

## REPORT ON SWIM-SM

### HIGH LEVEL STUDY TOUR TO STRENGTHEN POLITICAL COMMITMENT TO PARTICIPATORY IRRIGATION MANAGEMENT/IRRIGATION MANAGEMENT TRANSFER PROCESS

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Ankara and IZMIR Region (Turkey)

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1	REPORT ON SWIM-SM HIGH LEVEL STUDY TOUR TO STRENGTHEN POLITICAL COMMITMENT TO PARTICIPATORY IRRIGATION MANAGEMENT/IRRIGATION MANAGEMENT TRANSFER PROCESS	Suzan Taha	Hosny Khordagui, Stavros Damianidis and Vangelis Konstantianos

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# 1. Background and objectives

## 1.1 INTRODUCTION

Within the scope of work package 2 (WP2) – "Capacity Building" Activity 2.4, the EU-funded "Sustainable Water Integrated Management – Support Mechanism SWIM-SM" project organized, as part of its year 2 work plan, a 5 days high level study tour to strengthen political commitment to Participatory Irrigation Management (PIM) and Irrigation Management Transfer (IMT), in coordination with the General Directorate of State Hydraulic Works (DSI) in Turkey. The training falls under one of the four thematic pillars of the SWIM-SM project involving enhancement of knowledge on 'water governance at the local level' with emphasis during the second year of implementation on promoting best practices in support of priority areas for the successful establishment and operation of Water Users Associations (WUA)s in the Project countries (PCs)

This study tour was organized within the framework of the SWIM-SM by LDK; the leading company in the SWIM-SM consortium. It consists of two parts (a) a 2-days pre-study tour training in Ankara, followed by (b) a 3-days study tour to visit the General Directorate of State Hydraulic Works (DSI) responsible for planning, design, construction, operation and maintenance of irrigation and drainage systems in Turkey. The language of the training course and the tour was English, with simultaneous translation to French. A total of 17 representatives from eight SWIM Partner Countries (Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia) participated in this study tour. These included WUAs representatives, planners, and decision makers involved in the initiation and/or implementation of the PIM/IMT process. The detailed list of participants is included in Section 7.

## 1.2 OBJECTIVES

The general objectives of the training and the study tour were (a) to strengthen political commitment to Participatory PIM/IMT process and promote best practices in support of priority areas for the successful establishment and operation of WUAs in the Project countries PCs; (b) provide the officials from the PCs with the tools needed to ensure effective formulation of PIM/IMT programs and the establishment of viable WUAs with special emphasis on the importance of the enabling environment including political commitment and support, the adoption of adequate policies, laws, regulations legislations and the issues that need to be resolved during the different phases of PIM/IMT reform; (c) promote exchange of experience between countries of the region with a view to expose the participants to best practices and success stories in the implementation process factors of success and failure using case studies from within or outside the region.

## 2. Learning objectives

### I) Pre-Study Tour Training

The pre-study tour training addressed the following specific learning objective:

- 1) Introduce the participants to the PIM /IMT concepts, approaches, and benefits.
- 2) Familiarize the participants with the PIM/IMT process and related issues, and the set of principles, steps, options and methods that are applicable for the effective and successful preparation, planning and implementation of PIM/IMT program.
- 3) Review the key operational issues that are fundamental for the satisfactory performance of WUAs.
- 4) Introduce the issues and the options available to ensure financial sustainability of the WUAs including cost recovery options, setting tariffs and models for income generation
- 5) Present the benefits of monitoring and evaluation program and the applicable indicators during the different phases of the IMT process.
- 6) Introduce the stakeholders and their respective roles throughout the IMT process

The training course was structured in 6 modules to achieve the course objectives:

- Module 1: PIM/IMT Preparatory phase
- Module 2: PIM/IMT Planning phase
- Module 3: PIM/ IMT Implementation phase

- Module 4. Analysis of PIM/IMT case study in working groups
- Module 5: Financial management of WUAs
- Module 6 : M&E and Capacity building

## II) Study Tour to DSI Region in Izmir

The study tour introduced the participants from the project countries to the Turkish experience of success in PIM/IMT and showed how the strong political commitment of the Turkish government and DSI to reform the irrigation sector, supported with the presence of an adequate enabling environment, culminated in increasing the number of water users associations, and the irrigation areas being transferred to these associations; bringing about reductions in operation and maintenance costs and financial burdens on the government.

