

Table of Contents

Table of Contents	i
Acronyms	iii
1. Existing and Proposed Organization and Management	1
1.1 Background	1
1.2 Objectives.....	2
1.2.1 General Objectives	2
1.2.2 Specific Objectives.....	2
1.3 Scope of the Study	3
2. Methodology	3
3. Policies and Legal Framework of Irrigation Development	3
3.1 Water Resource Management Policy	4
3.2 Irrigation Policy	4
3.4 Agriculture and Rural Development Policy and Strategy	6
3.5 PASDEP, Growth and Transformation Plan (GTP).....	6
3.6 Proclamation on Expropriation of Land Holdings and Payment of Compensation	8
3.7 Proclamation on Rural Land Use and Administration	9
3.4 Proclamation No. 147/1998-Cooperative Societies	11
4. Existing customary institutions in Communal Resource Management.....	11
5. Community Participation in Irrigation Development Project	12
6. Project Beneficiaries	13
7. Stakeholders Identification.....	13
7.1 Community Attitude.....	13
7.2 Kebele Administration Attitudes.....	14
7.3 District Administration Attitude.....	14
7.4 Uppers and Lower Stream Community.....	14
7.5 Existing Stakeholders.....	14
8. Proposed Organizational Structure for Operation and Maintenance.....	15
8.1 The General Assembly	17
8.2 The Management Committee	18
8.3 Water Users’ Team Leaders.....	19
8.4 Proposed Structural Organization & Management of Worbate IWUA.....	21
8.5 Local Administration Support to the Scheme	22
8.6 Roles and Responsibility of Irrigation Development Institutions	22

8.6.1 Regional Irrigation Development Authority (OIDA).....	22
8.6.2 Zonal Irrigation Development Authority (ZIDA)	23
8.6.3 District Irrigation Development Authority (DIDA)	24
8.6.4 District Administration.....	24
8.6.5 District Land Administration and Use Office	25
8.6.6 District Agricultural Development Office.....	25
8.6.7 District Cooperative Office	26
8.6.8 Kebele Administration	26
9. Development Opportunities, Conflict Resolution and Risk Management	27
9.1 Development potentials and opportunities	27
9.2 Conflicts and Resolution Mechanism	28
9.3 Compensation for displacement of the Project Areas	29
9.4 Cost Recovery and Water Charge System	30
9.5 Training and capacity building.....	30
9.6 IWUA Budget source and utilization system.....	31
10. Monitoring and Evaluation (M&E).....	33
11. Conclusion and Recommendations	34
11.1 Conclusion.....	34
11.2 Recommendations	34
Reference.....	35

Acronyms

ADLI	Agricultural Development Led Industrialization
DA	Development Agent
WSSIP	Worbate Small Scale Irrigation Project
GDP	Gross Domestic Product
GTP	Growth and Transformation Plan
HH	Household
HHS	Household Survey
IFAD	International Fund for Agricultural Development
IWUA	Irrigation Water Users Association
M&E	Monitoring and Evaluation
OIDA	Oromia Irrigation Development Authority
O&M	Organization and Management
OWWDSE	Oromia Water Works Design and Supervision Enterprise
PIDM	Participatory Irrigation Development and Management
SSI	Small Scale Irrigation
WUG	Water Users' Group

1. Existing and Proposed Organization and Management

1.1 Background

Organization and Management which includes all community based associations which are established formally and informally to serve specified common purposes have to be identified. Organization and management is a complex and ambiguous phenomenon that can be seen in the implementation process of organizations, institutions and projects in general and irrigation development projects in particular. The experience of the country and the region in the organization and management of irrigation development projects is insignificant and needs continuous follow up and due attention in the implementation. The designed and planned organization and management can be improved in due course based on the practical learning's i.e. challenges, best practices, possible observed opportunities, and the like in the implementation process.

The organization and management can be difficult and the sense of ownership among the beneficiary community might not be developed and realized under the proposed system. Thus, the government and pertinent concerned bodies have to work on how to collaboratively manage the irrigation project especially the utilization of the irrigation water sustainably.

Worbate Small Scale irrigation Project is found in Oromia Region, Borena zone, Gomole district which is found 52 km from zonal town Yabello to the north direction and 573 km from Finfinne. The project site is in Abunu kebele found at a distance of 48km from the district capital Surupha town, and proposed to benefit communities with in the kebele those around the area and surroundings. The major livelihood system of the project area is a pastoral mode of production with little crop production. The area is characterized by shortage of rain fall and prolonged drought.

Organization and management is necessary to improve the utilization of proposed irrigation water efficiently and thereby increase production, control excessive losses of water during irrigation practice, fair distribution of water and finally realize sustainability of the project. The people in the project area basically has known in pastoral mode of production, and it needs attention in training the community on irrigation practice & resource utilization, and further close

follow up to ensure the adoption of irrigation practice and gradual transfer from pastoral mode of production to crop production.

Accordingly, Oromia Irrigation Development Authority planned to develop Micro dam irrigation projects at drought areas of the region; to improve the pastoral communities' livelihood through increasing livestock & agricultural production and productivity. Among these projects Worbate Small Scale Irrigation project is one of them, which planned to develop in Gomole District, Abunu kebele that outsourced to conduct detail feasibility study and signed an agreement with a consultant Oromia Water Works Design and Supervision Enterprise (OWWDSE).

The irrigation development projects in nature have crucial economic implication on the livelihood of the beneficiaries and directly affect positively their wellbeing which invited the organization and management aspects of the beneficiary to be properly assessed and effective community organization and management system be proposed.

1.2 Objectives

1.2.1 General Objectives

To identify existing community (local levels) support institutions, their willingness and participation and finally propose future community organization or feasible institutions that could be enhance & maintain sustainability of the proposed project.

1.2.2 Specific Objectives

- ✓ To understand community opinion on participation and identify modes of participation and through which maximizing their participation;
- ✓ To assess existing institutions, stakeholders and its arrangement including opportunities, and constraints;
- ✓ To make the project demand driven which is to be expressed in terms of demonstrable willingness of the user community to enable them to commit themselves in contributing resources and create acceptance of ownership responsibility for operation and maintenance of schemes;
- ✓ To propose workable institutional arrangements that promote effective planning, design, construction and organization & management of the proposed project.
- ✓ To get bargaining power during product marketing.

1.3 Scope of the Study

The scope of the study confined within Gomole district Abunu kebele where the beneficiaries' of Worbate Small Scale Irrigation project found. The study has limited to conduct on major aspects of the existing customary community based organizations practiced on communal resource management, and challenges they were encountered. Consequently; proposing Organization and Management (O&M) for proper operation of the project at the area. On the other hand lack of previews study documents regarding the project area and unavailability of reliable district sector data may the limiting factors.

2. Methodology

Both data sources primary and secondary data has collected through public consultation, FGD, HHS, KII, etc. through these data collection procedures and from various sources; the existing and indigenous resource management & utilization customary systems were addressed & collected that help us to propose structural organization and management for the planned small scale irrigation project. Since; the dwellers around the proposed project are pastoral community and mainly known as drought prone area; and they did not know irrigation agriculture. But, while we were explaining about the proposed project for them, they were very glad and show full interest to participate through various mode of participation.

