



PARTICIPATORY IRRIGATION MANAGEMENT PROCESS IN GILAN IRRIGATION NETWORK "EXECUTIVE METHOD, EXPERIENCES AND ASSESSMENT"

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That is who sends rain from the sky and created plants, seeds and clusters by means of it. Look at the fruits... in fact in all these processes, there are signs for believers. The holly Quran, Surachs Ana am – Verse 99.

ABSTRACT

The relation between man and water means his relation with life, civilization and his love to the creator. One of the proposed methods for maintaining water sources and decreasing expenses in the modern cultivation is the management of water sources. Gilan like other regions of Iran suffered a lot of geographical and cultural changes while governor's conquered and struggled on the division of borders and lands.

After a period of rapid development of areas under watering, many governments understood that investing on collecting water –rate for providing the current annual expenses of the network is difficult and Gilan irrigation administrators haven't succeeded in collecting water – rate.

The transfer of watering management means the transfer of power and responsibility of watering systems from other governmental organizations to WUA and rural cooperative companies were suggested as the first step. Finally from the proposed list 3 villages have been selected from Gilan's 3 irrigation regions and mentioned for the beginning of the discussion in commission regulations.

Care, uncertainty, lack of trust, these 3 subjects were inseparable pre-supposition of farmers thought against proposing any new subject by the government. At the end of 2 – month activity, from 3 leader villages, in two villages "kiasara" and "siagoorab" a council formed and the member of it had been selected, but in Roodpish that negative attitude was still stable. The first result of farmers cooperation on helping government for getting better result in watery appeared. Villagers in the form of cooperative changed from sole consumers to assistant of government for getting the improvement goal, and they expressed their critics and suggestions. This shows that till farmer benefits from is the responsibilities, has enough motivates to accept the

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responsibility. Before the begging of watery season of the year 2004, the discussion about transferring the responsibility of Fomanat irrigation network to cooperatives was proposed by Gilan common committee and regions water, because this idea was quickly! Unfortunately the level of reciting in offices and so in Fomanat issues decreased a lot, and did not succeed though several sessions were held and the trend of Cooperative operations from the contractor company (exploitation) to Gilan regional water were reflected and were mentioned in water consumption committee, but the operation company welcomed the WUA Cilan for year the seemed.

Fomanat affairs tried to justify Cooperatives by holding weekly session. That is, supervision was followed more seriously in comparison with the last year. The discussion stated in those sessions included solution and attempts of personnel which was given to the Cooperatives. Gilan WUA Cooperatives, in the 3rd years contract, didn't receive any new. Important by the governmental organization. But the Cooperative themselves didn't show interest in making contract. The number of these Cooperatives reached 6 from 31. And till the end of December of 2007 this number were nullified for the seven weakness in receiving and not doing its duties according contract with operation company. Gilan should show all the achieved results from forming councils in past 3 teem and considered all the aspects and start again. We hop the feature of this council in our ever-green lands. Although we acquired training and experience in this trial and error. If Gilan as a special geographic condition in the semi dry country Iran can reach to the high figure in the connection water star up to about 10 years, it is a guarantee for the price of rice, tea and olive in Iran ... and this is possible to improve the huge management.

1. WATER BLUE IN GILANIAN'S VIEW

The relation between man and water means his relation with life, civilization and his love to the creator.

The almighty god, created the whole world out of water after creating table, skies and throne. The civilization formed on the crossing of flowing water. Also in Iran wherever there was a river, the speed of cultural growth has been increased.

The lack of unenvied water sources has made serious anxiety for the world and its live creatures. One of the proposed methods for maintaining water sources and decreasing expenses in the modern cultivation is the management of water sources through public councils or non – governmental organization, so-called *WUA*, which the world tends toward it, too.

These councils all over the world are working with different titles but with the same purposes and their difference in nature is only in their local regulations and environmental conditions and characteristics but the general aim for their formation is the same: decreasing the government role and developing water consumers and other local institute roles in the management of watering.

