS governorate level organizations including on-going support for the start-up, for training staff, and for on-going operations; initiating coordination and support from appropriate ministries and departments at the national level; assisting in evolving an appropriate, functional and well managed organization; and developing an approach to IAS start-up in the various governorates based on lessons learned from the Minya experience.

Rank, Reporting and Location:

The National IAS Coordinator will be at the rank of General Director or equivalent, and reports to the Under Secretary for RIIP. Cairo will be the location with frequent travel to the governorates.

Position Functions:

- * Develop support at the national level from MOPWWR/MOA in establishing organizational structure, coordination relationships, and selection and assignment of effective staff with appropriate facilities and support (transportation, offices, equipment, supplies)
- * Provide training support to the governorate level IAS Coordinators both in management and in technical functions to assist in effective job performance by all staff members
- * Assist the IAS Coordinators at the governorate level in establishing governorate structures, coordination relationships, and selection and assignment of effective staff with appropriate facilities and support (transportation, offices, equipment, supplies)
- * Design and manage action research to identify and evolve an effective, functioning organization, and to provide guidance in transferring and adapting the IAS approach used in Minya for IAS start-up in the other governorates

Key Qualifications:

He/she must be broadly experienced in irrigation water management, be knowledgeable of senior personnel in the MOI/MOA, believe in and have a vision of the purpose of RIIP and the purpose of the IAS, and have proven coordinating skills. Fluency in English is recommended.

B. Irrigation Advisory Service Coordinator, Minya Governorate

Purpose:

To provide overall leadership, vision and direction to the governorate level organization. Operational coordination of the three components of the program will be the primary focus while development of the overall IAS vision through coordination with the related MOPWWR/MOA organizations will be important.

Rank, Reporting and Location:

The position is at the Inspector rank or higher, preferably at the General Director or equivalent level, reports to the Under Secretary for RIIP, responds to the guidance of the governorate level RIIP Coordinating Committee, and works closely with the Minya RIIP AIES Director. His/her location is in Minya with travel throughout the governorate.

Positions Functions:

- * Provide leadership, direction and vision to the staff and the leaders of the related organizations to give purpose and direction to accomplish the purpose of the IAS and achieve the important coordination functions with the related organizations.
- * Responsible for establishing an organizational structure and coordination relationships; for selection, assignment and accountability of effective staff; for arranging for facilities and support (transportation, offices equipment, supplies).
- * Responsible for training of staff both in management and in technical functions to ensure effective job performance.

Key Qualifications:

He/she must be broadly experienced in irrigation water management, be knowledgeable of senior personnel in the MOPWWR/MOA and especially in Minya, believe in and have a vision of the purpose of RIIP and the purpose of the IAS, and have proven coordinating skills. Fluency in English is recommended.

**C. Director of RIIP Agricultural-Irrigation Extension Service,
Minya Governorate**

Purpose:

To provide overall leadership, vision and direction to the Minya RIIP Agricultural-Irrigation Extension Service (AIES) in the RIIP related project areas, through close coordination with the Minya IAS Coordinator, and to provide coordination with the other two components of the IAS and the MOA related organizations.

Rank, Reporting and Location:

The position is at the Inspector rank or higher, preferably at the General Director or equivalent level. He/she reports to the Director of Agricultural Extension for the governorate, responds to the guidance of the governorate level RIIP Coordinating Committee, and works closely with the Minya IAS Coordinator. He/she will be located in Minya, with travel throughout the governorate.

Position Functions:

- * Provide leadership, direction and vision to the staff of the AIES and the leaders of the related organizations to give purpose and direction to accomplish the purpose of the IAS and achieve the important coordination functions with the related organizations.
- * Responsible for establishing an organizational structure and coordination relationships; for selection, assignment and accountability of effective staff; for arranging for facilities and support (transportation, offices equipment, supplies).
- * Responsible for training of staff both in management and in technical functions to ensure effective job performance.
- * Responsible for the full range of agricultural extension services in the RIIP command areas.