3. Policies and Legal Framework of Irrigation Development

The existing policy and legal frameworks that mandate for enabling operating environment, identifying& understanding the stakeholders, local decision makers, beneficiaries and level of involvement for the development and implementation of small scale irrigation projects based on rules and regulation. Currently, the institutional and organizational arrangements of the irrigation development authority have structured and operate from the regional to the district. hence, based on the level & mandate offered from the regional (OIDA) to district irrigation development authority are responsible for managing and administering of irrigation infrastructures of dam, main canals & roads, ditches and main drains and other major irrigation infrastructure development. In addition to these, it is better adopting and implementing the policies, strategies, and other legal frameworks for the success of intended objectives of proposed irrigation project, viz. Rural land proclamation, Agricultural development policy & strategies, GTP II plan, IWUA proclamation, etc.

3.1 Water Resource Management Policy

The then Ministry of Water Resources has issued the Federal Water Resource Management Policy in 1999 for a comprehensive and integrated water resource management. The overall goal of the water resources management policy is to enhance and promote all national efforts towards the efficient and optimum utilization of the available water resources for socio-economic development on sustainable basis. The document includes policies to establish and institutionalize environment conservation and protection requirements as integral parts of water resources planning and project development. It also includes policies to develop criteria and parameters for:

- ↻ Protection of water bodies;
- ↻ Impacts of water resources undertakings on the environment; and
- ↻ To ensure that all water resources schemes and projects shall have “Environment Impact Assessment and Evaluation” component where the impacts of schemes or projects are identified and the appropriate measures to mitigate impacts.

As part of water resource management policy, irrigation is dealt as sectorial issue with the major objective is to develop the huge irrigated agriculture potential for the production of food crops and raw materials needed for agro industries, on efficient and sustainable basis and without degrading the fertility of the production fields and water resources base.

3.2 Irrigation Policy

According to irrigation policy of the country sufficient food has to be produced to meet the requirements of the fast growing population and ensure food security for eventualities at household level. Furthermore, small, medium and large scale irrigation schemes will have to be developed in order to enhance reliable agricultural development in Ethiopia to cater for externally marketable surplus that would earn the country foreign exchange and at the same time provide raw material inputs for industries.

The overall objective of irrigation policy is to develop the huge irrigated agriculture potential for the production of food crops and raw materials needed for agro industries, on efficient and sustainable basis and without degrading the fertility of the production fields and water resources base and the policies are outlined below.

1. Ensure the full integration of irrigation with the overall framework of the country's socio-economic development plans, and more particularly with the Agricultural Development Led Industrialization (ADLI) Strategy.
2. Promote the development of irrigation on two- pronged approaches of:-
 - a. Strategic planning for achieving socio-economic goals and
 - b. Participatory- driven approach for promoting efficiency and sustainability.
3. Recognize that irrigation is an integral part of the water sector and consequently develop irrigation within the domain and framework of overall water resources management.
4. Earmark a reasonable percentage of the GDP as committed resource towards the development of irrigated agriculture, especially in capacity building and infrastructures.
5. Promote decentralization and users-based-management of irrigation systems taking account of the special needs of rural women in particular.
6. Develop a hierarchy of priority schemes based on food requirements, needs of the national economy and requirements of raw materials and other needs.
7. Support and enhance traditional irrigation schemes by improving water abstraction, transport systems and water use efficiency.
8. Ensure the prevention and mitigation of degradation of irrigated water and maintain acceptable water quality standards for irrigation.
9. Establish water allocation and priority setting criteria based on harmonization of social equity, economic efficiency and environmental sustainability requirements.
10. Integrate the provision of appropriate drainage facilities in all irrigated agriculture schemes.
11. Enhance greater participation by the Regional and Federal Governments in the development of large scale irrigated farms in high water potential basins but with low population density.

3.4 Agriculture and Rural Development Policy and Strategy

Agriculture and Rural Development Policy and Strategy were adopted by the government in March 2002. The basic objective of agriculture and rural development policy of the country in general and the Oromia region in particular is to achieve rapid and sustainable economic growth by improving the productivity of the agricultural sector and building up agriculture based industrial sector, which is labor intensive and utilizes local resources (water, land and labor). The plan aims at achieving food security in the region. The specific objectives of the agriculture and rural development policy include:-

- ⇒ Increase the production of food crops both in quality and quantity in order to attain food self-sufficiency;
- ⇒ Improve the livelihood of the rural community through sustainable development of the agricultural sector;
- ⇒ Promote the production of sufficient agricultural products, which can be used as raw material for the agro-industries and to expand the production of industry led agricultural production; and
- ⇒ Ensure sustainable agriculture through the promotion of agricultural practice, which realizes the conservation of natural resources base.

Currently, the region intending to enhance rural development through accelerating water based development such as large, medium and small-scale irrigation development. It is in this line that Worbate small scale irrigation project planned and proposed by OIDA for feasibility study financed by International Fund for Agricultural Development (IFAD).

3.5 PASDEP, Growth and Transformation Plan (GTP)

The government of Ethiopia adopts development policies and strategies every five years. The Plan for Accelerated and Sustained Development to End Poverty (PASDEP) adopted for the period 2005/6 - 2009/10 has given prime importance for rural and agriculture development with aims for accelerated, sustained and people-centered economic development.

Following the PASDEP, Growth and Transformation Plan (GTP) adopted for the period (2009/10-2014/15) and is directed to achieve an economy which has a modern and productive agricultural sector with enhanced technology and an industrial sector that plays a leading role in

the economy; to sustain economic development and secure social justice; and, increase per capita income of citizens so that it reaches at the level of those in middle-income countries.

In policy direction of GTP, smallholder farming will continue to be the major source of agricultural growth with shift into commercialization. To complement this development objective, concerted policy support for private investment in large commercial farms. Fundamentals of the strategy include the shift to produce high value crops, a special focus on high-potential areas, facilitating the commercialization of agriculture, supporting the development of small and large-scale commercial agriculture where it is feasible. In general, agriculture will direct on placing major effort to support the intensification of marketable farm products by small and large farmers for domestic and export market.

During the GTP period, it is planned to transform agriculture sector to high growth path in order to ensure the food security challenge of the country and to curb inflationary pressure as well as broadening the export base of the country. The sector also serves as a spring board to bring about structural transformation in the long run through contribution to industrial growth. To promote multiple cropping and better cope with climate variability and insure food security, the Growth and Transformation Plan (GTP) has adopted agricultural development and focus strategies include;

- ✓ Scaling up production and productivity of land, labor and available natural resource use based on agro ecological suitability.
- ✓ Specialization, diversification and strengthening agricultural production and marketing system.
- ✓ Strengthen extension service for majorities of smallholders
- ✓ Promotes appropriate use of rain water and other water source,
- ✓ Improve water use efficiency through expanding of irrigation schemes with special attention to small scale irrigation schemes development.
- ✓ Strengthen public participation in the planning and implementation and take affirmative action's to enhance women participation at district and kebele level; engaging and mobilizing the public in the construction of local infrastructure development activities (road, schools, health stations, irrigation and others).

In line with the general development policy and strategic framework, several attempts underway in study and design of small scale irrigation project initiated by respective regions with vision

towards water centered irrigated agriculture development for small holder benefit through efficient utilization of the existing water resource.

Similarly, GTP-II also prepared in a participatory approach in a more comprehensive manner and it assessed the gaps observed under GTP-I implementation process and tries to fill the gaps. In general, the agricultural Transformation Plan-II has adopted range of interventions and public investments directed to basic infrastructure development mainly road, market infrastructures and others to support and scale-up of the success in economic growth of the country. For conducting the socio economic study other policies like Rural Development Policy, land use policy, water policy etc. was referred and used to explain the issues. In addition to these, using and following the Participatory Irrigation Development & Management (PIDM) approach that stated on Small Scale and Micro Irrigation Support Project (SMIS) manual.