The tour showed several examples from Turkey representing the range of the PIM/IMT experience and exposed the participants to the different forms/models of organizations to which irrigation management responsibilities were transferred; namely: Village local administrations, Municipalities, WUAs and Cooperatives.

## 3. Methodology and structure of the training

The training was participatory and interactive; making use of professional learning tools such as:

- Presentations by the leader of the course on the main topics of the process of PIM/IMT process
- Brainstorming and discussions on emerging topics; presentations by trainers and by the participants
- Structured case study analysis and solutions (workgroups involving trainees)
- Personal and/or National perspectives

The training took into account the heterogeneity in the PIM experience in the region and provided opportunities to accommodate pressing interests that were identified during the sessions.

Copies of the lecture material and a full set of documents was prepared by LDK and provided to all participants. A certificate of attendance was awarded to all participants at the end of the course and sent by mail.

The detailed agenda is available in Section 6 of this report.

## 4. Summary of training activities and study tour in the Izmir region

### 4.1 DAY 1

The training initiated with a presentation by Ms. S. Taha, SWIM Water expert, describing the main features of the SWIM project and its activities under the water governance pillar component. Three training modules were subsequently presented. The first module introduced the main phases of the PIM/IMT program. Module 2 addressed the planning process for the establishment of WUAs including the main issues that should be resolved during this process. Module 3 was dedicated to the good practices that are conducive to the emergence of viable WUAs.

The learning objectives, the main messages and selected references for each module were summarized and distributed as handouts to all participants. All the sessions were extremely interactive and ample time for discussion was available.

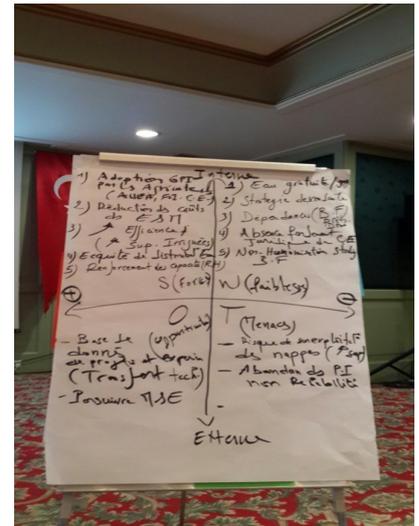
The discussions that ensued during the morning sessions offered the participants the opportunity to discuss their country experiences and exchange ideas about several issues including:

- (a) The different approaches adopted by SWIM-SM governments in the implementation of the PIM/IMT process (rapid, slow, voluntary). In any case, the PIM process needs sufficient time and requires implementation in several phases. Political support remains a key element; especially at the beginning of the process in order to create the enabling environment needed to back the implementation of the programs (such as the adjustment of existing laws, regulations and policies and/or the adoption of new ones). Adjustment of laws is usually the most difficult to implement and is a time consuming process. Political support is also usually linked with the allocation of adequate human and technical resources and speediness in implementation. Most of the resources will be needed to implement the plans and are especially required for building the capacity of all stakeholders including the WUAs.
- (b) The types of water user organization/s that should be selected to manage the irrigation systems, which depend largely on the local conditions. However, bigger associations are in general more financially viable. This is why the establishment of federations of water users associations is practiced whenever the transfer is made to small WUAs.

