


Part 2: Building Successful WUAs

**Module 3:
Implementation
phase. Establishing
WUAs**



Module 3: Implementation phase. Establishing WUAs




The main issues in the implementation process

1. Communication strategy for building consensus and support for the establishment of WUAs among farmers.
2. Role of promoters: Constituent Committees, and SO.
3. Establishment of WUAs. Issues to consider
4. The transfer agreement
5. Social and economic viability of WUAs

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Unit 3.1. Building
consensus and support
for the establishment of
WUAs.



An awareness campaign

- The objective of an awareness campaign is to inform the water users that a transfer program is underway and to develop a positive attitude.
- The main means for undertaking this campaign are audio visuals and workshops
 - In Mexico the use of audio visual means was the predominant way
 - In Peru workshops of 2-3 days were preferred.

A combination of both seems the most advantageous solution

Characteristics of an awareness campaign

- It is normally carried out **before** the actual process of establishing WUAs but can be done simultaneously.
- **The messages must be uniform.** This requires a careful preparation of the materials.
- It requires **a team of promoters.** The role of the promoters in the working sessions is very critical. They need to be well prepared (trained) for their function.
- The working sessions **must be done at the field.** This implies transportation and associated costs for the promoters that must be considered in the campaign
- The awareness campaigns often are **continued after the establishment of WUAs**

Main objectives of the awareness campaign

To inform the water users about:

1. The background of the PIM program
2. The purposes of the WUA
3. The future organizational structure of the WUA
4. Their rights and obligations
5. Importance of the payment of the irrigation water tariff to be able to provide a satisfactory operation and maintenance. Modality of payment of the tariff
6. What is the operation and maintenance budget and their role in their preparation and approval.
7. The expected process in the establishment of WUAs.
8. Government incentives

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Unit 3.2. Role of
promoters.
Constituent
Committees and
Social organizers

The Constituent Committee (CC)

- The formation of WUAs needs the effort of a group of people in the users community willing to do the preparation work for the establishment of the WUA.
- How to establish it? Normally after some preliminary meeting (awareness campaign) a group of people is selected to undertake this responsibility.
- Their work is voluntary and should terminate when the Board of Directors is elected. However it is very common that some of the members become some of they become also members of the Board of Directors

Training of the Constituent Committee

- The CC must become familiar with the all the characteristics of a WUA and their training is very important
- Some of the possible topics of the training are:
 - a. Summary of the new law on WUA
 - b. Future organizational structure of the WUA
 - c. Formulation of the Charter of the WUA
 - d. Orientation on how to conduct meetings
 - e. Understanding of maps with the irrigation service areas
 - f. Preparation of the list of members of future association
 - g. Preparation of work plan of the association
 - h. Preparation of draft budget for the WUA

Keeping the CC active

- It is important to keep the CC active until the WUA is established formally
- Besides the training it is important to give some interim responsibilities to the CC such as:
 - Preparation of work plan of the association
 - Preparation of draft budget for the WUA
 - Preparation of the list of potential participants in the WUA.
Preparation of maps for the service area
 - Problem identification
 - and others

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Unit 3.3.
Establishment of
WUAs



What factors support the emergence of viable water users' associations?

- There are many factors which are conducive to the emergence and development of viable water users associations but they can be summarized in four concepts:
 - economic motivation for IMT;
 - dissatisfaction with existing management;
 - local management capacity;
 - financial and technical feasibility.
- If none of these factors is present the possibility of establishing viable WUAs is very limited.

What are the key issues for facilitating formation of an effective WUA?

- Water Users must have a **strong voice** in the process
- Clear **legal status**
- Farmers must perceive that the new organization offer **advantages** over the present situation
- Give attention to identifying valid representatives of farmers and other stakeholders in the **Constituent Committee**.
- A good **training programme** of the CC is essential
- The **awareness campaign** is also important.
- **Effective communication** between the CC and the future beneficiaries is essential.

How is membership in the WUA to be determined?