3.6 Proclamation on Expropriation of Land Holdings and Payment of Compensation

There would be a proclamation and legal frame work that defines compensation payment for providing expropriation of land holding.

Accordingly; the Proclamation, No. 455/2005, was issued in July 2005 and deals with appropriation of land for development works carried out by the government and determination of compensation for a person whose landholding has been expropriated. It includes provisions on power to expropriate landholdings, notification of expropriation order, and responsibility for the implementing agency and procedures for removal of utility lines. According to the proclamation, the power to expropriate landholdings mainly rests on district or urban administration authorities. Article 3 (1) of the Proclamation states that a district or an urban administration shall, upon payment in advance of compensation in accordance with this proclamation, have the power to expropriate rural or urban landholdings for public purpose where it believes that it should be used for a better development project to be carried out by public entities, private investors, cooperative societies or other organs, or where such expropriation has been decided by the appropriate higher regional or federal government organ for the same purpose.

In addition, the proclamation deals with determination of compensation having articles on the basis and amount of compensation, displacement compensation, valuation of property, property valuation committees, complaints and appeals in relation to compensation. As per this proclamation, a land holder whose holding has been expropriated shall be entitled to payment for compensation for his property situated on the land for permanent improvements he made to such

land, and the amount of compensation for property situated on the expropriated land shall be determined on the basis of replacement cost of the property. For houses in urban areas, the amount of compensation should not be less than the current market value of construction. In addition to the amount of compensation for the property expropriated, the proclamation also gives a provision for cost of removal, transportation and erection.

3.7 Proclamation on Rural Land Use and Administration

This Proclamation, Proclamation No. 456/2005, came into effect in July 2005. The objective of the proclamation is to conserve and develop natural resources in rural areas by promoting sustainable land use practices. In order to encourage farmers to implement measures to guard against soil erosion, the proclamation introduces a rural land holding certificate, which provides a level of security of tenure.

The Ministry of Agriculture is charged with executing the proclamation by providing support and coordinating the activities of the regional authorities. Regional governments have an obligation to establish a competent organization to implement the rural land administration and land use law. At regional level, Oromia Land Use and Administration Bureau are responsible to implement this issue.

Part three of the proclamation presents regulations relating to the use of rural land, particularly as it relates to soil and water conservation and watershed management. The Proclamation also addresses environmental concerns, including non-compliance with directives on environmental protection. An important feature of this proclamation is that it stipulates rural land use and restrictions based on proper land use planning, providing for the proper use of various types of land, such as slopes, gullies and wetlands, as well as the utilization of rural land for villages and social services. In addition, it is envisaged that the proclamation will create a sense of ownership among the vast majority of the rural population and enable them to take initiatives and collectively engage in environmental management activities.

In relation to Rural Land Use and Administration Proclamation, the proclamation issued by the Regional State is proclamation No. 130/2007. One of the aims of the proclamation is to correct the distortions and miss-interpretation shown on irrigable land administration and management. According to this proclamation any resident of the region, aged eighteen years and above, whose livelihood depends on agriculture and / or wants to live on, have the right to get rural land free of

charge, transfer his land use right. Under amended article 14, the proclamation states that redistribution of peasant or pastoralist or semi pastoralist land holding shall not be carried out in the region, except irrigation land.

Similarly, proclamation No.130/2007 (amend the proclamation No.56/2002, 70/2003, 103/2005) article 14 and sub-article 4 (a-i) states regarding proper utilization of irrigation land and water resource, irrigation land shall be distributed/redistributed as follows ;

- (a) A maximum holding size of irrigation land of a peasant household shall not exceed 0 .5 hectare.
- (b) "The distribution and redistribution" of irrigation land shall be applied to both traditional l and modern irrigation lands; but, irrigation lands used by individual or group of farmers by developing spring water, diverting small rivers, water harvesting shall not be redistributed. The details shall be determined by regulation.
- (c) The distribution and redistribution of irrigation land shall take place with the participation and decision of the community using the land.
- (d) Giving priority consideration of retaining the maximum holding size of 0.5 hectare for each holder whose land have fallen under irrigation development, and later from the remaining land a minimum holding size of 0 .25 hectare of land shall be distributed for peasants in the vicinity of the .
- (e) Any peasant, pastoralist and semi pastoralist whose irrigable land holding is redistribute d to others shall be compensated with a reasonable rain fed land by the users of the schemes. If compensation is not possible the land holder shall have the right to get additional half (0.5) hectare from the irrigable land.
- (f) Any peasant, pastoralist and semi pastoralist whose holding falls under irrigation construction and if the landscape compels, is obliged to permit his holding. However, the land holder has the right to claim for compensation or replacement of land.
- (g) Any Land user whose holding fall under dams, shall be compensated for his properties and given replacement of land by the users of the schemes or from government.
- (h) Any irrigation land user shall be obliged to fully and effectively utilize and conserve the land
- (i) All irrigation land users shall be responsible to minimize and mitigate the negative environmental impacts associated with irrigation scheme.

3.4 Proclamation No. 147/1998-Cooperative Societies

The proclamation is essential for establish and manage cooperative societies for those persons with common interest by bringing together their finance, knowledge, resource and labor voluntarily to meet their common economic, social and cultural needs and other aspirations which would then allow mutual support and create savings;

The legal provision for the establishment of water user cooperatives was created by Ethiopian water resource management regulation No. 115/2005, concerning water user organization, article 28 (2) of the regulation stipulates the following, cooperative society proclamation No. 147/1998 will have effect on water user cooperatives society to be established.

Therefore, the proclamation is found to be suitable guideline to regulate the establishment and operation of the Water Users' Associations (WUA), as internationally accepted irrigation management organizations.

4. Existing customary institutions in Communal Resource Management

Even though, the area did not know irrigation practice and management of its resource, the people mainly known in proper utilization and management of communal resources like, communal grazing land, water from “*Eella*”, ponds. The ethos of common property resource management and communal ownership is deep rooted among Borana Oromo and the Borana “*Gadaa*”, the traditional institution responsible for the management of all natural resources in their area, including pasture, water and forests, remains one of the most intact traditional institutions in Ethiopia today. In utilization of these resources each and every community member has its own duty & responsibility. For example: “*Abba Eella*”, “*Abba Marraa*”, “*Abba Ollaa*” who control & manage the water utilization for domestic & livestock consumption, and the others participating in clearing pods, “*Eella*”, formation of collection chambers& cattle trough on the day cattle drink water. On the other hand, grazing land is the crucial resource in the area; and they commonly clearing encroachments, conserving, and used it while feeds scarce.

Such indigenous community organization is an opportunity for the proposed irrigation project it is a good ground for organizing formal Irrigation Water Users Association (IWUA) that helps them for proper resources management, and also discusses on other social, economic, and development programs.

Hence, the district irrigation development authority & other concerned bodies, and DA have to support technically through close follow up to ensure the sustainability of the proposed project.

