

Module 2 – Roles & Responsibilities of WUAs

Topics

Objectives, Structure and functions of WUA

Objective

To make the WUA members aware about the importance of WUA and roles & responsibilities of WUA members in irrigation scheme

Expected out put

- Empowerment of WUA
- Effective functioning of WUA Management Committee
- Active participation of women and tribals in WUA activities
- Record maintenance
- Regular meetings
- Raising of internal resources
- Updating of Water charge demand, collection and balance details
- Ensuring the formation Sub committees
- Regular financial audit

No of sessions

- Five

Time required

- Three days

Material required

- Drawing sheets
- Sketch pens
- Cello tape
- Scissors
- Flash cards

Participants

- Members of WUA

Methodologies Used.

- Ice breaking
- Brainstorming
- Participatory learning discussion
- Games & exercises
- Sub group discussion
- Information sharing
- Lecture
- Case analysis

Session wise plan

Session No.1

Topic: Objectives, Structure and functions of WUA; Govt. policy for WUAs in West Bengal, interpretation of Society Bylaws, sequential steps of Operationalising WUA

Method: Lecture and ppt

Time: 60 minutes

Resource Person: Expert from SO and DPMU

Support Material: WUA Bylaws, Govt. notification for constitution of WUA and handing over of MI scheme

Tips for Trainer: Trainer should explain the policy of Govt., explain the steps for formation of WUA, roles of members, specially general body and management committee, sub committee.

Then divide the participants into groups. Give the participants handouts on Govt. policy, Functions of WUA, roles of different committees and ask one of the group members read the matter. Then discuss among the groups about the matter. After that ask the groups to share the matter with other groups. Trainer should sum up after cross discussion are over.

Session No.2

Topic: Roles and responsibilities of WUA, general administration and rules & regulations of WUA

Method: Lecture with ppt, , Experience Sharing, Focus Group Discussion

Time: 60 minutes

Resource Person: Expert from SO

Support Material: Training Manual

Tips for Trainer: Trainer should explain the policy of Govt., explain the steps for formation of WUA, roles of members, specially general body and management committee, sub committee. Then divide the participants into groups. Give the participants handouts on Govt. policy, Functions of WUA, roles of different committees and ask one of the group members read the matter. Then discuss among the groups about the matter. After that, ask groups to share the matter with other groups. Trainer should sum up after cross discussion are over.

Session No.3

Topic: Sub committees – role of i) O & M, ii) financial management, iii) water management and iv) M & E committees

Method: Lectures Group discussion

Time: 120 minutes

Resource Person: SO, DPMU experts

Support Material: Hand outs/ formats, Training manual

Tips for Trainer: Trainer should initiate the lecture by using the below story, Tell the story about a super market/shop which is running into losses. The management evaluated the reasons for losses. It was found that there are many reasons like,

- No division of responsibility among staff members
- No special training on some specialized activities like packing, labeling etc
- Timely completion of works etc

To overcome these problems, the management decided to form 5 groups on different activities like, packing, cleaning, labeling etc. Then the in-charge persons concentrated their activities and achieved good reputation, eventually profits are soared up. Then, the facilitator should ask question like what are the key factors in attaining good results in the shop. Then explain about 4 sub committees and its various roles in tank management. Finally ask questions on sub committees number, constitution, functions etc.

Session No.4

Topic: Benefits of women for participation in WUA

Method: Focus Group Discussion

Time: 60 minutes

Resource Person: Experienced WUA leaders, SO representatives

Support Material: Case study, hand out, flip chart, audio visual, Training manual

Tips for Trainer: Trainer should illustrate the case. Then divide participants into groups and ask to discuss on the changes observed for women in the case as well as reasons behind the

changes. Then each group has to present their findings. After that, the trainer should summarize the session.

