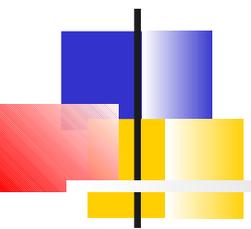


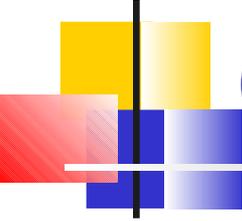
Introduction and Main phases of IMT/PIM programmes



Juan Antonio Sagardoy

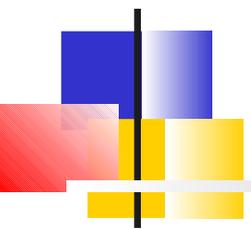
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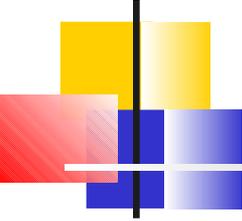
Overview of the Module 1

- Unit 1. Introduction to IMT and PIM programmes
- Unit 2: Main phases of PIM/IMT programmes
- Unit 3. Phase 1: Assessing the need for IMT/PIM and mobilizing support for adoption of a transfer policy



Module 1. Introduction and IMT preparatory Phase

Unit 1. Introduction to IMT and PIM programmes



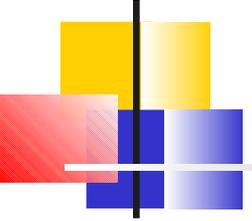
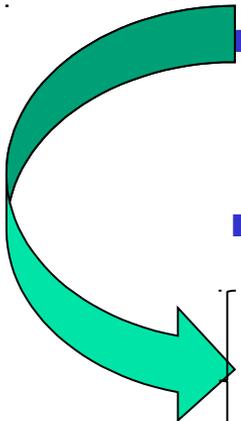
Historical notes

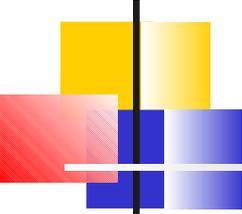
- In early times, irrigation was mostly managed by some sort of farmers associations. (Tunisia, Spain, Egypt, Peru)
- In the early part of the 20th century governments took initiative for the development of irrigation and they also decided to manage them with public civil servants.
- In 1980 increasing criticism on the irrigations systems managed by the public sector led to the transfer of management responsibilities to farmers associations in many countries.

What is Irrigation Management Transfer(IMT) and Participatory Irrigation Management(PIM)?

- Often the terms IMT and PIM are used as interchangeable but there are some theoretical differences
- The term '**irrigation management transfer**' (IMT) means the relocation of responsibility and authority for irrigation management from government agencies to non governmental organizations (WUAs). In general the term is associated with the total transfer of the irrigated area
- The term '**participatory irrigation management**' (PIM) normally refers to the involvement of water users in irrigation management, **along with the government**. When the IMT is partial the concepts of IMT and PIM coincide.
- The term **decentralization**, normally refers to the movement of decision-making authority downwards to regional or local levels from a central authority. It may

Motivations for the IMT/PIM programmes

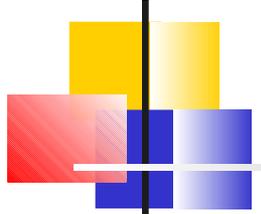
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- Governments need to reduce public expenditures.
 - Centrally financed bureaucracies tend to lack the capacity to be effective providers of water services to large numbers of small farmers.
 - Transition from centralized political systems to democratic systems has implied also a change in the way of managing irrigation systems.
 - Low collection of water charges.
 - Progressive deterioration of irrigation systems due to poor maintenance
 - dissatisfaction of water users with the distribution of water
 - Social unrest within the irrigation system.



Expected benefits from IMT/PIM programmes

- Substantial **reduction of the public yearly expenditures** and reduction of the government staff.
- **Increased efficiencies of the irrigation systems** since farmers managed irrigation systems haven proven in many parts of the world to be very more effective.
- **Increased mobilization of local resources** (human and financial)
- Greater agricultural productivity due partly to **greater water use efficiency**

Countries or states that have adopted PIM/IMT policies in recent years



Latin America

Brazil,
Chile,
Colombia,
Dominican Rep.,
Ecuador,
El Salvador,
Guatemala,
Mexico,
Peru

Asia

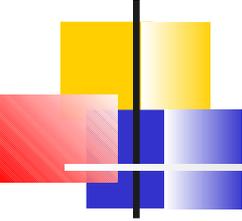
Bangladesh,
China,
India (Andra Pradesh,
Bengal, Gujarat,
Haryana,
Maharashtra,
Tamil Nadu),
Indonesia,
Laos,
Nepal,
Pakistan,
Philippines,
Sri Lanka,
Viet Nam