5. Community Participation in Irrigation Development Project

Community participation, defined as engaging users of schemes in the decision-making processes for the planning and implementation of irrigation projects, is critical for the sustainability of irrigation schemes. User communities need to participate at every phase of the project i.e. from inception to implementation, monitoring and evaluation. They have to be well informed and involved regarding matters that affect their livelihood. This is mainly to have and plan community based development project. The involvement of the target communities while planning an irrigation scheme is crucial because an irrigation infrastructure established by government or other entity for group use does not belong to an individual and its management is one of the critical issues. Hence at this detail and design phase users of Worbate Small Scale irrigation project are consulted and it was tried to involve them starting from this phase of the project cycle. In irrigation schemes, participation is crucial in addressing poor management of the irrigation infrastructure by farmers, and enabling the establishment and enforcement of by-laws that regulate the use of irrigation water and reduce conflicts over water among users. Participation has an important role in enhancing gender equity in benefit sharing from irrigation schemes, and developing a feeling of ownership of the irrigation scheme by the community. The expected beneficiaries of the proposed project are consulted in their participation in the development of the scheme and thoroughly discussed based on their willingness. They have agreed & promised to participate in the development of the project by providing their labor, local construction material and other as its requirement. Additionally after the scheme hand over to them they are responsible to undertake maintenance activities. The participation and contribution of the community through providing different items at different phases will create sense of ownership, ensure sustainability of the scheme, and increased benefit from the irrigation system through using the land and water resources efficiently and effectively.

Finally, to ensure their participation and utilizing the resource in a sustainable manner the respected body has to organize them in an Irrigation Water Users Association (IWU), and closely follow up them.

6. Project Beneficiaries

The proposed Worbate Small Scale irrigation project (WSSIP) is a micro dam modern irrigation project for the benefit of small holder farmers and management system to practice at small holder's farmer level at the existing farm land which is under use in both dry and wet seasons by expected beneficiary community with in Abunu kebeles around the project area.

The project is mainly planned to harvest the runoff and will irrigate 205.5 ha net command area, and benefit 411 HHs based on 0.5ha per HHs. Consequently, it will directly address about 2877 beneficiaries as of seven (7) average family sizes at the project area.

7. Stakeholders Identification

Stakeholders include various groups who have an interest in the project. They include those who are likely to be affected by the project as well as those who may have an influence over the project. The interests of various groups in the development process are the subject of stakeholders' analysis.

The stakeholders of the project from the grass root level to at all governmental structures have to be identified and their roles also have to be determined sorting in different phase of the project.

The different stakeholders that to understood in relation to the proposed WSSIP are expected beneficiaries (communities), different local/kebele government administration structures, DA, district administration, & irrigation development authority, and other concerned sectors, upper and downstream communities. These all and other not mentioned stakeholders might be affected positively or negatively due to the development of the project, and the others will responsible for the effective development of the project and has to be accountable for ensuring sustainability of the project through close follow up with collaboration with the committee. Each and every stake holders has their own duty and responsibility.

7.1 Community Attitude

Even though irrigation agriculture not known in the area, the community feels positively and more gives emphasis for the availability of water for domestic & livestock consumption than irrigation practice. In addition to this, while discussing with them they were expressed having a full interest for the proposed project and fully participating at all phases throughout the development process.

7.2 Kebele Administration Attitudes

The kebele administration representatives have given big respect for the study team from the start and honestly accepted the proposed irrigation development project and eagerly motivated the farmers to participate in the meeting by making appointment with the farmers. The kebele administrative representatives were tired with the study team in arranging the meetings and calling the community to the meeting which is an indication for positively accepting the proposed project. They were also giving positive and encouraging ideas for the beneficiary communities on the meetings.

7.3 District Administration Attitude

However, the region respected sector appointed for the study, the prime initiation of the proposed irrigation development project was notified through the concerned pertinent Regional Irrigation Development Authority for the development of the irrigation project. Then, the district administration was happy on getting positive and action oriented reply for their request of the irrigation project. They were also highly eager to take part, overtake, handle, manage and control any development of infrastructure to ensure its sustainability for the community benefit.

7.4 Uppers and Lower Stream Community

Since, the proposed project based on harvesting runoff through constructing micro dam; and has no negative impacts that fever the others and or will benefit only some part of the community. As known, peoples of the project area commonly manage & utilize resources like, water; and it is an opportunity for both sides of the community, but, it will scheduled for proper utilization of water to avoid conflicts that may arise due to its utilization.

7.5 Existing Stakeholders

The existing stakeholders who have direct work relationship are Regional Irrigation Development Authority, district Land Use and Environmental Protection, Oromia Co-operative Promotion office, and Administrative Organizations are the main stakeholders who are responsible partners and stakeholders in the irrigation development, management and promotion of Worbate small scale Irrigation Development.

Therefore, irrigation development sectors at zonal and district level has the responsibility for the study, design and supervision of irrigation development projects and performing other activities

as of Oromia Regional State Irrigation Development Authority Establishment proclamation No. 30/1999. In addition, the authority is responsible for the operation and maintenance of irrigation schemes which are beyond the capacity of the community.

Cooperative promotion office is responsible to facilitate the provision of commercial services such as input supplies, credit facilities and creating market linkage.

Kebele administration has also responsible for the implementation of proposed irrigation development project in which they would be stakeholder of irrigated land management, acting as a witness of agreement for land exchange or transfer and help in the enforcement of the bylaw. They will also play a role of a mediator when land dispute takes place among the water users or farmers.

8. Proposed Organizational Structure for Operation and Maintenance

Investment in small scale irrigation (SSI) is fundamental to sustain food security and livelihoods of smallholders; especially, in arid & semi-arid areas like, Borena zone is the only options. Basically in our country, the government and development partners show a growing interest in developing irrigation projects. The success of irrigation projects is determined by governance and socio-cultural contexts. Yet the lack of thorough understanding of the challenging contexts undermines the efforts to achieve sustainability outcomes in irrigation projects. The lack of governance capacity and accountability are critical challenges for the sustainability of the irrigation projects. In addition, the poor consideration of local knowledge and the use of top-down approaches in planning and implementing the irrigation projects, and lack of equitable access to the irrigation schemes result in poor ownership of projects among farmers.

Irrigation systems cannot ensure the equitable distribution of water among users and sustainable operation and maintenance of the schemes without capable irrigation institutions. In our country, as well in Oromia the practice and realization of organization and management of irrigation schemes is not well developed and minimal which needs continuous follow up and attention in the implementation and utilization process.

Development of any irrigation scheme belongs to the organized community. Organization and management is intended to show which entity or entities will be responsible for the various aspects of the scheme and how these entities will carry out their duties and responsibilities.

The major problems in sustainability of irrigation schemes are water management and infrastructure maintenance. The whole responsibility of the scheme management is laid on the beneficiary communities. To carry out each activity of the scheme from early stage of scheme identification up to its operation the community need to be organized strongly.

It is the organized community who carry out the operation, maintenance, coordination and management of the scheme. It has been clearly recognized that organizing of the legal body for the management, operation and maintenance of the scheme is the crucial issue, which needs serious attention. For effective water management, operation and infrastructure maintenance, water users association (WUA) shall be established in every irrigation scheme.

Implementing organization and management can be difficult where the sense of ownership and the understandings of the irrigation among the beneficiary community are not realized under the proposed system. The government of the region or concerned body at each level has to work on how to participatory manage, especially the utilization of the irrigation resources.