Key Qualifications:

He/she must be broadly experienced in agricultural extension and its management, be sensitive to the issues of irrigated agriculture including awareness of the importance of water management, be knowledgeable of senior personnel in the MOPWRR/MOA and especially in Minya, believe in and have a vision of the purpose of RIIP and the purpose of the IAS, and have proven coordinating skills. Fluency in English is recommended.

SECTION VI: KEY AGREEMENTS REACHED AND IMMEDIATE ACTIONS REQUIRED

This section summarizes the specific decisions and action steps concurred in by attendees at the final planning review meeting (see Section VII). Following a general review of the IAS plans, this meeting focused on specifying a limited number of actions for which timely completion was essential if the overall plans for the IAS initiation were not to be substantially changed or delayed. Where appropriate, specific responsibilities and anticipated action dates were included so that those involved would be able to monitor the progress and identify any impacts on the proposed overall schedule.

Agreement 1. The IAS plans which have been developed are appropriate, they address RIIP's needs, and they provide an approach which we will carry out.

There was full concurrence in the proposed plans, with the identification of one area of potential difficulty. This involves the source of resources for supporting the Agricultural Irrigation Extension Service in the pilot area with transportation, supplies, equipment, training and per diem. Key individuals from RIIP, MOA and USAID will develop a strategy to address this issue by 15 November, with formal decision on that strategy anticipated by 25 November. Through the CID Technical Assistance team, the RIIP Under Secretary will then inform Dr. Layton at CSU of the results of these meetings.

Agreement 2. The specific plans for IAS start-up are acceptable, the timeframe seems manageable, and we will provide priority to accomplishing the required tasks on schedule.

This was fully concurred in, with no major issues identified.

Agreement 3. We will make it a priority to review the IAS plans with key officials in MOI and MOA in Cairo and Minya within the next week or so, to seek their approval and support, and to notify CSU of their reactions to the plans and of any changes made as a result of these reviews.

Specific review activities for Minya and Cairo were identified:

In Minya: (a) The General Director/MOI will meet with the Under Secretary/MOA within a week to obtain approval and support of the plans. (b) Once that is obtained, Minya MOI staff who attended the IAS planning review meetings will meet with senior level Minya MOA staff to help them understand the IAS plans and their implications. (c) Once the Minya RIIP Coordinating Committee is established (in about a month's time) a formal presentation of the IAS plans will be made to it.

In Cairo: (a) The meetings referred to under Agreement 1 will provide for initial approval and support from MOA. (b) A report on IAS planning will be prepared by RIIP for submission to the next meeting of the Irrigation Improvement Committee to obtain their formal support. (c) An IAS presentation will be included at a MOI seminar which RIIP intends to organize within the next couple of months to update new MOI officials on RIIP status.

Agreement 4. Within the next two weeks, we will identify and assign appropriately senior and skilled individuals to the two key MOI/IAS positions, and work closely with MOA in Minya to get the AIES director assigned. We will notify CSU promptly of their selection, or of any problems that arise which delay the process.

RIIP will make the assignments of the IAS National and Minya Governorate Coordinators prior to 1 December, and through the CIO TA Team, inform Dr. Layton at CSU of the names and backgrounds of the individuals selected.

The MOI General Director for Minya will meet with the Minya MOA Under Secretary within the next week to explore how and when the MOA Director for RIIP Agricultural-Irrigation Extension will be appointed. If possible, 1 December will be the appointment date here also. Results of the initial discussions as to when and how will be communicated to CSU right after the meeting, as will be the name and background of the selected individual once selection has been accomplished.

SECTION VII: PLANNING REVIEW MEETING FORMATS AND PARTICIPANTS

In this section we provide the formats and participants from the two critical review meetings which were held at the close of the IAS planning activities. In each case, the meetings resulted in clarification and adjustment of the plans at the time. This report incorporates the guidance received in each.

