


Part 2: Building Successful WUAs

Module 5: Ensuring sustainability of WUAs



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Unit 1. Operational
procedures in the
WUAs



Irrigation Plan and Water distribution

1. Annual Irrigation plan

- Software (Excel file) for the calculation of the annual irrigation needs
- Procedures for the preparation of the annual irrigation plan

2. Water distribution

- Software for the water distribution
- Operation manual regulating the water distribution

Hydrometry and Maintenance

3. Hydrometry

- Manual for the measurement of the irrigation flows and estimation of efficiencies
- Proposal to improve hydrometry network
- Implementation of a statistical system of hydrometry information

4. Maintenance

- Guidelines for the preparation of maintenance plan
- Software for identification of maintenance needs in the irrigation and drainage infrastructure
- Formulation of the maintenance plan
- Control system for the maintenance activities

Financial management

5. **Water charges and accounting**

- a. Guidelines for the calculation of water charges
- b. Manual or software for the accounts of the WUA
- c. Software for the preparation of bills and control of payments.

5. **Preparation of the annual budget**

1. Guidelines for the preparation of the budget
2. Identification of priorities. Preparation of alternative scenarios

Institutional Management


- a. Rules and regulations
- b. Manual of organization and functions
- c. Criteria for the selection and evaluation of staff
- d. Communication and dissemination system with the water users
- e. Guidelines for the preparation of the Strategic development plan for the coming 5 years.
- f. Management techniques (meetings, conflict management, leadership, participation, internal communication)
- g. Procurement practices and contract negotiation
- h. Monitoring and evaluation indicators
- i. Documentation (technical and financial)

Data bases requirements

- **Water users data base**
- **Irrigation layout data base**
- **Crop data base (CWR, Irrigation scheduling, etc.)**
- **Users´ water consumption data base**
- **Climatic data base.**
- **Inventory of all properties of WUA**
- **O&M machinery data base**
- *Personnel* data base

Module 5: Ensuring sustainability of WUAs

Unit 2: The legal
framework . The
statutes of WUAS.



Making the necessary legal changes

- The most common areas where supporting legislation for IMT is needed are the following:
 - formal adoption of the transfer policy;
 - status of the WUA;
 - water rights;
 - rights relative to ownership of irrigation infrastructure;
 - changes in the status or mandate of irrigation agencies.

Making the necessary legal changes

- What changes need to be made in water rights?
 - Nature of right: real property, concessions, permits
 - Amount, share or duration of flow the holder of the right is entitled
 - Water rights may be linked to collective entities such as WUAs.
 - Quality of the water

Making the necessary legal changes

- Should ownership of irrigation infrastructure be transferred?
 - Where farmers are repaying the cost of infrastructure construction and/or rehabilitation, there is a strong argument that they should have the right to own the infrastructure.
 - In most cases, however, ownership of infrastructure remains with the state and only the right to use infrastructure is transferred to the users.

Making the necessary legal changes

- What are the legal options for adopting a transfer policy?
 - decree by the head of state;
 - ministerial decree;
 - legislative act.

Making the necessary legal changes

- What legislation may be needed to support water users' associations?
 - to extract water from a specified source;
 - to use and maintain (and perhaps own) the irrigation and drainage infrastructure;
 - rights of way for existing and future infrastructure;
 - to raise funds or labour inputs from its members to pay for the irrigation service;
 - to apply sanctions against its members for non-compliance with rules;
 - to delegate powers, such as to a water service provider;
 - to make and dispose of profits;
 - to enter into contracts;
 - to purchase, own and sell property.

Making the necessary legal changes

- What basic documents should be prepared for establishment of the WUA?
 - The two basic documents which are normally prepared for the establishment of the WUA, are the articles of association (**‘constitution’** or **‘charter of authority’**) and **by-laws**
 - **In most countries of Europe and Latin America these two documents are consolidated in a single one called the “Statutes” of the WUA**

Making the necessary legal changes

The articles of association normally contain the following elements:

- a mission statement, which describes the purpose of the organization;
- legal status and basis of authority;
- definition of the service area;
- criteria for membership;
- basic functions of the organization;
- basic rights, powers and obligations of the organization;
- basic rights, powers and obligations of members of the organization;
- governance structure of the WUA, powers of leaders and their relationship to the service providing entity;
- method for amending the articles of association.

Making the necessary legal changes

The by-laws are the accompanying descriptions of rules for how the articles of association are to be implemented. They generally include the following:

- rules for receiving new members and expelling existing ones;
- constitution of the governing board of officers, periods of tenure in office and rules for selection and removal of association leaders;
- definition of the water service;
- rules and sanctions related to the water service, including procedures during periods of water shortage;
- rules and sanctions related to support functions (maintenance and financing);
- procedures for conflict resolution;
- duties of the board of directors;
- procedures for amending the by-laws.