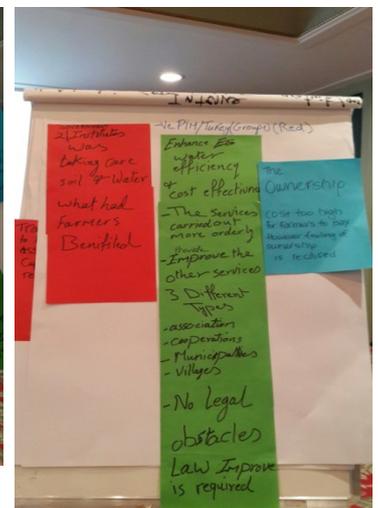
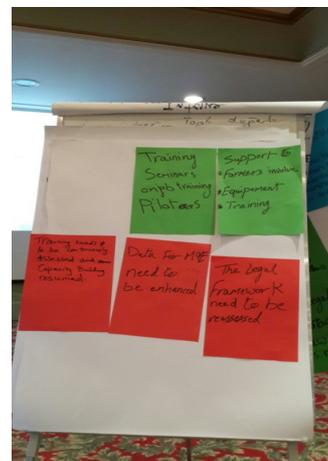
- (c) The potential involvement of the private sector in taking over the management of irrigation systems, which would release WUAs from the technical responsibilities, related to irrigation management that they might find problematic. This however should not stop the WUAs from exercising its control and its supervisory role of the private sector.
- (d) The type of management functions the WUAs should be involved in.
- (e) The financial capacity of the WUAs in carrying out systems rehabilitation and the importance of defining clear government policies on how future rehabilitation should be done and the WUAs contribution to that.
- (f) The diminishing abilities of the governments including in the Mediterranean region to fund new irrigation development or finance modern irrigation techniques; thus necessitating efficient use of financial resources.

During the afternoon two working groups were organized. One working group was given the task of analyzing the PIM process in Egypt and the other the process in Turkey. Each group was provided with a document of 6-7 pages describing the respective process. Participants were requested to evaluate the process in the light of the presentations made in the morning.

The group responsible for Egypt's case study used the SWOT methodology and made good work in terms of identifying the strengths, weaknesses, opportunities and threats of the PIM process in Egypt. The picture illustrates how the presentation was made by the coordinator of the group: Mr. Fouad Elayydi (Morocco). Among the strengths of the process they underlined the adoption of the associations by the farmers at different levels (tertiary, secondary canals), the reduction of costs, the increased irrigation efficiency, the increase in irrigated areas, improved equity in the water distribution and improved human resources capacities. On the other hand, some of the weak points are: water fees are limited to pumping costs, decentralized strategy, large dependency of the donors, and lack of harmonization among the donors.



The group in charge of the IMT process in Turkey also made a good analysis providing a good overview of the positive and negative aspects of the process. Mr. Muhannad Alhajhusein (Palestine) presented the results of the working group which are depicted in the pictures enclosed. Among the positive results of the process that he underlined: enhancement of the water use efficiency and costs effectiveness, the services provided to the farmers were carried out in a more effective an orderly manner, use of different organizations (WUAs, Cooperatives, Municipalities and Villages administrations) has facilitated the decentralization process, the process was not hampered by the lack of legal framework although law improvements were required, the capacity building programs were intense and often used on-job training modality. WUAs were often supported by providing facilities for the purchasing of field and office equipment and physical premises. On the other hand some of the shortcomings include: the process was mainly driven by the Turkish government, training needs to be assessed continuously and capacity building resumed, data for M&E need to be enhanced and the legal framework to be reassessed.



### Lessons learnt and their future application

Participants were asked at the beginning of the second day to report back on their main "learning" as well as how the sessions may influence or even change their future thinking in the subject.

#### 1. Main learning identified by the participants included:

- Understanding of the process for establishing WUAs and similar organizations
- The impact of the political support was quite evident in the two case studies of Egypt and Turkey

- The case study of Egypt has put in evidence the difficulties of transferring the management responsibilities from public operation to a participative management.
- A clearer understanding of the main elements included in the phase of implementation of WUAs.
- The importance of the participative management in sustainable water management and agriculture development.
- The importance of having an adequate legal framework.
- The implementation speed of the PIM/IMT program is heavily linked to the political support received.
- It is important to make comparative studies among the different options for the management of the irrigation systems.
- A good understanding of the differences between management and governance within a WUA.
- The process of establishing WUAs and the functions that they should cover.
- The increase of farmers' responsibilities in WUAs helps develop sense of ownership which results in improved maintenance of the irrigation system.
- The Turkish experience appears sustainable while that of Egypt has to make considerable progress to be sustainable.
- Implementation without strategic planning can lead to duplication of efforts and lack of consistency in the implementation.
- Sensitization campaigns are important for farmers to understand the PIM/IMT process.
- PIM/IMT programs need periodic evaluation of the adopted management models in order to improve their performance.
- The government motivations leading to the implementation of PIM/IMT program
- The farmers' participation early in the process is important but adds difficulties to the process itself.
- The IMT/PIM processes require considerable number of years for their implementation.

