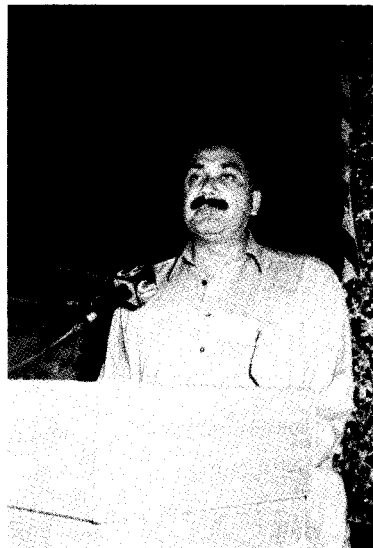


## EFFECTIVENESS OF ORGANIZATIONAL STRUCTURE

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The experience of the functioning of the farmers organizations formed with the facilitation of International Irrigation Management Institution (IMI) in the project "Farmer-Managed Irrigated Agriculture" under the LBOD project has proved effective in some areas and farmers performance within FOs has been widely recognized. Though the practice was very new and roles and responsibilities assigned to the FOs were novel to them as they did not have such prior experience. But the abilities demonstrated by the FOs and their function had a positive impact on the entire area the farmer community. The organizations' effectiveness can be judged from following indicators:



- Continuity in their function;
- Decision implementation;
- Internal and external recognition;
- Coordination with the irrigation department;
- Adoption of bylaws; and
- Flow of Information.

### Regular meetings, participation and continuity in FOs Functions

Organizational meetings are necessary to keep close coordination within an organization, discuss common issues, take decisions and review the progress. Meetings are a prerequisite in planning activities, arranging resources and executing tasks. After the formation of FOs, meetings of different types i.e. management committee (MC), general meeting, meeting at watercourses, special meetings were called and the participation ratio was very positive. The total number of meetings convened, type of meeting and participation ratio of all three pilot distributaries is given in table. 1

Table 1. Meetings Convened by FOs.

Distributary / Minor	Management Committee Meetings		General Meetings		Special Meetings	
	No of meeting	Participation ratio	No of meeting	Participation ratio	No of meeting	Participation ratio
Bareji Distributary, Mirpurkhas	6	73	2	60	4	80
Heran Distributary, Sanghar	5	100	2	90	-	-
Dhoro Naro Minor, Nawabshah	5	55	2	68	4	95

### Flow of information to water users

To some extent the flow of information regarding the organizational program has started which was not there earlier. The printed leaflets, training and frequent visits are the devices being used for this purpose. The latest information on issues has helped build trust among the stakeholders.

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### **Increased understanding of doctrine of PIM**

The understanding of the doctrine of the participatory irrigation management (PIM) has been increased among the farmers especially among the FO leaders. There are various parameters to judge the level of understanding. Some indicators assessed are given below.

- Improvement in presenting the FO performance;
- Giving Importance to the program activities;
- The way in which meetings are being conducted;
- Mobilizing resources;
- Interaction with various delegations; and
- Active contribution in discussions or meetings.

### **Decision Implementation**

The organizational effectiveness can be judged from implementing the decision. In the operation of three years FOs have discussed variety of issues and have taken several decisions in operation and maintenance of organization.

### **Internal Recognition**

Gradually the internal recognition of the organization has increased. In the initial period farmers were not giving importance to this effect. But with the passage of time, the activities carried out by the FOs for common benefit, have taken roots in farmers' community.

The FOs have been widely recognized by its members. It can be assessed from the decision implementation, fee collection, participation in desiltation, conflict resolution etc. In these activities farmers are respecting the calls and decisions of the FOs.

### **External Recognition**

The FOs have gained the external support of various departments and line agencies. Their introduction as an FO is being given importance. Besides government departments, FOs have also established links with non-governmental organizations, fertilizer companies, pesticides companies etc. These well-established links indicate the external recognition of the organization. Through these links FOs are organizing various programs on awareness and information sharing.

### **Coordination with IPD**

The major affect of the organization witnessed is it's close coordination with the IPD officials. Before the formation of FOs, there was a communication gap between the farmers and the agency, which was creating mistrust leading to poor performance of the system. Now the field level irrigation officials are in close contact with farmers and FOs have access to higher level IPD officials. Earlier the water users were not being informed about rotation programs of distributaries, now the department regularly corresponds with FOs.

### **Adoption of by-laws**

The by-laws have been proposed for the FOs and WCAs. In the short period of two months all the three pilot FOs have adopted these by-laws accordingly. The structure of the management committee of FOs as well as WCAs has been changed. The members fill up the membership form, collect Rs.100 as membership fee from each member of WCA. Each WCA sends their application to the FO for membership along with fee of Rs.100. Though these bylaws are still waiting for governmental approval, FOs have fulfilled all the requirements.

Now all the FOs are governed by official rules and regulations, have audited accounts, have well established offices, maintain proper record of meetings and all the activities, and convene regular meetings. These organizations have succeeded to keep the organization alive and provide a platform for the farmers' community.

### Human Resource Development Program

As already mentioned, the program was very new to the farmers, so they had no prior knowledge about their innovative roles. For understanding the entire new concept of farmers' participation in irrigation management, operation and organization etc., the farmers need to be trained in various areas.

Farmers organizations and IIMI jointly initiated human resource development program to orient the water users in different techniques. So far the training has been conducted in following areas.

- Organizational management and record keeping;
- Organizational by-laws and action plan;
- Communication;
- Discharge measurement;
- Financial Management; and
- Monitoring water table depth through piezometers.

A large number of farmers motivated by the FOs attended these training activities and it proved very useful in enhancing their skills. The number of farmers attended various training's at all three pilot distributaries is given in the following table.

Table 2. Water Users participation in training events

Distributary	Organizational Management	Organizational by-laws and action plan	Discharge measurement	Financial Management	Measuring water table depth
Bareji Distributary, Mirpurkhas	33	5	25	21	40
Heran Distributary, Sanghar	38	8	38	32	31
Dhoro Naro Minor, Nawabshah	8	8	46	16	22
Total	79	21	109	69	93

### Conclusion

The farmer organizations formed at the pilot distributaries have gained internal and external recognition. The members have adopted their bylaws and organizations are smoothly working as an institution. The members of the watercourse associations and FOs have gained skills by participating in various organizational training events. It can be concluded that having the capacity the members of FOs are able to take over the responsibility of managing the distributaries and minors under the new system.