

Kyrgyz Republic



Ministry of Agriculture and Land Improvement

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Component 3

**PROPOSED CAPACITY DEVELOPMENT PLAN FOR WATER
USERS' ASSOCIATION SUPPORT UNITS AT OBLAST AND
RAION LEVEL**

Version 1

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ABBREVIATIONS

CSU	Central WUA Support Unit
I&D	Irrigation and Drainage
ISF	Irrigation Service Fee
MOM	Management, Operation and Maintenance
NWRMP-1	National Water Resources Management Project – Phase 1
O&M	Operation and Maintenance
OVK	Provincial Irrigation Department (<i>Oblvodkhoz</i>)
PIU	Project Implementation Unit
RSU	Raion WUA Support Unit
RVK	District Irrigation Department (<i>Rayvodkhoz</i>)
UWUA	Union of WUAs
WUA	Water Users' Association

1 INTRODUCTION

During the first quarter of 2016, a self-assessment of the capacity and performance of all seven Oblast Water Users' Association (WUA) Support Units (OSUs) and 40 Raion WUA Support Units (RSUs) was carried out using two separate questionnaires. Subsequently, all collected data and information were entered in MS Excel datasheets by a staff member of Component 3 of the National Water Resources Management Project – Phase 1 (NWRMP-1) for analysis. In March 2016, the Chief Advisor Component 3 – WUA Expert prepared a report called "Performance Assessment of WUA Support Units at Oblast and Raion Level". The main findings and recommendations of the OSU and RSU performance assessments were presented and discussed during a workshop on 22 March 2016 with staff of the Central WUA Support Unit (CSU) and Component 3 of the NWRMP-1.

2 REPLY FROM CENTRAL WATER USERS' ASSOCIATION SUPPORT UNIT ON MAIN FINDINGS AND RECOMMENDATIONS

During a joint meeting between staff of the CSU and Component 3 of NWRMP-1, the main findings and corresponding recommendations as formulated in the OSU and RSU performance assessment report were reviewed and discussed. The reply of the CSU on all main findings and recommendations are presented below.

Issue	Recommendation	Reply from CSU
<u>Institutional Capacity</u>		
OSUs and RSUs do not have experts related to O&M, water management and irrigation agronomy	In addition to the WUA Development Expert, each OSU and RSU should have an O&M Engineer, Water Management Expert and Irrigation Agronomist	Taking into account financial capabilities of DWRLI, it cannot engage MOM, WRM and agronomy experts. Existing OSU and RSU staff should cover these topics. As on-farm unit in OVK is duplicating tasks of OSU and RSU, it is required to merge this unit with OSU.
Not all OSUs and RSUs have a fully equipped training room	All OSUs and RSUs should have a fully equipped training room in order to have an appropriate facility to conduct staff training and training of WUAs and UWUAs	Request to World Bank to provide (additional) funds to equip all training rooms within concerned OSUs and RSUs
Not all RSUs have a (working) photocopier	All RSUs should have a (small) photocopier allowing them to make copies of forms used during their day-to-day functioning	Request to World Bank to provide (additional) funds for procurement of (small) photocopier for concerned RSUs.
Not all OSUs and RSUs have an internet connection	All OSUs and RSUs should have an internet connection to facilitate exchange of data and information and to access information available on the internet	All OSUs have internet connection. Provision of internet connection of all RSUs is fully accepted.

Issue	Recommendation	Reply from CSU
Not all RSUs have a vehicle	All RSUs should have at least one car allowing them to conduct regular visits to all WUAs and UWUAs in their respective Raions	RSUs without own car are provided with budget to rent a car, but the allocated amount is low. Provision of car to all RSUs is not possible, but RSUs with many WUAs should have own car.
<u>Staff Training</u>		
OSU and RSU staff have not been training in all relevant topics related to the O&M of off and-on-farm I&D systems and the management of WUAs and UWUAs	OSU and RSU should receive (refresher) training in all relevant topics related to the O&M of off- and on-farm I&D systems as well as governance, administrative and financial management of WUAs and UWUAs	All OSU and RSU staff received training in MOM of on-farm I&D systems. Component 2 will provide training on MOM of off-farm I&D system. RSU and OSU staff also received training in administrative and financial management of WUAs earlier (6 to 10 years ago).
Staff of most OSUs and RSUs have not received any training related to crop selection and irrigation agronomy	Staff of all OSUs and RSUs should receive training in crop selection and irrigation agronomy so that they have the capacity to support the WUAs and farmers with the development of their irrigated agriculture	PIU and CSU did not have appropriate specialist to conduct training in crop selection and irrigation agronomy.
No training in gender issues is provided to OSU and RSU staff	All OSU and RSU staff must be trained in gender issues so that they have the capacity to support the WUAs and UWUAs with enhancing the participation of female farmers in the management of the WUAs and UWUAs as well as the O&M of the off- and on-farm I&D systems	PIU has conducted training on "Increasing role of female farmers in KR" to 142 persons, including training specialists of WUA OSU and representatives of WUAs.
RSU staff training is (occasionally) conducted in Bishkek	All RSU staff training should be conducted at Raion and Oblast level as much as possible	Traditionally PIU has conducted training for OSU and RSU staff of southern region in Osh city and for OSU and RSU staff of northern region in Bishkek city.
<u>WUA and UWUA Training</u>		
OSUs do not have sufficient budget to provide all necessary training for the WUAs and UWUAs	All OSUs should have sufficient training and transport budget allowing them to provide all necessary training to WUAs and UWUAs	Operational expenses are limited. For example, not more than 250 liters of fuel is allocated per RSU per month.