The plains of Gilan with the average – annual fall of 1200 mm in comparison with the one of 250 mm of – the country and the role of 800mm of the world is considered as on of most rainy region in Iran.

Although this province has passed the anger of nature in the form of drought or over flowing of rivers, unpredictable floods which ruined the result of Gilan farmers hard efforts at once.

What completed Gilan watering industry and changed it from completely elementary style beside rivers to the everlasting art is unsuitable rivers flow, in consistent, fall in different months and lack of needed water sufficiency for growing plants.

People living in Gilan acquired that with the help of a simple way but by considering technical points and knowledge of related issues to changes in river – bed, they can separate the major rivers of Gilan like *Sepidrood*. For this, they put tripods made of trunk of the oprning,outh of major rivers, beside *Sepidrood* and the distance between tripod was fasten by the use of branches and leaves of trees this mass of branches and leaves is locally called "KHal".

For more security and preventing of tradition of river's over flowing in farming areas, and possible breaking of its wall, they maintain the level of soil, at suitable height of water level, so that the extra water evacuate to *Sepidrood*, before entering the open mouth. This area was called "shatok"

So the people of Gilan by the hope of getting daily bread left the name for farming since dawn and want to holly shrine which was a place for respecting to creator of water and praising for his blessings. In Gilan culture rivers, lakes, springs and mirage have special place in view of religion.

Live memories of the relation between blessing and water have been kept in historical memories of the region which some of them are:

Saving rain prayer, praying to goddess "Tashtar", the principal of rain and doing ceremony for "asking rain".

"Marlik" which had the picture of mythical creature has been found on a golden pot – shaped dish with two lines shaped heads, two spread wings and had fishscale on its feet that is sign of a God who guards water. Because in Iranian culture, generosity and guardianship and the use of fish picture is a symbol of blessing, the aforementioned sets, are symbols of "Anahid", head of water ladies, who has all of these symbols in herself.

Gilan like other regions of Iran suffered a lot of geographical an a cultured changes while governor's conquered and struggled on the division of borders and lands, these changes has separated the culture of civic and rural and gradually created the currant situation. Villages have become separated and for each village they appointed land lord, the amount of owner ship and water portion for each village of the shared source like river as well as the portion of each owner were recorded in a document called "*tomare Ab*". This document has been signed and sealed by the person in charge of water council or trustable people. All these spontaneous regulations, which had executive aspect and were based on the local management, became as the basis of watering management in Gilan.

The science which our antecedents established by the simplest and the most primitive equipment is a remarkable sample of most powerful local management and the evidence of this claim is the example which we will discuss later.

2. TRANSITIONS TRAVELING LOCAL MANAGEMENT IRRIGATION IN GHLAN

According to historical documents, rice planting in Gilan in 1906 equals to 104000 hectare. About 1961, that is the time of establishment of Sepidrood Dam and installations and related buildings all over the province, no change has been seen in the under – planting area. Because extending of rice planting was dependent on supplying water and around the natural sources of province was completely limited but after the establishment of water canals and water supplying installations this extending started considerably and gradually formed the present under planting area that is about 170000 hectare. The question is:

Had we thought about this development in the primitive planning of Sepidrood establishment and the other components of Gilan modern irrigation network?

It's clear that planning a program covering a province would require a view of the future, But this unplanned development does not match with the future plan.

There are same factors which caused decrease of exploitation of the system which includes: decrease of efficiency in water transfer, as the result of decrease in supply, tears and wear, lack of exchanging the used and torn installations as the result of lack of sufficient budget dedication and this is not specific to Gilan.

After a period of rapid development of areas under irrigation, many governments understood that investing on collecting water –rate for providing the current annual expenses of the network is difficult.

Now if collecting all this debts is not possible, that is government has not enough lever for encouraging the farmer to pay the water – rate, the governments ability and power of man oeuvre for reconstructing the net work and building installations in line with planting development will decrease, that is the event that occurred exactly in Gilan.