Session No.5

Topic: Indicators of a good WUA; attributes (self sufficient finance, good governance, leadership, gender balance, effective MOM, effective participation, etc),

Method: Experience sharing by practitioners

Time: 60 minutes

Resource Person: Farmers of successful WUA, associated Govt. officers and SO representatives

Support Material: Case study, audio visual, chart papers, colour sketch, Training manual etc

Tips for Trainer: Trainer should facilitate in analyzing the case wrt governance, performance, water management, gender balance, operation & financial management, Take note on the information point wise, categorically, consolidate them, add/ subtract as required and conclude the session

Content

1. What is WUA or Water Users Association? Who can be the members of WUA?

The association of the water users of a minor irrigation scheme constructed under this project is called WUA. All the land holders in the command area of a minor irrigation scheme as well as users of the scheme can be the members of WUA.

2. Why WUA will be formed?

The major purpose of forming WUA is to strengthen community based institutions to assume responsibility for operation, maintenance and management of Minor Irrigation scheme constructed under the project as well as future capital investments.

The WUA has to be formed during the pre-planning phase of a scheme

- to organize villagers and hold meeting/ interaction regularly
- to strengthen mutual understanding about the project and their responsibilities
- to ensure their active involvement from initial step of identifying the scheme
- to ensure judicious utilization of the scheme
- to ensure equitable distribution of water
- to ensure collection of water fees, mobilization of resources
- to build up ownership of the scheme among them, so that post handing over of the scheme, WUA has the ability to manage, maintain the scheme sustainably and
- families live a better life through enhancement of agriculture productivity and income

3. What is the procedure of forming a WUA?

- Command area for a scheme will be delineated on the basis of the information collected through PRA techniques, such as, Transact Walk, Social mapping, Wealth ranking, Spatial mapping with villagers, hence, potential water users can be identified.
- Then, SO will encourage and aware the potential water users to form WUA.
- SO will arrange a meeting with all of the potential water users. The date, time and venue of the meeting have to be decided in advance. The presence of representatives of DPMU, line departments are desirable, apart from SO in that meeting. Participants will be made aware on the objectives, probable benefits in regards to the scheme as well as roles & responsibilities of the members of WUA. The problems faced by the villagers, their expectation and doubts about the scheme will be discussed in the meeting also.
- WUA has to be registered under West Bengal Society registration Act, 1961. Hence, members of the WUA have to be made aware about that Act by the SOs.

- Second meeting with the WUA will be called by the SO and representatives of DPMU. The date, time and venue of the 2nd meeting will be decided in advance. In the second meeting the list of the names of the members of WUA has to be prepared as well as President/Chairman, Secretary and Treasurer have to be elected. Members have to form the Management committee in the meeting.
- In the 3rd meeting WUA will prepare the by-law. A resolution has to be passed regarding formation of WUA by the members and necessary action for submitting the application for registration has to be taken.
The role and responsibility of the leaders of WUA will be discussed in the meeting also.
- The decisions of the meetings have to be recorded in the resolution copy.

4. **Government rule on formation of Registered WUA:**

Reference – Govt. Notification

5. **Roles & responsibility**

- **WUA**
 - a) Water distribution schedule(distribution on which plot, when, what quantity of water) has to be prepared for every irrigation season
 - b) To prepare the schedule, WUA members should be aware about
 - Discharge capacity
 - Size of entitlement area
 - Cropping pattern
 - Soil quality, water retention capacity of soil
 - Climate i.e. rainfall quantity, moisture quantity in air, speed of wind, highest and lowest temperature during that season
 - c) Operation plan for the irrigation system has to be prepared, implemented and accepted by the General Body of WUA. The irrigation system needs to be in operation according to the availability of electricity. The demand of water for irrigation of the farmers has to go with the availability of electricity
 - d) Fees of Machine operator has to be determined
 - e) Maintenance plan has to be prepared, implemented and accepted by the GB of WUA. This plan should be in accordance to the operation plan, so that delivery of water may not get stalled due to break of machineries. Stock of machineries has to be maintained out of the WUA fund.