## 2. **Changes in practices and future adaptation of learning included:**

- Need for modifying the law to support the establishment of WUAs.
- Recognition of the water rights of the WUAs is essential for their proper management.
- To ensure an optimal synergy and rationality between the Government and WUAs.
- Need to organize training modules for the stakeholders directly involved in the PIM/IMT process.
- Need for applying different management models for the associations to be decided on case by case basis and according to the functions to be undertaken.
- Every situation has to be assessed on its merits and characteristics. No cut and paste solutions.
- Transfer of the acquired knowledge to other colleagues
- Make a critical analysis of the management of a specific association taking into consideration the "learning" from the training.
- The importance to support technically and financially the start of new associations.
- Need for exchanging field visits among WUAs leaders.
- Increase the awareness of the farmers regarding the importance of WUAs and how associations can help them.
- To plan periodic meetings of negotiations with the beneficiaries.
- WUAs have a good potential for reducing the water management costs.
- Need for including the farmers in all phases of the PIM/IMT process.
- It is important that the creation of WUA is strongly supported by the beneficiaries.
- PIM/IMT process needs to be supported by proper strategic planning.
- Capacity building is the most important component of the PIM/IMT program.
- The slow implementation of PIM/IMT program is more suitable to introduce the social changes associated with the process.

## 4.2 DAY 2

In the morning, modules 5 (Financial Management of WUAs) and 6 (Monitoring and Evaluation and Capacity Building) were presented. Dr Gürhan DEMİR, Section Director of Strategy Development, O&M Department of DSI also made a presentation on the subject of “Participatory Irrigation Management in Turkey “.

The Financial Management Module provided an overview of the main objectives of water charges, the predominant models for the recovery of costs, the main types of water tariffs and payments and some examples of good practices to ensure financial viability of WUAs. The module stimulated a vivid discussion among the participants around some issues including:

- Concerns that the recovery of O&M costs and part of the capital costs may negatively impact the profits of the farmers, the crops’ prices, and the cost of living.
- Farmers’ reactions to progressively increasing irrigation costs were explained. The inelasticity of the curve that relates irrigation water consumption and increasing water prices was made clear.
- The interrelations between the ownership of the irrigation systems and the recovery of capital cost were discussed.
- Whether to continue subsidising the farmers remains a strategic choice for the governments. Taxes paid by the society serve to provide for such subsidies.

Participants were informed that a Workshop will be organized by the SWIM project in Athens (Greece) during summer 2013 to develop a regional M&E system; to be applied in the context of PIM activities.

### **4.2.1 Presentation of the DSI on the Participatory irrigation Management in Turkey**

DSI is a large organization with 15 departments and 26 Regional offices. The 5.6 million ha irrigated lands are managed according to the following three models: a) Directly managed by Government institutions, b) Users associations of different kind and c) private sector management.

The presentation made by Dr. Gürhan Demir raised a great interest among the participants since it provided a good overview of the PIM in Turkey. The presentation was followed by a long discussion which further provided more details and clarifications of the PIM process in Turkey.

The main lessons emerging from this presentation correlate well with the main teachings of the course, as pointed out below.

- The main causes driving the IMT program in Turkey are in line with those indicated in the course and other countries that have undertaken similar programs.
- The implementation of the IMT program corresponds to the model of “fast implementation”. In fact the results achieved in the first 3 years were impressive. Strong political support plays a fundamental role in these fast implementations.
- Intensive training of DSI officials, farmers and users groups in addition to awareness campaigns were the pillars of the program, which are a good example of practices to be followed.
- Ownership of the irrigation infrastructure remains the property of DSI. This is a general practice that was largely discussed in the course.
- Transfer was made to different types of organizations. This flexibility is a key aspect of the success of the IMT in Turkey and should be applied in other countries.
- Although the transfer was initiated under existing laws, it was soon apparent that a new law was necessary to consolidate and provide a good framework for the transfer. A new law was enacted in 2011. This is a good example that PIM/IMT programs need a solid legal framework to be sustainable, as emphasized in the course.
- The new law was prepared with an ample participation of main stakeholders and this is a remarkable example of participatory preparation of a water law.
- After the transfer, DSI continued to provide important services to the new organization but they are different from those undertaken before transfer. This is part of the normal evolution that irrigation agencies need to make in this kind of processes.
- The new services provided by DSI after the transfer mainly include: M&E of WUAs performance, technical training, and control of the water tariffs (minimum established values must be respected). The Ministry of Finance also provides training on accounting matters to WUAs; a good example of inter-institutional cooperation.