Out of the different types of organizations, existing and proposed water user associations directly occupy an important place. A Water Users Association (WUA) is a non-profit organization that is initiated and managed by the group/ member of water users. The proposed organization / IWUA would responsible & execute the following among many;

- ✓ Priority to be given for domestic & livestock consumption, and they would ensure fair water utilization among the users
- ✓ Equitable water distribution among farmers regardless of their location, type of farm, or size of the farm
- ✓ More reliable water supply
- ✓ Water supply becomes more responsive to crop needs
- ✓ Quick dispute resolution at the local level
- ✓ Well-maintained canals (decreasing the time of irrigation due to less fluctuation of discharges, reduced losses, etc.).
- ✓ Less water theft/ stealing, etc.

When management transfer takes place, new institutional arrangement has to take place and organizational changes are made. In this context, the functions and responsibilities of management formally exercised by the government agency are transferred to IWUA. To enhance

the capability of IWUA, capacity improvement programs are undertaken by the implementers of concerned government bodies. The Oromia Irrigation Development Authority (OIDA) structures from the region to district as a mandatory organization legally mandated in which it is responsible for the follow up and provision of technical support in the operation and maintenance of the irrigation projects those which are difficult or above the capacity of the IWUAs (Irrigation Water Users Associations) and agricultural extension workers (DAs).

Thus, the irrigation development authority at regional and district level has to work on the necessary technical and administrative back up in which from the district irrigation authority (based on the necessity also from region), one or two technical expert(s) will be assigned to be responsible for the follow up, monitoring, operation and maintenance of the schemes by involving the beneficiary community. The authority also should have to assess gaps in the organization, management and maintenance of schemes, prepare curricula and provide necessary training on the gaps identified.

The technical team should have to provide necessary training for the local community and agricultural extension workers (DAs) to enhance their capacity on how to operate and maintain the schemes to be operational. The assigned technical experts from the district also have the responsibility of building up the local community capacity for future management, operation and maintenance of the schemes through provision of continuous practical training and knowledge transfer, since irrigation practice and its management is did not know before at the area. The necessary experiences and knowledge should also be transferred to elected members of the community (Water Users Association) and agricultural extension workers (DAs) for the sustainability of the irrigation development project.

The main organ or functional bodies of Water Users' Association (WUA) are: the General Assembly, the Management Committee, the Control Committee and water users' team leaders. Each of the organs and functional bodies has its own structural level, duties & responsibilities, and others discussed below:

8.1 The General Assembly

The highest authority in a water users' association, and it constituents of all the members of irrigation users and it is the overall decision body of the association. The tasks of the General Assembly in general are to:

- ✓ Elect the management committee,
- ✓ Decide on proposals presented by the board of directors,
- ✓ Approve the statutes of the association, and
- ✓ Approve the annual physical plan and budget.

8.2 The Management Committee

The management committee will be elected from members of the association by the general assembly meeting, which has seven (7) members in which women has to be a member, and each has their own duty and responsibility and they perform accordingly. Members of the management committee and their duty & responsibility shown below:

The Water User Association (WUA) management committee shall consist at least:

- a) Chairperson
 - b) Vice chairperson
 - c) Secretary
 - d) Cashier
 - e) Accountant,
 - f) Member/Purchaser/
 - g) Member/ Store keeper /Scheme Operator/
- a. The Chairperson** shall have the following powers and duties, but not limited to these;
- ✓ He/she is accountable to the beneficiary community and district irrigation development authority office,
 - ✓ Inspects the administration and proper usage of the finance, materials and other properties.
 - ✓ Approves the purchase of the required materials, and equipment.
 - ✓ Calls and leads meeting of the community and the committee.
 - ✓ Facilitates the discussion during meeting.
 - ✓ Act as one of the signatories in cheques of the association bank account.
 - ✓ Sign all relevant documents of the Association such as the agreements and contracts on behalf of the members.
- b. Vice Chairperson:** most of the time exercising power of chairperson and performing the duties on behalf of chairperson at the absence of he/she, and additional association activities given for him.

c. Secretary

- ✓ Writes and records the minutes of the executive and general meeting of the beneficiary community.
- ✓ Registers the beneficiary households and their family size for documentation purpose.
- ✓ Keeps record of meeting decision, assets and other files of the Association.
- ✓ Prepare quarterly bi-annual and annual report.
- ✓ Conduct an inventory of all assets of the Association
- ✓ Evaluate and recommend policies and procedures to safeguard the assets and properties of the Association.
- ✓ Counter sign all correspondence, suits and matters instituted by or on behalf of the Association in the name of the Secretary, and all warrants, pleadings, power of attorney, petitions, statements, etc.

d. Cashier: Collects fees from members for various purposes, keep accounting records, payment vouchers and receipts. Perform payments when ordered by the chair person or his delegate.

e. Accountant: Records the scheme incomes and expenses, prepare annual income& expenditure of the association, and present for general meeting annually or at any time they request. In addition to this prepare and provide any financial and related documents.

f. Control Committee: composed of three members to be nominated by the general assembly and it is responsible for the control of scheme performance and resources of the association including the physical infrastructures.

8.3 Water Users' Team Leaders

Water Users' Team Leaders are responsible for managing water distribution & utilization, and securing water delivery to the branch canal based on schedule, mobilizing labor for any scheme activities (maintenance of canals, etc.), and report if any conflict occurred but not resolved at their lower level, etc.

In addition to these, the general assembly will also elect the controlling committee, Irrigation water scheduling and distributing Committee, Input Supply and Marketing Committees, Dispute resolution committee. Moreover, the farmers in tertiary unit (TU) constitute water users Groups (WUG), who organize the water rotation for tertiary unit (TU) and these TL-Team Leader also elected by the Management Committees through discussion of the project beneficiaries.