- f) Economy in using water has to be promoted, so that, in one hand, wastage of water can be avoided and equitability of distribution of water is maintained. Farmers has to be encouraged to cultivate crops which require less water
- g) Water charge has to be decided considering expenses for running the scheme
- h) Water charges has to be collected regularly
- i) Penalties to the defaulter of water charges as per the by-law has to be implemented
- j) The work of construction & installation of scheme has to be monitored
- k) Resources/assets of WUA has to be protected and also required to be raised
- l) Records need to be maintained for audit and for transparency
- m) Electricity bill needs to be paid regularly
- n) Disputes, if any take place, in between the water users in the operation area that has to be resolved

- **Chairman/President**

- a) Organizing and preside the meeting in a democratic way at appropriate time and according to the scheduled agenda
- b) Giving importance to the opinion of all the members
- c) Arranging to record minutes of the meeting
- d) Preparing rules of the WUA and implementing the same with the consensus of the members
- e) Working for financial resource development
- f) Financial and social auditing
- g) Maintaining transparency
- h) Ensuring formation of sub committees
- i) Conflict resolution at association level
- j) Ensuring distribution of water as per plan
- k) Ensuring maintenance of equality in water distribution
- l) Assisting in fixing water charge and in collection
- m) Ensuring maintenance of up to date records
- n) Taking appropriate decisions based on the situation in managing committee and in general body meeting
- o) Operating the bank transactions as per norm
- p) Maintaining good relationship with the related government department
- q) Be responsible leader to the members
- r) Supervising and managing the scheme along with the members

- **Managing Committee**

Meeting

- MC shall meet at least once in three months
- Meeting date, time and place may be determined by the President/ Chairman / Secretary and shall be summoned along with the agenda within seven days by the Secretary
- 7 days notice of the meeting specifying place, time, venue and agenda shall be given to every member of MC. Emergency meeting to be called in 24 hours notice
- Quorum for the meeting requires presence of 1/3rd of the total members
- In case of no quorum meeting gets adjourned and next meeting can hold at least 1 hour after.

Powers and functions of Managing Committee

Financial

- To prepare budget and allocate resources for various activities
- To raise resources
- To prepare annual accounts

Works

- To prepare and implement annual and long term plan
- To organize execution of works
- To prioritize works

Water Management

- To prepare and implement operational plan
- To ensure equitable distribution of water

Agriculture

- To prepare and implement crop plan for Kharif & Rabi season

Others

- To assist in collection of water charge, preparation and maintenance of basic records
- To carryout and implement all decisions of General Body

- **Sub Committees**

Formation, roles & responsibilities of WUA Sub-committees

There are four (4) types of Sub-Committees to be constituted by a Water Users Association to operate certain duties, which are as follows:

- a) Works (Operation & Maintenance) sub- committee
- b) Water Management sub- committee
- c) Monitoring and Evaluation sub- committee

d) Finance sub- committee

Formation

- Managing Committee / Governing Body of WUA appoint sub-committees with such power and duties as may considered necessary or expedient.
- WUA and SO (preferably) has to convene a meeting with the members of the WUA. Intimating the agenda to all members.
- WUA has to identify the suitable members of Sub-committee through consensus in the meeting. In case, consensus is not built up, voting may be conducted in same meeting with the existing members.
- Members of sub-committee have to select their respective leader.
- Proceedings of the meeting should be recorded in the meeting register

Composition of the sub-committee

The composition of the Sub-committee shall be a member of Managing Committee other than the Chairman/ president, along with other members not exceeding four drawn out from the general body members: it is as follows

- a) Convener of the Sub-committee preferably be a member of Managing Committee other than the Chairman/President
- b) The members of Sub-committee should not exceed four drawn out from members with voting rights
- c) No member shall represent more than one subcommittee
- d) Women members should be members in sub committees.
- e) In tribal dominated villages tribal should be included in sub committees.

Constitution of sub committees under WUAs

- Managing Committee appoints the sub-committee members
- Convener preferably be the managing committee member of WUA for all the sub Committees
- The sub committees work under the supervision and direction of managing committee
- All the sub committees must be formed in the general body meeting

Sub committee meetings

- Sub committee shall meet as frequently and necessary.
- The Convener shall preside over the meeting and maintain the record of discussions and decisions.