- When new projects are implemented or large rehabilitations made, the WUAs have to pay 20% of the investment costs after completing the work and the remaining 80% is paid in a 20- 40 year period. This is an important lesson since in most of the South Mediterranean countries investment costs are largely subsidized by the governments.
- The cost of irrigation water after the transfer dropped down and this is one good reason for farmers to be satisfied with the transfer process. Water tariffs are in the order of 20 – 30 TL/Donum<sup>1</sup> = 200-300 TL/hectare<sup>2</sup>

The afternoon activities included: transport to Ankara Airport and brief tour over the city of Ankara, air travel to Izmir, and transport to the Hotel in Izmir.

### 4.3 DAY 3

The morning and early afternoon of Day 3 were mostly dedicated to the presentations made by the technical staff of the Regional office of DSI in Izmir and subsequent discussions.

#### **4.3.1 Presentation of the transfer program activities in the IZMIR Region of DSI.**

A general overview of the PIM/IMT program in the Izmir region was presented by Eng. E. Argun BARAN with detail. Some of the most relevant points of the presentation and the discussions are summarized here:

The DSI Regional Office of Izmir is one of the 26 regional offices in Turkey, and covers three provinces, namely: Izmir, Manisa and Usak representing 4% of the area of Turkey and 7.7% of its population. Detailed information was provided about the areas transferred for each type of organization. The main lessons emerging from of the presentation and discussion are summarized below:

- Although the transfer has been completed in the Izmir Region, many problems remain in the farmers' organizations that still need to be resolved in the future. This explains the need for DSI's continued provision of support services to the WUAs. Without this support new farmers organizations are unlikely to be sustainable
- The DSI Regional Directorate is supporting the users' organizations with the following services :
  - Performance of joint inspections to determine the maintenance and repair work to be done.
  - Ensuring the establishment of the organizations in accordance with the provisions of the law and approved budgets.
  - Irrigation technical assistance and intervention programs that are needed
  - Ensuring that the water tariffs approved by the WUAs comply with the minimum charges established by DSI.
  - M&E of WUAs
- Whenever a transfer is made, two basic documents are prepared: the contract and the protocol. While the contract covers the formal aspects, the protocol covers some technical aspects and/or provisions that must be respected. This is an important lesson since it is often considered that only a "memorandum of understanding" between the irrigation agency and the WUA is sufficient. While a legal document (contract) is needed, a "technical guidance" document (protocol) is also indispensable to guide the management of the WUAs.
- As earlier indicated, the law of 2011 has established a good framework to solve some of the previous problems. The participants were given several examples of articles that are essential to resolve specific problems.
- The DSI has implemented an M&E systems that allows following the progress of the different forms of organisations responsible for irrigation management including WUAs and Cooperatives. This is always an important activity to be implemented in all PIM/IMT programs.
- The problems associated with the system of water tariffs were also discussed but as this is reported in the different field visits, its reporting is avoided here.

#### **4.3.2 Field visits**

The field visits offered an opportunity to obtain live examples about the different forms of organisations to which irrigation management responsibilities can be transferred, their governance and management structure and the need

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<sup>1</sup>1donum equals 1 dekar (local measure of surface area) = 0,10 ha  
<sup>2</sup>1 Euro = 2.24 TL

for clear distinction between the two, the applied tariff modalities, the financial viability of the WUAs, the types of services provided, the legal statutes, etc.

#### **Field visit to Menemen WUAs.**

The Menemen irrigation system is divided in two sub-districts (left and right of the river) which in practice are two WUAs. Water is taken from the river thorough a diversion dam. The irrigation system is not far from the city of Izmir (some 35 km).