8.4 Proposed Structural Organization & Management of Worbate IWUA

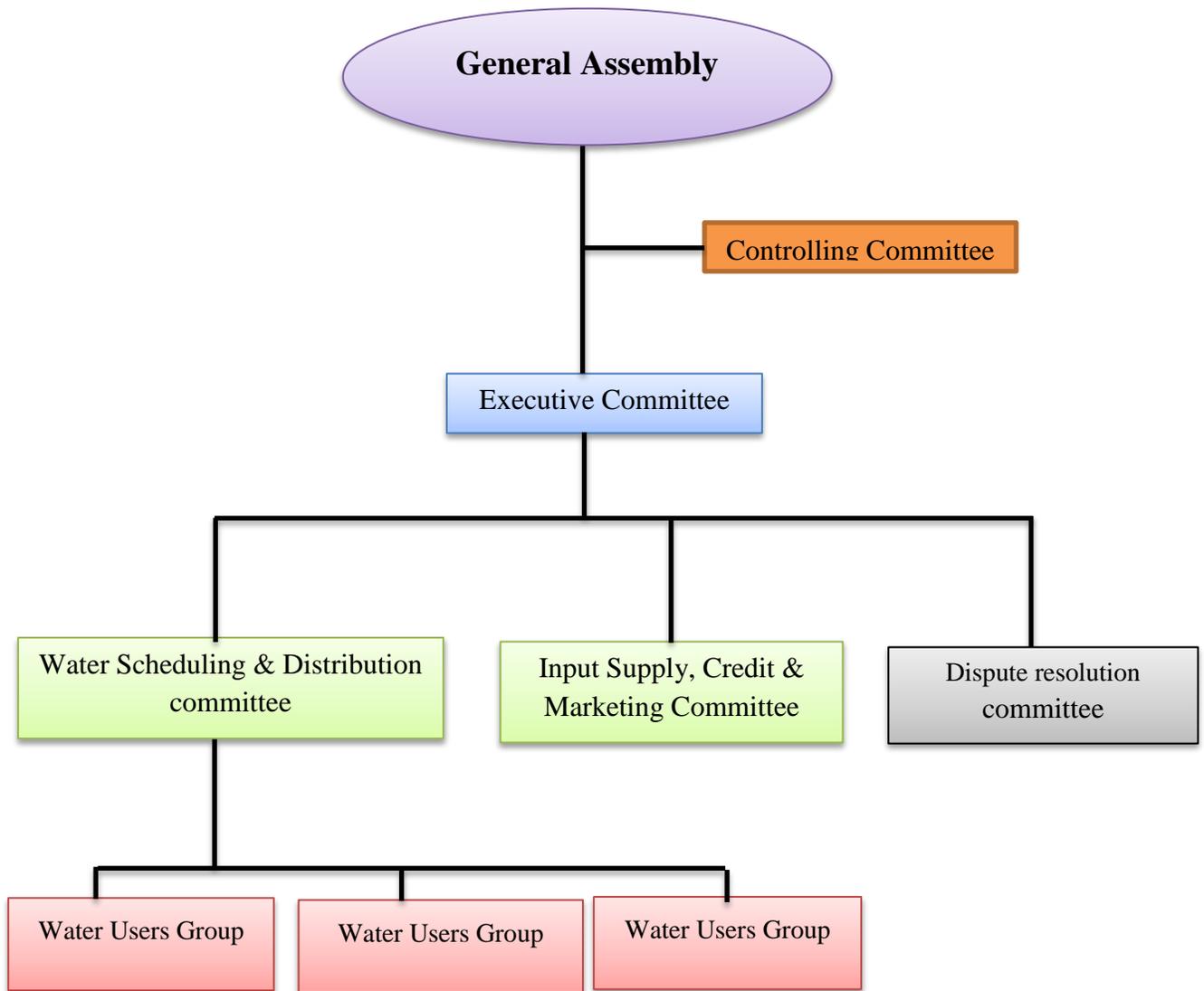


Figure 1 Proposed Organizational & management of IWUA Structure

The operation system of IWUA is following the rules that contain all types of committee, duty and responsibilities of general assembly, management committee, and what members of the association do and not do.

Therefore, there is a good ground that can assure community participation and contribution for the implementation of the proposed project throughout the construction phase to operation. As we discussed with the community on general meeting, even though they have no full information about the proposed project, they expressed their feeling eagerly to participate in contributing as much as possible they can.

8.5 Local Administration Support to the Scheme

Basically the local administration has a mandate to assist, follow up and comment any development activities as a prime stakeholder. Based on this, the technical staff at office level has joined the study team and followed up the progress and participated on community consultation at project level and attended the discussion issues and responded their part as project owner. It was used as an opportunity to create awareness at large for local administration including Kebele and community representatives were consulted for their attitude and it was realized that the local decision makers and concerned stakeholders have positive attitude towards implementation of the proposed project. Especially, they have played a great role on consulting & persuade communities those opposing the identified reservoir site due to burial ground exist there.

Finally, the local authorities indicated as effort underway to increase food production and meet security at large and agreed to resolve any problems that will arise on land use, water distribution and management of command area throughout study, construction, operation and implementation of the project and planning for efficient and equitable land and water allocation.

8.6 Roles and Responsibility of Irrigation Development Institutions

8.6.1 Regional Irrigation Development Authority (OIDA)

The Authority is the main national regional government sector responsible for coordination and implementation of small scale Irrigation Projects. The authority has played and will continue to play, an important coordinating role in the small scale irrigation implementation tasks, and organize and coordinate the overall irrigation development support projects including AGP,

IFAD and other similar programs in the region. Policies and different guidelines are provided by the sector depending on its organizational principles and mandates entrusted to it.

Oromia Irrigation Development Authority (OIDA) is supported by its structures on the ground in implementation of Project activities.

- ⇒ Prepare and provides policies, strategies and guidelines to govern and direct the overall processes of irrigation development in the region;
- ⇒ Facilitates, coordinates and follow-up different processes of the project implementation from study and design, construction to its operation and maintenance stages;
- ⇒ Budget allocation, preparation and provision of technical manuals and data bases;
- ⇒ Give overall technical support and guides the monitoring and evaluation process of the project;
- ⇒ Undertake the contract administration responsibilities and control the overall activities of the project.

8.6.2 Zonal Irrigation Development Authority (ZIDA)

At a zonal level, Irrigation development Authority is responsible and involved in the Project through its concerned experts and respected officials and acts as the representative of the sector and in many ways;

- ⇒ Deliver data and any relevant information to the study and design consultants, and facilitates the activities;
- ⇒ Upon the award of the contract by OIDA follow-up and supervise the construction activities;
- ⇒ Give overall technical support and takes part in the monitoring and evaluation process of the project;
- ⇒ Render technical assistances and trainings on operation and maintenances of the scheme to the district Irrigation development Authority technical staff;
- ⇒ Provide technical assistances and trainings on O&M to the district Irrigation development Authority staff;
- ⇒ Support in establishing and use necessary data base of the scheme and providing necessary guidelines and manuals to the district office;
- ⇒ Undertake M&E activities whether the project is attaining its predetermined goal or not.

8.6.3 District Irrigation Development Authority (DIDA)

Simultaneously the District Irrigation Development Authority has key roles and responsibilities to play for the attainment of the project implementation.

- ✓ Supports and follow-up in operating different structures and proper utilization of irrigation water and farm land;
- ✓ In collaboration with other concerning bodies coordinate and support the IWUA to have efficient management system;
- ✓ Updating and keeping necessary data base of the scheme and implement the necessary guidelines and manuals;
- ✓ provide technical assistances and trainings on operation and maintenances of the scheme to the beneficiary communities and their committees and scheme operators/ caretakers;
- ✓ Ensures proper implementation of proposed farming practices and schedules;
- ✓ In collaboration with the other key players and stakeholders ensures supply of required inputs and availability of market for their produces;
- ✓ Undertake M & E activities whether the project activities are going on the right track and is attaining its predetermined goal or not;
- ✓ Organizing the irrigation water users association (IWUA) and enabling them to have self-managing systems;
- ✓ Training of the IWUA committees in financial, material and other resources management and auditing activities could be undertaken at their level;
- ✓ Assisting the IWUA in the roles of management and scheme administration and enabling them to be registered and legally certified.

8.6.4 District Administration

The District administration or district project steering committee has also major roles and responsibilities in the implementation of the project. The Committee advises on the implementation of regional Project at a local level, and in particular discusses sector-wide issues (such as land, agricultural activities, youth issues, women's issues, and health) to ensure an effective and integrated approach. The Committee meets frequently to assess progress of the Irrigation project's implementation, and when/if issues arise for discussion.