Functions of Sub committees

Works (Operation & Maintenance) sub committee

- Formed for system operation and for direct supervision of construction, pump operation and maintenance activities
- Recommends estimates of works
- Supervises quality of work
- Keeps records of works done, stock register, voucher records
- Recommends for bill payment of works done
- Prioritizes works
- Keeps records of pump operating hours in pump operator log book

Water management sub committee

- Implements the rules set in WUA on water distribution
- Patrols irrigation system and water regulation arrangements
- Regular monitors on irrigation systems
- Takes care of proper water usage
- Keeps record of water release quantity in irrigation register
- Informs management committee about violation of water usage rules
- Assists in preparation of water release schedule
- Maintains the records of water users (irrigation register)

Monitoring & evaluation sub committee

- Monitoring
 - Improvement of production in the irrigated area
 - Improvement of quantity of Produce
 - Conflict resolution (strengthening cohesion in WUA)
 - Development of Resource

Finance sub committee

- Mobilizes financial resources
- Prepares financial budget and gets it approved in general body meeting
- Assists in water charge collection
- Recommends managing committee on finance investment
- Maintains records relating to financial matters - cash book, water charge receipt records, bank pass book etc.
- Prepares annual accounts
- Monitors finance and accounts part.
- Payment of electric bill/energy bill

• Water users

Water management

- To get information relating to water availabilities and water delivery
- To receive water as per specified quota

- To avoid and prevent misuse and wastage of water
- To use water economically
- To be aware of rules of operation of water supply
- To adhere to the water delivery schedules
- Not to tamper with the irrigation systems
- To conserve water
- To follow proper irrigation methods

Financial

- To pay the water tax and special fee regularly
- To cooperate for system audit
- To cooperate for conflict resolution

Others

- To participate in General Body meetings and receive annual reports
- To protect and maintain the irrigation system

6. Types of Meeting of WUA

- Periodic Meeting (Fortnightly/ Monthly/ Bimonthly)
- Special Meeting : For a special purpose/ work
- General Meeting: At least twice in a year
 - once at Kharif season and another at Ravi season
 - Chairman/President in the consensus of majority of the members of the Managing Committee (1/3 of the members) can call the meeting at any time.
 - Quorum for the meeting requires presence of 1/3rd of the total members, otherwise meeting will be adjourned.

Subjects of discussion in General Body Meeting:

- Preparation of Income Expenditure statement
- Finalization of annual budget
- Preparation of Activity plan for the next season
- Exploring avenues for resource development
- Dismiss of membership if required
- Selection of Auditor

7. Requirements for regular meeting of WUA

- Fixing a day in a week/ month
- Fixing time & place of meeting as per everybody's convenience
- Confirmation of the presence of the leaders/ President/ Secretary
- All records/copies of WUA
- Arranging mat/ sheets or something for sitting of the members
- A box to keep money and record
- Pen/pencil, rubber stamp and stamp pad

- Lantern, if necessary
- Clock, calendar, calculator, if necessary

8. Procedure to conduct meeting of WUA

- Members to sit in circle so that every one's face is visible to others
- Leaders/ President/Secretary should sit side by side
- President should preside the meeting. In absence of him, Vice President or someone should be nominated as the 'Sabhapati' for that meeting
- Under the instruction of President, Secretary shall take the attendance of the members and get it signed by them
- Last resolution has to be read and got approved by the members present
- Agenda of the present meeting has to be decided
- According to that agenda, decisions has to be taken in consensus or decided by the majority of votes and recorded in the resolution copy
- Collection of Water charge and savings, if any, of the members has to be collected and recorded in the accounts copy
- Account status of that day has to be read to the members
- Distribution of water has to be prioritize by examining crop wise critical period of irrigation
- Decision has to be taken and implemented about the defaulter of water charge
- All present in the meeting has to sign the resolution copy at the end of the meeting

9. How to write meeting resolution

Resolution has to be written in simple language explicable / communicable to all of the members.

- First to write topics of the discussion
- Then write the decisions taken on those topics
- The discussion and the decision has to be written in simple language
- Discussion and the decisions need to be read for any rectification, if necessary

10. Records to be kept

Following are the records and registers which require to be maintained regularly.