Africa & Near East

Ethiopia,
Ghana,
Madagascar,
Mali,
Mauritania,
Morocco,
Niger, Nigeria,
Senegal,
Somalia,
South Africa,
Sudan,
Zimbabwe,
Jordan,
Turkey
Egypt
Tunisia

Europe & Central Asia

Albania,
Armenia,
Bulgaria,
Cyprus,
Georgia,
Kazakhstan,
Macedonia,
Moldova,
Romania
Kyrgyzstan
Bosnia-
Herzegovina

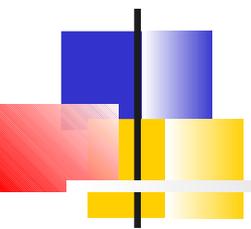


Main Approaches

In implementing PIM/IMT programmes governments adopt basically 3 approaches:

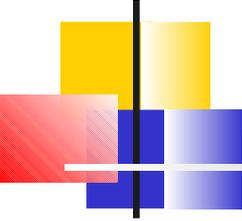
- **Rapid implementation** with strong government support. (Turkey, Mexico, India, Peru, Armenia and others)
- **Slow implementation** with moderate government support (Egypt, Indonesia, Nepal and others).
- **Voluntary implementation of WUAs** with modest support from the government (Venezuela, Jamaica)

The adoption of one of these approaches have strong relationship with the results obtained.



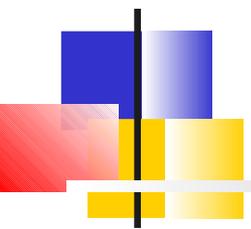
Module 1. Introduction and IMT preparatory Phase

Unit 2: Main phases of PIM/IMT programmes



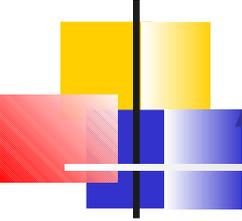
Typical phases of a PIM programme

- Phase 1 is about **assessing the need for IMT/PIM and mobilizing support** for adoption of a transfer policy.
- Phase 2 is the **strategic planning** to organize the basic arrangements for the reform process.
- Phase 3 is about resolution of **key policy issues** before the Work Plan is prepared
- Phase 4 is about **reorganizing the government agency**. Often this phase is considered part of the implementation
- Phase 5 is concerned with **the actual implementation of the WUAs** .



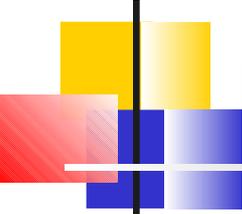
Module 1. Introduction and IMT preparatory Phase

Unit 3. Phase 1: Assessing the
need for IMT/PIM and mobilizing
support for adoption of a transfer
policy



Assessing the need for PIM

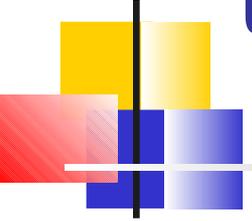
- What performance gaps exist in irrigation management?
 - What are the main kinds of performance gaps?
 - How big are the performance gaps?
 - How important is it that these gaps be overcome?
- Is enhancement or reform required?
- Is irrigation management transfer feasible?
- Is there strong enough political commitment to IMT?
- Is there any positive pilot experience with the transfer of irrigation services?

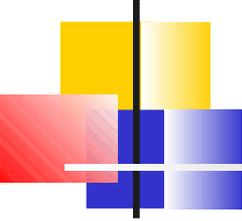


Is improvement or reform required?

- There are two basic options:
 - If performance gaps are minor an improvement strategy may be sufficient. Examples of an improvement policy are training, upgrading O&M procedures and rehabilitation programmes.
 - If performance gaps are significant a basic reform is needed. One clear sign of such need is when improvements have been tried out without obtaining expected results.
 - Two basic reforms are possible:
 - Intra organizational changes (within the institutions of the irrigation sector)
 - Extra organizational changes (water sector

Is irrigation management transfer feasible?

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- IMT is potentially sensitive and could be opposed by influential groups.
 - If IMT is going to be implemented **it needs to be supported at the highest political level**. If this support is not available the country is not ready for a rapid IMT programme.
 - Due to external **pressures from abroad** sometimes IMT is adopted where conditions are not ready for the change.



Political support

- Much of the success of the IMT/PIM programmes are linked to the degree of political support that they have received.
- Political support should be clearly expressed by **government statements**