- ☞ Resolves and or give directives to be resolved on different disputes concerning land, construction material uses and any administrative issue possibly arisen;

- ☞ Supports in any administrative and security requirements concerning the project area;
- ☞ Supports in community mobilization and involve in any social issues arisen around and in the project area;
- ☞ Observe and evaluate whether every concerned stakeholders and players of the district are properly performing their role and responsibilities;
- ☞ Controls and follow-up overall progresses of the project;
- ☞ Aware and give directives to every stakeholders of the district to play their role and perform their responsibilities concerning the project;

8.6.5 District Land Administration and Use Office

The District land use and administration Office is expected to have role and responsibilities of resolving different issues related to land distribution, land replacement and ownership certificates in cooperation with district administration, district irrigation development authority and other relevant bodies. However, the office may have a great role especially in the under mentioned issues;

- ✓ Preparation of land certificates to the farmers of the kebele in general and irrigation users in particular.
- ✓ Clarification of landholders, including the resolution of disputes if any,
- ✓ Involve in the land consolidation and redistribution for the Project beneficiaries

8.6.6 District Agricultural Development Office

The District Agricultural Development Office has a wide range of responsibilities in development activities of the rural areas of the district, accomplished through the following departments. The role and responsibilities of the Office in Project implementation will be:

- ☞ Provision of relevant information, and contribution of the staff, to assist community mobilization at project and kebele level through its Das;
- ☞ Administering irrigated agricultural activities in the project area during and after project implementation;
- ☞ Assisting in providing agricultural extension services, with a greater emphasis on irrigation development;
- ☞ Acting as a major stakeholder in the land redistribution process, this will be carried out under the responsibility of the District's office;

- ⇒ Providing technical assistances in crop production and protection activities to maximize the intended irrigation farm productivity;
- ⇒ Introduction of new technologies, high value and marketable crops and farming practices improves their productivity;
- ⇒ Training of both the District and kebele level staffs in irrigation, agronomy, protection, post-harvest handling, livestock production, etc.

In addition to these; at kebele level, the staff of agriculture and rural development comprises development agents (DAs) have responsibilities and roles in crop development including irrigation, natural resources and livestock development. The development agents' activities are organized and controlled by supervisors, one for three kebeles, who are of a higher educational and experience level than the DAs.

8.6.7 District Cooperative Office

The district cooperative Office has got a number of major roles and responsibilities in the development and achievement of such irrigation projects and even considered as one of the key players by undertaking but not limited to the following tasks;

- ✓ Facilitation and coordination of input supplies and product marketing
- ✓ Facilitation and Strengthening of the credit and saving systems
- ✓ Provision of equipment and other facilities, such as office and transport with a maintenance facility;
- ✓ Training of the IWUA committees in financial, material and other resources management and auditing activities

8.6.8 Kebele Administration

The local administrations like, Kebele leaders of the project area have been actively involved in the project to date, assisting in the identification of project beneficiaries, people who will be affected by the project infrastructure, confirming the rightful landholder of properties, and being witness to results. They will continue to be involved in the project, through acting as the first point of reference on the ground around the project, as the local liaison government agency, and through representation of the PAs on Project structures, particularly Committees. Particularly, their role and responsibilities in the implementation of the project will be:

- ⇒ Ensure proper execution of regulations and procedures to land administration
- ⇒ Facilitate and organize public consultation meetings in villages, so that communities are informed about the project and their meaningful involvement in the implementation of the project;
- ⇒ Act as liaison officers in grievance-solving mechanisms, by bringing the information from communities to project to District management and teams, and vice versa;
- ⇒ Plays role in safeguarding of the scheme on the ground and render any assistances to the IWUA in placed;
- ⇒ Take part and assists in community mobilization at any stage of the project implementation;
- ⇒ Supports the IWUA in the implementation of their bye-laws and related actions;

On the other hand; the technical staff at office level has joined the study team and followed up the progress and participated on community consultation at project level and attended the discussion issues and responded their part as project owner. It was used as an opportunity to create awareness at large for local administration including Kebele and community representatives were consulted for their attitude and it was realized that the local decision makers and concerned stakeholders have positive attitude towards implementation of the proposed project.

Finally, the local authorities indicated as effort underway to increase food production and meet security at large and agreed to resolve any problems that will arise on land use, water distribution and management of command area throughout study, construction, operation and implementation of the project and planning for efficient and equitable land and water allocation.

9. Development Opportunities, Conflict Resolution and Risk Management

9.1 Development potentials and opportunities

The development potentials could either be related with the project or may relate to other development potentials which can affect project implementation. Out of the types of economic activities which affect the project implementation relates to existing or planned economic activities which share or utilize project resources as discussed below.

The targeted project area has immense agricultural development potentials like, various livestock resources, wide fertile flat land, rangeland resources (if conserved & managed), etc. Hence, the

realization of the irrigation project will make an important contribution to the regional efforts to combat with adequate marketable crop and livestock production and improve production and productivity. The main potential and opportunities of the area are presented as follows:

- ☞ Extensive fertile land and natural resources;
- ☞ Wide varieties of Livestock resources,
- ☞ The social infrastructures currently government developed like, road infrastructures, telephone services, market linkages, etc. The asphalt road from Yabello to Finfine is also an opportunity to address the livestock & its resources, irrigation products, and to access agricultural inputs from central market and other areas.

9.2 Conflicts and Resolution Mechanism

Resource based conflict is common phenomenon in arid and semi-arid areas where their economic base is limited on scarce resources. Similarly; conflicts over resources like, water, grazing land, etc. is also common in the project area over time. Especially; conflict is serious in the year of rain fall shortage, during this year mainly livestock feed and water become scarce and they move from place to place and while this disagreement happened in between the users on resources. However, conflicts over resources are common in Borena zone as well the project district and kebele; there is an indigenous customary conflict resolution mechanism. From these customary conflict resolution mechanisms, “*Gadaa*” system is one of them which is an indigenous conflict resolution system the one that deserves attention. This institution is well respected by the Oromo society. The “*Gadaa*” system of governance is still active there compared to other areas of the region. On the other hand, the elders, religious and community leaders have great contribution in managing and settling conflicts & disputes among the community on utilization of resources, through arranging the resource utilization system through the time.

Regarding the proposed small scale irrigation project; the mitigation or management of conflicts over the resources in irrigation schemes is necessary and will help on how people cooperate, collaborate and work together in solving resource based crisis before it occurs.

The existence of conflicts over the resources among users’ need due attention and should be worked out in detail by the concerned pertinent Regional and Local government bodies.

In order to effectively manage conflicts in the irrigation schemes, there is a need to identify the root causes of conflict after which it will be resolved through elders, traditional & cultural institutions, religious leaders, or customary conflict management institutions.

Consequently, the targeted project area expected beneficiaries have a customary and an indigenous conflict management and resolution mechanisms. Such community experience is a good ground in the future management and utilization of proposed irrigation project. This shows the targeted community has an experience to manage disputes on resources (water, land, and other natural resources) before occurred, and managed if it would be occurred. There is also an indigenous community norm, values, and social institutions through which they have managed utilization of common resources to reduce conflict may occur.

In most cases, the sources of conflict are land for dam/ reservoir site, farm land delineated for command area, loss of property due to the project, compensation related payments, etc. But, in Worbate Small Scale Irrigation case; the area where planned for the project is all in all a communal land and the community were agreed while we discussed with them to provide for the proposed project without any compensation & complain.

9.3 Compensation for displacement of the Project Areas

Displacement compensation represents the compensation given for the loss of the land itself. It is a kind of compensation scheme that tries to compensate the loss of the entire land permanently or temporarily. In this part, what we shall see are the kinds of compensations given in the event of the loss of a land holding. This is also the most controversial and commonly disputed area. Displacement compensation may be given in terms of money, full or partial, or in terms of land-to-land compensation. As we were identify while field observation in the project site & discussed with the beneficiary community, the whole land identified for reservoir/ dam site, command area, and other for proposed small scale irrigation project is a communal land that the community were used for grazing purpose which were covered with trees, bushes & shrubs. Accordingly, there would not any cases that the community will claim for compensation, land substitution, transfer of land, etc. In addition to this, the community were expressed their interest to participate & contribute for the realization of the project, and confirmed through signing on the minute.