##### **a) Left Bank WUA**

The Technical Director made a brief presentation followed by a field visit with the President of the Association. This WUA covers an area of 16,500 ha with 4,379 land owners. The average size of the plot is 1.29 ha which indicates a high fragmentation of the farms.

#### **Outcome of the Discussions:**

- The Board of Directors and Board of Controllers are important governance instruments of the WUAs.
- The number of officers in the above mentioned boards should be small (3-to 4 maximum). This is regulated by the law.
- A General Assembly of all farmers is not feasible due to their large number. It is necessary to create an intermediary governance body; the Delegates Assembly. These delegates are elected by the farmers and in the specific case of the West Bank WUA their number was 39.
- The voting process is proportional to the number of hectares owned by the farmers, provided it does not exceed a maximum of 5 votes per farmer. This approach was largely discussed in the course as a way to ensure that owners of big farms do not exercise more influence on the WUA decisions.
- The size of the association permitted to have a clear separation between the “technical management” and “the governance” as it was explained in the course. This is a very important issue in the successful performance of the WUAs. Normally small associations cannot finance technical management.
- Good management of the WUA has permitted the purchasing of a large machinery pool (10 large machines) and offices.
- All the maintenance work is done by machinery pool of the WUA. Although subcontracting is often desirable they explained that it was not possible to subcontract since small contractors do not have the necessary large equipment for the maintenance.
- The water tariffs applied by the WUA are per hectare and type of crop. Factoring the crop type in the tariff is a way to relate water consumption with water charges (advantages and disadvantages of the different types of tariff were widely discussed in the course).
- The WUA provides all necessary information to the DSI for their M&E system. This is an important base for the appropriate functioning of the M&E system.

##### **b) Right Bank WUA**

This WUA was very similar to the previous one and few additional lessons were learnt which are summarized below:

- Although members of the governance boards normally provide voluntary work, in this case they receive some modest monetary compensation for each meeting attended. This appears to be a good practice.
- A small membership fee is paid which is also different from most WUAs (also a good practice)
- The WUA is only responsible for the management of irrigation water. No other function is allowed by the law. This is also the case in most large WUAs of the world.
- There is no formal federation of the existing WUAs at the national level. The new legislation does not foresee the possibility of establishing a national federation (which is the practice in countries where many WUAs exist), but apparently, the WUAs are maintaining good informal communication among themselves.

## **4.4 DAY 4**

### **Field visit to the Kula Municipality irrigation systems**

The Kula municipality is located some 110 km from Izmir. It is one of the 163 municipalities in Turkey for which irrigation management responsibilities were transferred. The participants were received by the Mayor, who provided an ample briefing about the transfer of the system and its operation. The following is a summary of the lessons arising from the visit:

- The municipality is fully responsible for the management of the small irrigation systems within its administrative boundaries. The technical staff is hired for the management of the system.
- This type of management cannot be considered a “farmers’ association” since farmers do not participate in the management of water which is fully provided by the staff of the Municipality. Farmers appeared satisfied with this type of management.
- The Municipality subsidizes some of the running costs (maintenance) although this is a small subsidy.
- The irrigation system was with pressurized pipes and tariffs were applied by hour of service. Charging per time (hour) is an effective method of payment when the flows delivered are relatively constant, as is the case in this municipality. This type of tariff was also widely discussed during the course and is efficient.
- The irrigation system was constructed by DSI but transferred to the Municipality with a protocol to be respected. However the Municipality reports to the Ministry of Interior and not to the DSI. This may pose some coordination problems in the future.

A visit was made to one of the farms served by the irrigation system and satisfaction was expressed about how the system was functioning. Details were provided about the irrigation turns, the operation of the system and other farming practices.

#### ***Field visit to Alaşehir Grape WUA (Alaşehir Irrigation System)***

The Alaşehir Irrigation System was created in 1995. It is located close to the city of Manisa, some 100 km from Izmir. The irrigation system gets the water from the Ausar Dam with a capacity of 84 million m<sup>3</sup>. The dam is multipurpose and provides water to the city of Manisa and other villages as well as for other uses. The irrigation system covers 6,930 ha and has 6,305 farmers. The average size of the farm is 1.03 ha. The irrigation system covers areas in 17 villages, 3 towns and the city of Manisa.