- This is matter should be resolved very clearly. If it is not, it is likely to create problems in the future.
- Water users are normally the landowners, but they can delegate to their responsibility to renters, sharecroppers, squatters, sub-tenants and so on.
- Should only one person per parcel be permitted to be a member of the organization?
- What are the bases for the votes?
- Both men and women should have rights to membership or at least to participate in decision-making, even if they belong to the same household.

The first General Assembly

- Preparing for the first general assembly is the most important task of the CC.
 - The rules and regulations have been prepared.
 - All legal members should be invited officialy
 - Clear procedure for voting in the elections should be sent to all members
 - Set of candidates for the positions should be sent to all members
 - Detailed agenda of the general assembly must be prepared and sent to members.

Functions of the WUA's Board of Directors

- **Determine the organizational structure of WSP and hire the manager**
- **Provide guidance to the WSP manager in personnel policy and job descriptions**
 - **Advising the manager in hiring staff matters**
 - **Advise and approval of O&M plan**
 - **Advise manager in purchasing of machinery and supplies**
 - **Advise the manager in training matters**
 - **Advise the manager to set up a monitoring and evaluation system**
- **Members of boards of directors of WUAs are frequently unaware that they need to perform these responsibilities.**

What changes might need to be made in operations after transfer?

- The following are examples of possible new priorities or objectives that a WUA might have:
 - expand the irrigation service area;
 - improve equity of water distribution;
 - reduce amount of water delivered per hectare;
 - increase cropping intensities through better irrigation efficiency;
 - increase crop production per unit of water delivered.

What changes might need to be made in maintenance?

- WUAs should break away from the previous practice of **deferred maintenance**. However this goes against the tendency to reduce water fees.
- Special training in the advantages and methods of **preventive maintenance** should be provided to WUA directors and WSP

Initial operating capital

- **A WUA to initiate its operations needs:**
 - An office
 - Office equipment and supplies
 - Contract staff
 - Transportation means (cars, motorcycles)
 - Communication equipment
 - **O&M equipment**
 - Construction and repairs materials, fuel
- **From where the necessary funds will be provided?:**
 - Special contribution of farmers
 - Grants from the government, NGOs,
 - Credit (government, development banks, NGOs,)
 - Mix of the above

How should the WUA obtain equipment?

- The government will need to establish a policy about how it will dispose of its O&M equipment. This should include resolution of the following issues:
 - Should government equipment be transferred free of charge, leased or sold to the WUA?
 - If sold, how should the prices be set (replacement cost, fair market value, concessionary, nominal)? If sold, would payment be by instalment; would it be taxed?
 - What recourse will the government have if the WUAs fail to pay for the equipment?
 - What training is needed for proper use of equipment?
 - Conditions for purchasing new equipment

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Unit 3.4. Transfer
agreement



Transfer agreement

- **It receives different names: Memorandum of understanding, Transfer protocol, Concession agreement.**
- **It defines the conditions of the transfer:**
 - Area and infrastructure to be transferred
 - Transfer of O&M government machinery
 - **Interim Joint management**
 - State of the irrigation system and eventual rehabilitation needs.
 - Responsibilities of irrigation agency
 - Responsibilities of the WUA
 - Termination of the transfer agreement

Special Support Plan


The transfer agreement may include some financial and institutional incentives such as:

- Subsidies to the rehabilitation and improvement works
- Training activities to be carried out
- Possible credits or grants for certain activities
- Possible subsidies to electricity and other inputs
- Future technical assistance to be provided.

All these incentives should be subject of negotiation and recorded in a document (support Plan or transfer agreement)

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Unit 3. 6: Social and
economic viability
of WUAs



What are the key socio-institutional characteristics of successful WUAs?

1. Capable leaders.
2. Recognized **legal status** to perform essential functions;
3. A clearly **defined water right** of the association and the members.
4. Capacity to impose severe sanctions when needed
5. Development of good relations and fluent communication between users and the leaders of the WUA.
6. Well trained technical staff for the operation, maintenance and administration of the irrigation system.
7. Financial viability

Thank You !