A. Minya Governorate Planning Review Meeting, 5 November 1987

1. Meeting Purpose and Intended Outcomes

Purpose: To review our progress in planning for the Irrigation Advisory Service and to obtain guidance and suggestions for improving the plans.

Intended Outcomes:

We will have reviewed how the Irrigation Advisory Service (IAS) is intended to fit within the overall RIIP, and how it is intended to contribute to the overall success of RIIP.

We will have reached a common understanding of what are the IAS' intended overall purpose, its basic components, and its overall structure.

We will have identified and discussed some of the key remaining issues relating to initiating the IAS.

We will have clarified the remaining initial IAS planning work to be done, and our schedule for the rest of the IDY design assignment.

2. Agenda for the Meeting

Welcome

Review of the Background for the IAS and How it will Relate to RIIP

An Overview of the Current IAS Planning

A Component-By-Component Review of our Planning

Guidance and Suggestions for Improving our IAS Planning

What comes Next and Follow-Up to the Meeting

Thanks and Closing

3. Participants

Abdel Raouf Abu Noor, General Director, MOPWWR
Abdel Raouf Salahi, General Director, RIIP/MOPWWR
Ali Yehia, District Engineer, MOPWWR
Abdulla Saber, RIIP Sociologist
Gamal Ismail Shahr, RIIP Engineer Cairo, MOPWWR
Ahmed Gad El Kriim, Director of Agricultural Extension, MOA
Abdul Hafar, Agricultural Extension Consultant, MOA
Jim Layton, Team Leader, IAS Planning Team
Wayne Clyma, IAS Planning Team
David Levine, IAS Planning Team

B. RIIP Planning Review Meeting, 10 November 1987

1. Meeting Purpose and Intended Outcomes

Purpose: To review the planning so far accomplished for the Irrigation Advisory Service (IAS), to obtain guidance for any appropriate modifications to the plans, and to reach agreement as to the next steps to be taken.

Intended Outcomes:

By the end of the meeting we will have:

Reviewed why an Irrigation Advisory Service (IAS) is important to the overall success of RIIP, and the specific contributions to that success which the IAS is intended to make;

Reviewed the basic assumptions and procedures which have guided our efforts in developing the IAS;

Reached a common understanding of what are the IAS' intended overall purpose, its basic components, and its overall structure;

Reviewed and concurred on an overall strategy and approach for the initiation of the IAS, including plans for the next 4-6 months and immediate next steps to be taken;

Identified and discussed some of the key remaining issues which, without attention, could impact negatively on the plans for the IAS.

2. Agenda for the Meeting

Welcome

Review of Purpose, Intended Outcomes and Agenda for Meeting

Review of the Background for the IAS, How it is Intended to Relate to the RIIP Overall, and How the IAS Development Effort Was Approached

An Overview of the IAS Planning to Date: Its Purpose, Components, Structure, and Resource Requirements

An Overview of Proposed IAS Start-Up Plans

Discussion of Some Key Issues Related to IAS Initiation

Reactions and Guidance for Improving the IAS Planning

What Comes Next and Any Immediate Follow-Up Required

Thanks and Closing

3. Participants

Farouk Shahin, Under-Secretary of State, Director of RIIP, MOPWWR

Abdel Raouf Abu Noor, General Director, MOPWWR

Abdel Raouf Salahi, General Director, RIIP/MOPWWR

Abdulla Saber, RIIP Sociologist

Gamal Ismail Shahr, RIIP Engineer Cairo, MOPWWR

Ed Stains, USAID, Cairo

Jim Layton, Team Leader, IAS Planning Team

Wayne Clyma, IAS Planning Team

David Levine, IAS Planning Team

Susumu Karaki, Team Leader, CID/CSU

S. Sritharan, Irrigation Engineer, CID/CSU