Issue	Recommendation	Reply from CSU
OSUs do not provide training in crop selection and irrigation agronomy to the WUAs	OSUs should provide training in crop selection and irrigation agronomy to all WUAs in order to support the WUAs and their farmers with the development of irrigation agriculture	OSU staff of Issyk-Kul and Jalalabad Oblasts have received training on crops selection and agronomy, but they have not started training of RSU and WUAs yet. In the near future, agronomist will be hired to conduct training for all RSU staff and WUAs on demonstration plots.
Not all OSUs use exercises during the training of WUAs and UWUAs	To ensure that training of WUAs and UWUAs are practical, exercises should be an integrated part of all WUA and UWA training courses	OSU staff use exercises during the provision of training.
Number of OSUs conduct training of WUAs with more than 20 participants	To ensure that all trainees can fully participate in the conducted training courses, WUA training should not be more than 20 participants	Occasionally, training to more than 20 persons was provided, but most training courses had less than 20 participants.
Number of OSUs conduct WUA training at Oblast level	All WUA training should be conducted at WUA office or Raion level	PIU and CSU have strongly recommended to OSUs to conduct training in the WUA offices and at Raion level.
Not all OSUs undertake an evaluation of all conducted WUA and UWUA training courses	OSUs should evaluate all training courses provided to WUAs and UWUAs in order to assess if all training objectives have been achieved and the need to adjust the training course so that it becomes more effective	PIU and CSU have strongly recommended to OSUs to evaluate all conducted training courses for WUAs and UWUAs.
Not all OSUs prepare a short report for the conducted WUA and UWUA training courses	OSUs should prepare a short report for all training courses provided to WUAs and UWUAs by using a prescribed standard format	PIU and CSU have strongly recommended to OSUs to prepare brief report for all provided training courses for WUA and UWUAs using an established standard format that was prepared by PIU specialists.

Issue	Recommendation	Reply from CSU
<u>WUA and UWUA Visits</u>		
Significant number of WUAs are not regularly visited by the RSUs	RSUs should visit all WUAs at regular (quarterly) intervals in order to monitor their performances, collect data and provide support and advice as deemed necessary	This issue was discussed during training of OSU and RSU staff and agreed that RSU must visit each WUA at least once every quarter.
<u>Minimum Number of WUAs per RSU</u>		
Number of RSUs have less than 10 WUAs within their respective Raions	RSUs should have at least 15 or 20 WUAs within their working area in order to have the necessary economies of scale to employ all necessary experts and procure all required office equipment and vehicles. Therefore, RSUs with less than 15 WUAs in their respective Raion should merge with a neighbouring RSU in order to have sufficient WUAs required to employ all necessary experts and procure all required office equipment and vehicles	Not agreed.

3 RECOMMENDED ACTIONS

Based on the reply of the CSU on the main findings of the performance assessment of all OSUs and RSUs and the corresponding recommendations, a number of actions have been formulated to strengthen the institutional and technical capacity of the OSUs and RSUs.

3.1 Capacity Development of OSU and RSU Staff

Based on a comprehensive training needs assessment, the concerned staff of Component 3 of NWRMP-1 in collaboration with the CSU will develop and implement a training programme for concerned OSU and RSU staff in the following fields:

- Management, operation and maintenance (MOM) of the on-farm irrigation and drainage (I&D) system;
- Water management at on-farm I&D system and field level; and
- Irrigation agronomy, including crop selection and calculation of crop water requirements using CROPWAT software.

3.1.1 Merger of On-Farm Unit within OVK with OSU

To avoid duplication of activities and more efficient use of available resources, the CSU has proposed to merge the on-farm unit within the *Oblvodkhoz* (OVK) with the OSU. Component 3 of the NWRMP-1 will support the CSU with the proposed merger, if and when needed.

3.2 Procurement of Furniture for Training Room

According to the conducted OSU and RSU performance assessment, two OSUs and 17 RSUs do not have a furnished training room. To facilitate the provision of training to all WUAs and Unions of WUAs (UWUAs), all OSUs and RSUs should have a furnished training room. In collaboration with the CSU, Component 3 of the NWRMP-1 will prepare a procurement plan to provide all necessary furniture required for the training rooms belonging to the two OSUs and 17 RSUs that do not have a (furnished) training room. The prepared procurement plan will be submitted to the Project Implementation Unit (PIU) for review and approval before it will be submitted to the World Bank for review and approval.