9.4 Cost Recovery and Water Charge System

In most cases in Small Scale Irrigation projects, there is low awareness in cost recovery and less likely to apply cost recovery. However, their attitude and awareness assessed. Intended user community willing to involve based on the return from the project. As a strategy difficult to impose cost recovery in the short and medium time period. However, in the long term, the following major tasks are proposed to be undertaken as a preparation to implement organization and management and thereby to achieve cost recovery on proposed irrigation schemes;

- ✓ Awareness raising should be made to water utilization & management committee and sub-committee members and each user group should clear on the purpose and use of water charge and approved by the general assembly;
- ✓ Conduct wide coverage awareness creation on irrigation cost recovery for the sector offices at all level, irrigation water users and other stakeholders;
- ✓ Strengthen the management capacity of the community organization / irrigation user's cooperatives to enable them to implement the cost recovery.
- ✓ Promote Woreda and Kebele level support to irrigation water users on irrigation agronomy, water management and marketing of perishable products.
- ✓ Prepare cost recovery plan.

9.5 Training and capacity building

To ensure the sustainability of modern irrigation projects operation and for fair resource utilization; modern institutional arrangement is essential. Thus, training and capacity building is vital at different respective government and community structures including district staffs, development agents (DAs) and farmers/ beneficiary's group that aims to:

- ✓ Undertake public consultation and awareness raising for the community on the value and importance of irrigation,
- ✓ Essential trainings which are related to leadership and organization for water management committee and sub committees, team leaders,
- ✓ Technically close follow up district respective staffs and DAs to improve and upgrade organization and management efficiency of the project,

- ✓ In the long term period, special attention needs to be given to understanding water charging methods, collection system, and cash spending and management, record keeping and reporting, etc.

Especially, where the areas irrigation practice is not known and less exercise; training, awareness creation & close follow up is an essential activity for sustainable scheme operation, resource utilization, maintenance and management of irrigation schemes. The success of irrigation scheme is largely attributed to training capacity building and dedication and determination of the community to improve their standard of living. The participatory planning and implementation approaches provides the opportunity to maximize integrated decision that incorporate best practices from community, planners and implementers to jointly plan and implement the scheme, and making it both technically feasible and socially acceptable. To realize the proposed management and organization systems trainings and capacity building will provided by the concerned district bodies.

9.6 IWUA Budget source and utilization system

According to Irrigation Water Users' Association (IWUA) establishment proclamation No. 841/2014 as an independent institution requires internal budget.

The sources of income of an association (IWUA) shall be:

- ↻ the annual membership fee payable by members of the association;
- ↻ water delivery fee of the members;
- ↻ gift or grant;
- ↻ interest on outstanding fees due to the association;
- ↻ interest on any money it deposited in bank accounts or interest from other similar sources;
- ↻ the proceeds of fines or other sanctions imposed on members; and
- ↻ Payments for services provided by the association.

Similarly, every association shall keep reserve fund for emergency repairs, for improvement or for the rejuvenation of the irrigation and drainage system. The reserve fund mentioned above shall be kept in interest-bearing bank account until such time as the funds are required.

The budgets are required for encouraging and compensating of committee members, when they are participated on community work outside the project area. Apart from that, training is required to be provided for them in order to capacitate them to overcome their assignments. The training areas are proposed to be leadership, IWUA, financial management and billings, cashier, financial

and physical auditing and maintenance. “Leaders of the institutions require intensive assistance and training to cope up with the technical and financial requirements for O&M of the systems. Furthermore, a mechanism should be developed to motivate the leaders, which can be in terms of cash, crop and /or labor”.

The collected cash would be deposited in the nearest bank by the name of the three (3) members of the management committee. The management committees are proposed to be the chairperson, the cashier and the secretary. The district irrigation development Authority would write a letter to a bank for opening a bank account for the IWUA by mentioning the lists of the names. In addition to this, the letter would state that the IWUA can withdraw money through the confirmation of the district office. Such procedure helps to identify the gaps of the association and plan for assisting them.

10. Monitoring and Evaluation (M&E)

Monitoring and evaluation of irrigation projects has been a neglected issue, but must play a more important role in the future if the irrigation management process is to be improved. In the context of proposed irrigation project, evaluations adopts and focus on progress towards realizing sustainable organization and management system that ensure sustainable operation and management of the schemes which is the prime objective and goal. Therefore, periodical evaluation should be undertaken by relevant stakeholders and responsible sectoral office, particularly who over take the responsibility after implementation of the project, mainly district Irrigation Development Authority and Agricultural Development Agent (DA) others as required. Evaluation team should be organized from this office and undertake ongoing evaluation/midterm evaluation, terminal and ex-post evaluation of the irrigation schemes management. Implementation of cost recovery as liquidity/cash management requires special follow up and control and periodical evaluation and auditing the cash collected and expense and this should be made transparent for the community to maintain trust of the community. Evaluation framework model developed with due attention that at existing level of farmers' awareness, education and organizational status, evaluation system considered that;

- The system should be simple to operate, and designed as to meet the specific requirements of the objective.
- It should concentrate on key indicators that measure the variables.

11. Conclusion and Recommendations

11.1 Conclusion

The organizational and management structure for irrigation agricultural development management system is assessed. Even though, irrigation practice is not known in the targeted area, they have exercised an indigenous customary management system through which they have conserve, managed and utilize the existing natural resources in the area. From this customary structures “*Gada*” system is the widely used democratic system, in which each and every community member has it role in management of the resources in an area like, water, grazing land, i.e. clearing and controlling “*Eela*”, constructing& rehabilitating ponds, and also participated in grazing land management& conserving it. This customary system would be a good ground in ensuring community participation for the proposed irrigation project.

Finally; the proposed organizational and management structure for envisaged project operation and management is incorporated in this section.

11.2 Recommendations

Worbate Small Scale irrigation project (WSSIP) will provides multi-function, primarily, water for domestic and livestock consumption, in addition to irrigation agriculture. Hence; to ensure the proper & fair utilization of the beneficiary community, there should be;

- ↗ Identify and recognize the indigenous customary community based institution, organizations that the community used for communal resources management, that will also a ground for proposed project management,
- ↗ Organizing & strengthen the beneficiary community in to Irrigation Water Users Association (IWUA) to practically exercise the bylaws, rules and regulations of the association, and close follow up them,
- ↗ The respective sector should prepare the guidelines & bylaws and training the committee and aware the community to effectively exercise,
- ↗ Realize the proposed structural organization and management for efficient resource utilization and management,
- ↗ Determine and realize the size of irrigation land holding for fair resource utilization,

Reference

1. Proclamation No. 130/ 2007; Proclamation to amend the proclamation No. 56/2002, 70/2003, 103/2005 of Oromia Rural Land Use and Administration
2. Proclamation no. 147/1998; a proclamation to provide for the establishment of cooperative societies
3. Councils of Ministers Regulation No. 106/2004 to Provide for the implementation of Cooperative Societies Proclamation No.147/1998
4. Council of Ministers Regulation No. 115/2005; Ethiopian Water Resources Management Regulations
5. Proclamation No. 455/2005; Expropriation of Landholdings for Public Purposes and Payment of Compensation Proclamation
6. Proclamation No. 456/2005; Federal Democratic Republic of Ethiopia Rural Land Administration and Land Use Proclamation
7. Proclamation No. 841/2014; Irrigation Water Users' Associations establishment