Why Gilan irrigation administrators haven't been succeeded in collecting water – rate?

A: Network deficiency in complete covering of consumers of farming – water and attracting the satisfaction of subscribers.

We described in detail the weather Conditions of Gilan. A province which is cloudy for more than 6 months a year. During the rain seasons all the lakes are full of water, but this is not all. The way of sending these sources to farming lands is something that was disputable between farmers and administrators since the establishment of government watering organization, because many farmers believed that water is a granted blessing and it is rainfall which survives watering in Gilan and in fact, governmental organization portion in providing the equipment for distributing and transferring water is nothing.

During the 10 past years between 1996-2006 Gilan has passed unpredictable drought for two times and overflowing of seasonal and permanent rivers for several times that in both cases governmental organization was seeking a remedy without any predetermined strategy.

In other words, this province was completely unaware to drought disaster and has not enough levers to confront unpredictable floods. In both cases the percent of planning an

prediction for confronting with danger is zero. (In fact after the occurrence of disaster and resultant damage seeking or remedy starts). Perhaps the reason is proving governmental organization role in providing water to subscribers is a little difficult. Because the farmer does not have governments support and help he deserves and because of governed atmospheric conditions he sustains a loss.

In the best and desired conditions delivering water to the network and subscriber farm is unpredictable and immeasurable because water control and measurement devices are torn for years and doesn't have the primitive efficiency or are completely used and are removed from the region and the government didn't have capacity to substitute them. In this province the occurrence of seasonal rainfall pour massive bulk of water to the transfer lines at once. the surface drains heed a careful inspection, and surface drains need a careful inspection, and making concrete riverbed to have the ability of evacuation against water oozing through a stream. But many of the evacuation lines of water oozing in Gilan have been a bed for weeds and lost their efficiency or have been blocked completely. Just a moment suppose yourselves instead of Gilan farmers...

Do we expect him to pay the water – rate only based on 45 – year networking without knowing whether he has got water or how much water he has got exactly?

B) Not having enough executive lever for receiving water – rate.

Based on specific conditions of Gilan topography, lack of flat farming lands, enough opening mouths, exact control tools and cutting farming water, there is no possibility to confront with those consumers who postpone the water – rate payment. The worst kind of confront with offender is warning and fining properties that in many cases it doesn't help greatly to the water – rate payment.

Suppose in a non – flat land, upper region farmer refrains from paying water – rate and lower region pays the water – rate on time. Water, based on graving watering trend in Gilan flows from upper region to the lower region and in the case of water cut of upper region, the water of lower region will cut too.

Even in the flat lands, there is no exact way for blocking water on offenders.

All these mentioned problems in the beginning of 2000 made Gilan irrigation administrators trend to public participation plans in watering in line with the country and the world while looking at the previous watering methods plans in which farmers as the subscriber of farming water will participates in water transferring activities with greater interest and the focus of government – investment has changed from performing perfunctory and daily improvements of irrigation perfunctory networks to fundamental reconstruction, development and creating network and control on public councils.

3. THE BEGINNING OF PLAN WUA PRIMITIVE ACTIONS, OBSTACLES AND LIMITS

In line with long – term goals of efficient farming water consumption, by – laws of this plan in 2/5/1994 approved by the minister council. One of the goals of this plan was attracting the farmers' participation in efficient consumption of farming water and fair distribution of water with the help of two ministries of power and farming. Article 5 of

this by – low required all the organization affiliated to water to users the current farming ministry was responsible to from and organize the lawful and suitable councils in lands under the irrigation network at most two years since approval date.

Since the execution order of this plan Agricultural organization, as the agent of organization of province, and Exploitation Company of watering and draining network, as the agent of regional water of province, announced their readiness for starting the plan. But from which point should we start?

Pure lands under rice planting in Gilan about 170000 hectares and the number of subscribers reached to 280000 in 1994.

Plan was completely being tested and no proposed prerequisite or primitive test which was done. Certainly none of the two aforementioned governmental organizations thought about sudden performance of the plan all over the province. But choosing the start point seemed so difficult.

