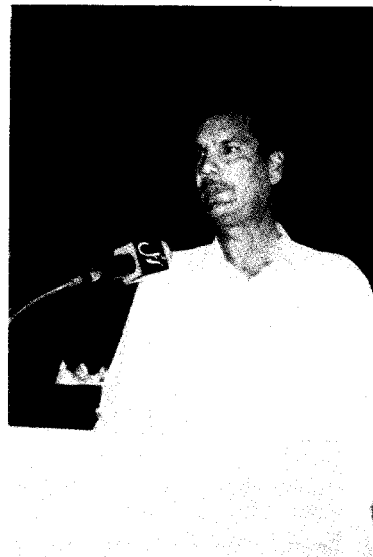


# EFFECTIVENESS OF ORGANIZATIONAL STRUCTURES EXPERIENCE FROM HAKRA 4-R DISTRIBUTARY

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## INTRODUCTION

The organizational structure of Hakra 4-R distributary is a three tier system in which 4500 water users were organized (as first tier) into 124 Water Users Associations (WUAs). Each WUA was composed of all the farmers along a watercourse. The numbers of WUA leaders varies from 5 to 7, except one to two members in WUAs where the entire watercourse command belongs to one owner. The members of the WUAs were selected with the average participation of 77% water users at the watercourse level.

The Hakra 4-R distributary was grouped into five sub-systems based on social and physical divisions. The number of watercourses among water users varies from 15 to 33, depending on the size of hydrological unit. These WUAs were organized (as second tier) into five Water User Organizations (WUOs). The electoral body of each WUO also comprises of 15 to 33 watercourse representatives. Each WUO formed executive bodies of 7- to 10 members, depending on the social and hydrological units.

At each subsystem WUO selects 5 members for WUF general assembly (third tier). In most cases, the subsystem level president and general secretary also co-opt for Federation's general assembly. The remaining three WUO members are watercourse representatives. Thus the general assembly of the Water Users Federation is comprised of 25 members. These members selected a five-member executive body for the WUF for the entire distributary command on March 5, 1997.

## ADVANTAGES OF THE THREE TIER ORGANIZATIONAL STRUCTURE

Following are the advantages of three tier organizational Structure

### **To increase the interaction among the water users**

The 4R distributary is 57 km long and the interaction among the head and tail farmers was not easy due to long distance. But it has become easy due to the three-tier structure.

### **To involve maximum water users in irrigation management decision-making**

Maximum water user participation has more chances to improve the efficiency, equity, reliability, productivity and sustainability associated with the use of irrigation water resources. There are 700 office-bearers and they are comparatively more active than the non-office bearers. If 700 persons are active then it is hoped that others would be active too.

### **To solve the water related issue at local level**

The issues are resolved at local level amicably, quickly and economically, as people's confidence increases over their leadership.

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### **Right to appeal**

The three-tier structure provides the right to appeal. If someone is not satisfied by the lower tier decision, he may go to top level for justice.

### **Achieving equitable water distribution**

There are more chances to achieve equity. The farmers have become more familiar with the system due to different training on technical aspects. Therefore, they from time to time check the gauges of one another. If they notice anything unusual, they contact their respective organization promptly.

### **Proper maintenance of the distributary**

Each organization has its own particular area, so it will take care of that area, resultantly maintenance work would be improved. It creates a healthy sense of competition. For instance, during the annual closure of the year, 1997, and 1998, the WUF of Hakra 4R distributary undertook a five-day maintenance campaign on self-help basis. The five subsystems WUOs participated on each day of the maintenance campaign. The federation announced that prize would be awarded to the subsystem that would perform best. In this way, each subsystem did its best. Meetings were organized at WUA level. Due to this healthy competition, work worth of Rs. 400,000 was done, according to the assessment of PID.

### **FUTURE RECOMMENDATIONS**

Keeping in view the progress, I suggest some recommendation for future replications. These are as under:

#### **Organizational structure should be according to the size of the distributary**

If the distributary is small, i.e., 20-30 outlets, then there is no need for three tier structures. If it is bigger in size then there is need for a three-tier structure. In this way, the general body can easily meet on monthly or emergency basis. If the general body consists of a large group it is difficult to organize the meeting and to reach any consensus. It would be wastage of resource and time. No doubt, meetings are one of the important aspects in making the organization sustainable.

#### **Formation of sub-committees at every tier should be encouraged**

The sub-committee at every level should be encouraged. As a sub-committee can deal with organizational, irrigation and agriculture issues.