3.3 Procurement of Photocopiers

The OSU and RSU performance assessment revealed that 13 RSUs do not have a (functioning) photocopier. To support the effective functioning of all RSUs, Component 3 of the NWRMP-1 will prepare a procurement plan for the provision of (small) photocopier to the 13 RSUs that do not have a (functioning) photocopier if a rapid assessment concludes that the non-functional photocopiers could not be repaired. The prepared procurement plan will be submitted to the PIU for review and approval before it will be submitted to the World Bank for review and approval.

3.4 Provision of Internet Access Devices

According to the OSU and RSU performance assessment, 25 RSUs do not have an internet connection. To facilitate communication, access to digital information and the exchange of report and other document, Component 3 of the NWRMP-1 in collaboration with the CSU will prepare a procurement plan to provide the equipment/devices needed to access the internet to the 25 RSUs without internet connection. The prepared procurement plan will be submitted to the PIU for review and approval before it will be submitted to the World Bank for review and approval.

3.5 OSU Staff Training

Although the CSU stated that all OSU staff received training in administrative and financial management of WUA as well as MOM of on-farm I&D system, the conducted OSU and RSU performance assessment revealed the following:

- Staff of all seven OSUs received training in dispute resolution, operation of on-farm system, water management and scheduling, flow measurement and recording, and use of CROPWAT;
- Staff of six OSUs received training in administrative management of WUA, maintenance of on-farm system, and computer skills;
- Staff of five OSUs were trained in legal aspects of WUA and UWUA, financial management of WUA, assessment and collection of ISF, and M&E of WUA performance;
- Training in establishment and registration of WUA, environmental and health issues, and training techniques and skills was provided to staff of four OSUs; and
- Training in crop selection and irrigation agronomy was provided to staff of only one and two OSUs respectively, whereas OSU staff in Osh Oblast also received training in reporting skills.

To strengthen the capacity of all concerned OSU staff to provide effective training to the RSUs, WUAs and UWUAs, Component 3 of the NWRMP-1 will undertake the following activities in close collaboration with the CSU:

- Based on a review of the existing training-of-trainers (ToT) programme as well as training curricula and materials, develop an improved ToT programme for OSU staff together with the preparation of improved training curricula and materials;

- Planning and implementation of the improved ToT programme for all OSUs to ensure that they have the necessary knowledge and skills to provide effective training to RSUs, WUAs and UWUAs in at least the following fields:
 - Legal aspects of WUA and UWUA
 - Administrative management of WUA and UWUA
 - Financial management of WUA and UWUA
 - Assessment, billing and collection of irrigation service fee (ISF)
 - Dispute resolution
 - Maintenance of the on- and off-farm I&D system
 - Operation of the on- and off-farm I&D system, including flow measurement and recording as well as use of CROPWAT software
 - Water management at I&D system and field level
 - Crop selection and irrigation agronomy
 - Environmental and health issues
 - Gender issues
 - Monitoring and evaluation (M&E) of WUA and UWUA performance
 - Computer skills
 - Reporting skills

3.5.1 Training in Training Skills

To ensure that all concerned OSU staff have the necessary skills to provide training for RSUs, WUAs and UWUAs in a participatory and practical manner, Component 3 of the NWRMP-1 will support the CSU with the implementation of one or more training courses for OSU staff in appropriate training skills, including the use of brainstorming session, exercises, demonstration and role plays.

3.6 RSU Staff Training

Although the CSU stated that all RSU staff received training in administrative and financial management of WUA as well as MOM of on-farm I&D system, the conducted OSU and RSU performance assessment revealed the following:

- 40 RSUs received training in dispute resolution, flow measurement and recording, and use of CROPWAT software;
- Staff of 35 to 39 RSUs were trained in administrative management of WUA, operation of on-farm I&D system, water management and scheduling, and maintenance of on-farm I&D system;
- Training in financial management of WUA, ISF assessment and collection, and M&E of WUAs was provided to staff of 30 to 34 RSUs;
- Staff of 20 to 29 RSUs received training in legal aspects of WUA, formation and registration of WUA, internal governance of WUA, computer skills, and training skills;
- Training in reporting skills was provided to staff of 16 RSUs and training in environmental and health issues to staff of 13 RSUs; and
- Staff of only 4 RSUs received training in crop selection and irrigation agronomy.

To ensure that all RSU staff have the necessary knowledge and skills required for providing technical support, advice and guidance to the WUAs and UWUAs related to administrative and financial management as well MOM of on- and off-farm I&D system, Component 3 of the NWRMP-1 will support the CSU and all seven OSUs with the preparation of an appropriate capacity development programme for the RSUs together with all necessary training curricula and materials covering all training topics specified in 3.5.