- Minutes Book (General Body, Managing Committee and Sub Committees)
- Stock/Assets Inventory Register
- Members Register
- Water charge Register
- Pump Operators log book
- Irrigation log book
- General Cash book

- Money receipt book
- Bank pass book
- Map of command area & details of command area
- Land schedule for command area
- Society registration certificate of WUA
- Copy of by-law of WUA
- Copy of Mass petition
- Declaration Copy of land donor in sub project
- MoU between WUA and State Govt. for handing over of sub project
- Log chart / Design drawing in detail (if any)
- Copy of SDMP with all supportive documents

WUA will operate one account in a nearby Nationalized / Cooperative Bank, which will be audited as per rules.

11. Importance of regular meeting of WUA

- Improves mutual understanding and trust among the members
- Keeps transparency
- Brings regularity in water charge collection
- Makes monitoring of defaulters easier
- Enhances possibility of resolution of conflicts through discussion
- Ensures involvement of members in the decision making process
- Strengthens unity among the members
- Reduces scope of misunderstanding and hence, conflicts

12. WUA needs Rules & Regulations in the following matters

- Membership – for selecting, resigning, expelling
- Meeting – when, timing, venue, number in a month
- Consequence in case of Violating norms of meeting
- Water charge- amount, place/person to deposit, consequence in case of defaulters, heads & procedure to spend collected water charge, types of records to be maintained, procedure to increase water charge

13. How to ensure participation of all members in WUA activities

- Organizing meeting regularly
- All members attending meeting regularly
- All the members participating in the discussion and expressing individual opinion
- Respecting others' opinion

- Taking appropriate resolution based on decision of the majority
- Members pressuring for everyone's participation
- Members abiding by the rules & regulation of WUA
- Members, including leaders meeting own responsibility
- None indulging in discrimination /partiality/tampering
- Stressing on collective action and collective decision making
- Taking collective initiative in keeping linkages with related departments/institutions
- Implementing rule of rotation in leadership

14. How to enhance transparency in WUA

If

- every one attends meeting regularly
- everyone equally shares work of WUA , including maintaining linkages with related departments/institution
- decisions taken jointly through discussion
- collection of money, other kind of transaction and decision related to that taken in the meeting only, not in other places and at individual level
- income expenditure statement and fund status of WUA are placed in the meeting monthly/half yearly
- for any expenditure advance approval of WUA are being made
- President or Chairman does not work or takes decision of his own
- everyone is aware about account related information of WUA

15. Type of Leadership preferable in WUA

- Sensitive and open to accept different views
- Respectful to others outlook
- Able to build and keep good mutual relationship with the members
- Able to spend time for WUA

16. Feature of Ideal WUA

- Meeting takes place regularly
- 90% attendance in the meeting is maintained
- No outstanding of water charge exists, collection of water charge is regular
- All members actively participate in any activity of WUA
- Records are kept up to date
- Members are literate
- WUA , itself builds linkages with different departments/ institution for its own growth
- WUA is active in social and business development activities

- WUA is playing important role in enterprise development by using local resources and skill
- Members are empower to deal and manage all activities of the association
- Members are respectful to the President/Chairman
- Periodic change in the position of President/chairman is maintained
- Self assessment is performed

17. Documents required to open bank account of WUA

- A resolution has to passed duly signed by all members to open bank account of WUA in the meeting
- A copy of by-law of WUA
- 2 copies of passport size photograph of President/chairman, Secretary and Treasurer of WUA
- Xerox copy of voter ID card/ ration card of President/Chairman, Secretary and Treasurer of WUA. Sometime banks ask for xerox copy of voter ID card/ ration card of all members
- Certificate, issued by the Panchayat Pradhan that all members of the WUA are living in the village/panchayat and personally known to him
- Minimum amount of money to be deposited at the time of opening of the account

18. Necessary steps to open bank account

- Certificate from SO / DPMU is necessary
- Members on the day of opening bank account should be present at the bank
- The necessary form for opening account, deposit slip have to be collected from specific counter of the Bank, filled up and required documents have to be attached
- After verification of the documents and signed by the Bank officer, specific sum of money has to be deposited through the cash counter
- The counterpart of the deposit slip has to be kept safely with WUA
- Within few days Bank will issue a pass book in the name of WUA and any member, preferably leader has to collect it from Bank