The Organization of the WUA is completely similar to those previously detailed; only the number of delegates and technical staff were different. Therefore only some few significant lessons can be added:

- The water tariff is per hectare and the same for all crops; since by large, the main crop grown is vineyards. This predominance by one crop type justifies this approach.
- Farmers have to pay before they irrigate, which provides a good guarantee of payment. This is an excellent practice that could be used in many places.
- There is a cross subsidy among the farmers of the system (tariff for the irrigation areas served by gravity is the same as the new areas developed under pressurized system; although the latter entails higher operational expenses). This is a social equity approach which farmers tend to prefer

## **4.5 DAY 5**

#### ***Field visit to the Kavakdere Irrigation Cooperative (Kavakdere Dam and Irrigation)***

The Kavakdere Irrigation system is made of a dam with a capacity of 18 million m<sup>3</sup> and a pressurized irrigation system that covers 560 ha. The capacity of the system is considerably superior to the water needs of the system and therefore there are no water shortages. DSI is considering the expansion of the irrigation system in the future. The irrigation system was transferred to the Cooperative some five years ago. The membership of the cooperative is made of 315 members.

The following is a summary of the main lessons emerging from the visit:

- The Governance of the Cooperative is significantly different from the WUAs. First of all, they are allowed to provide other services besides water but for the time being this cooperative only provided irrigation water services. Secondly they do not have an Assembly of Delegates but farmers elect directly the members of the Board and President. This is a common approach when irrigations systems are relatively small.
- The president of the Association (a lady engineer) covers the functions of the President and Technical Director. This is an interesting case where governance and management functions are **merged** in the same person.

- Members of the cooperative pay an initial membership fee (per hectare) and a water consumption fee per cubic meter consumed/per year. Water consumption is determined by flow meters, which is the new trend in the pressurized systems of Turkey. This payment method was widely discussed in the course since it promotes greater water use efficiency
- The cooperative also provides irrigation service to 47 farmers located outside the irrigation perimeter, based on a “protocol” for the provision of irrigation water. These farmers do not have voting rights and do not pay membership fees. However, they pay for the piped connection from the main irrigation system to their farms. This system of “protocol farmers” was of high interest to the participants but can only be used in areas where water availability is much higher than the requirements of the irrigated perimeter, which is specific to this cooperative.

In the afternoon the participants were requested to make the evaluation of the training and the study tour, which is reported in the next section. The rest of the afternoon was free, but most participants had scheduled flights during the afternoon.

## 5. Training and study tour evaluation. Findings and recommendations

At the end of the study tour the participants filled an evaluation form to express their opinion and feelings about the efficiency, effectiveness and soundness of both the organization and delivery of the training and the study tour. The forms were thereafter analyzed to extract lessons and recommendations for follow-up activities. Below is a summary of the evaluation findings and main feedback from the participants. The form has been divided in 3 parts (A, B, and C) and the questions made are summarized in the table below:

**Table 5: Questions asked in the evaluation form**

A	Good handling of invitations, visas and event information
1	
A	Smooth flow of the programme
2	
A	Efficient logistics
3	
A	Planning of the event
4	
A	Efficient and effective follow up of preparation and progress towards the event
5	
A	Clarity, coverage and sufficiency of concepts
6	
A	Procedural issues. Design of methodology Programme Agenda and work rules
7	
A	Presentations correspond to planned objectives
8	
B1	Efficient and effective performance and interaction by participants
B2	Efficient and effective facilitation
B3	Efficient and effective Cooperation and team spirit
B4	Acceptable level of achievement of planned objectives
C	Positive general impression

Figure 1 below illustrates the average points obtained for each of the questions. A scoring scale from 1 to 5, with 1= “Strongly disagree” or the lowest, most negative impression and 5= “strongly agree”, or the highest, most positive impression. As can be noticed the average is generally always over 4 points indicating an overall positive evaluation for all the questions made. The general impression (C) reaches the value of 4.5

Overall, impression of participants was positive to very positive when points 4 and 5 are grouped together the rate of satisfaction exceeds nearly always the 80% (see also figure 4)