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Unit 3. Management
and Governance

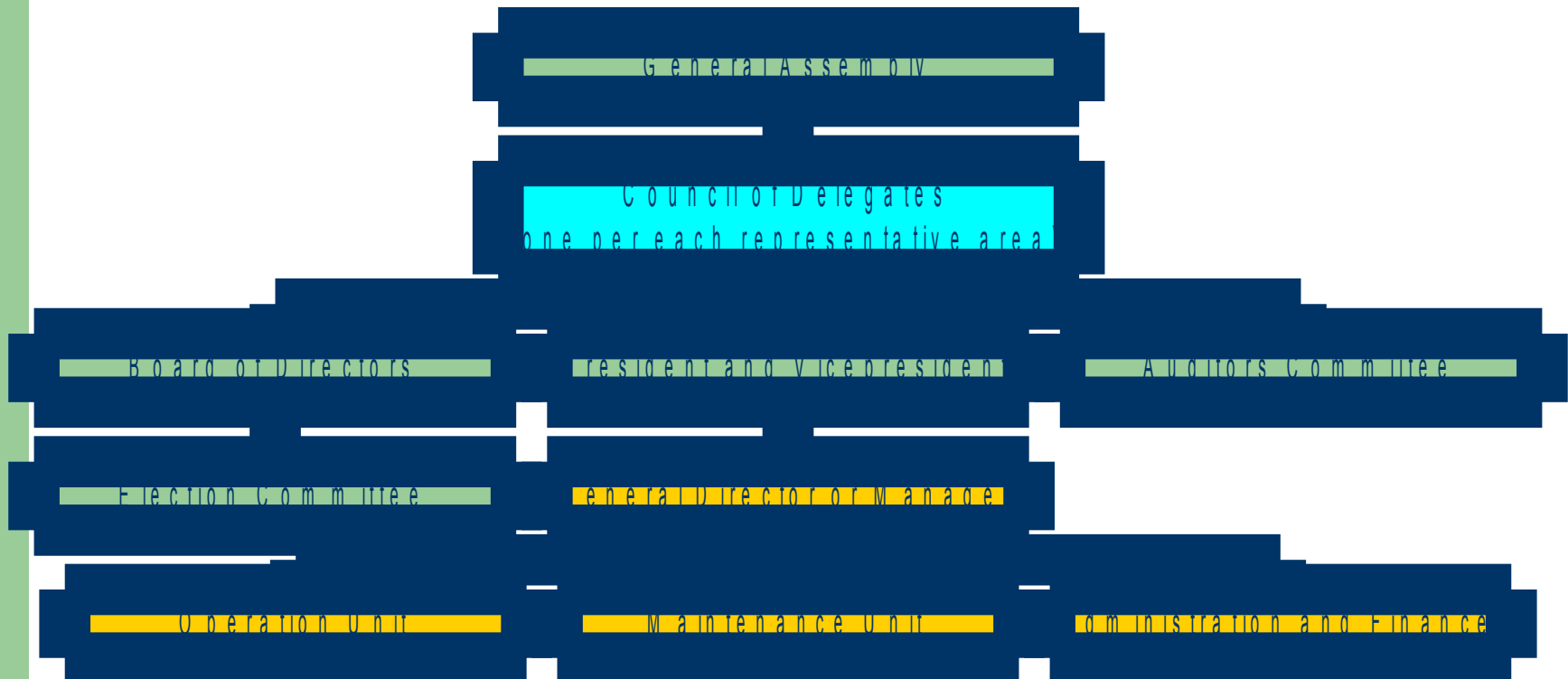


Governance and Management

- Why it is important to distinguish between governance and management
 - The bodies of the WUAs responsible for decision making and setting the policies are the governance of the organization.
 - The body that actually provides the water service (operations, maintenance, financing) is generally called the *water service provider* (WSP) or Management Unit (MU).
 - The WSP may not necessarily be the same entity as the governing bodies but in some cases the management responsibilities are given to the governing bodies .


Organization of a WUA *needs translation*

Organization of a WUA



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Unit 4. The role of the
Federation of WUAs



Federation of WUAs

- The term “federation of WUAs” is used with two meanings:
 1. A voluntary federation of all the WUAs of a given country. Its main role is to be the main channel of communication between WUAs and the Government.
 2. All the small WUAs of given canal (secondary level) are integrated in a larger association (Federation) that manages the secondary canal and all the tertiary canals served *by* it .

Integration of small WUAs into a Federation

- This is a common solution adopted in countries where the PIM programmes started by establishing small WUAs at the level of tertiary canals.
- As the small WUAs are generally non economically viable their integration in a Federation has been promoted.
- Although the solution is desirable it presents several practical problems related to the definition of authority of the Federation and the small WUAs.