The primitive studies which were written in identification of research documents of Exploitation Company(Gilan irrigation and drainage network operation company) shows the nature of bulk delivery of water was not clear for the user at the beginning and after issuing the final order.

The transfer of watering management means the transfer of power and responsibility of watering systems from other governmental organizations to *WUA*. This definition is so general. In fact for concluding from this transfer of power we should pay attention to narrow down this issue considering economical – local regional conditions and also problems which governmental organizations were confronted

Is the purpose of management transfer to transfer control of network in the distribution and transmission section?

Do we intend to reach a common management of "organization – consumer"

Do we need the council just in receiving section of water – rate

Finally after discussing all the equipments, deficiencies and existing problems, in the middle of 1995, the Agricultural organization announced a list of eleven rural cooperative companies to Exploitation Company which has articles of association and was recorded for many years. The first session of 3-person commission, was held, was held in December, 1998 in front of agent of – regional water of Agricultural organization.

But why rural cooperative companies were suggested as the first step?

General cooperative office before suggesting *water user's association* found the effects of making a relation with farmers in the form of public group and this plan resulted in rural association company. Rural association company at the rural level took the responsibility for supervising warehouse, sale distribution and pricing farming products and other farming products.

Considering discussion that was held by the villagers and rural councils and also considering discussion and lack of motivation and readiness' farmers the commission

proposed that for now the activities of councils should start from those regions that has cooperative company or equipment plan and reconstruction was done there.

The first discussion session held in the form of five educational work-shops from October till February 1998 with the presence of managers, regional water organization experts and Gilan Exploitation Company experts and the helper company, called: "pandam", the participants examined the systematic history of the people in charge of Gilan watering who had paid attention to related affairs of water, by reference to the role of local council of the province in water management.

They agreed that the gradual disappearance of traditional ways of water, management and the confront of Agricultural system with the current problem is the result of governing of completely governmental system and the fading role of people participation in watering affairs. In addition executive directors of Gilan irrigation believe that although Gilan has life – long proportionally network, and tear and wear, yet is incomplete in many parts and the exploitation of them is uneconomical and non – technical. Finally from the proposed list 3 villages have been selected from Gilan's 3 irrigation regions and mentioned for the beginning of the discussion in commission regulations.

- 1- Village "Kiasara" from the central reconstruction
- 2- Village "upper "Siagoorab" from reconstruction D2, east of Gilan.
- 3- Village "Roodpish" from reconstruction F1, west of fomanat.

The next step was discussions with villagers.

Care, uncertainty, lack of trust, these 3 subjects were inseparable pre-supposition of farmers thought against proposing any new subject by the government.

why does the farmer have a negative attitude to proposed changes by government Gilan farmers complained the low base price of rice, not being able to purchase their products, lack of Agricultural machines, vulnerability against natural disaster and its effect on the product reduction, lack of insurance for their agricultural product, the existing strict on paying loan and the rural council's lack of executive power. These points were mentioned in the introducing session sponsors and villagers. *pandam counseling company* in addition to determining the goal and importance of farmers participation in village – water issues – considered the beginning of this plan as a way for enhancing the farmers ability in developing village and salving their problems.

During holding 3 work-shops the desires of government agents from foundation of councils were mentioned in this order:

- 1 – Determining the council members, formation of irrigation– management expert group, equipment management, mechanization, collection, setting articles of association for dictating the duties in details.
- 2 – The effect of public power for receiving postponed and current water – rate.
- 3 – Cooperation in performing improving and reconstruction plans and preparing it for welcoming the new water year.

The candidates of 3 – people commission for conducting and following villagers' activities, visited the leader villages and saw the program by themselves. At the end of 2 – month activity, from 3 leader villages, in two villages "Kiasara" and "Siagoorab" a council formed and the member of it had been selected and the expert group in those villages formed the major activities of this council are: encouraging villagers for paying water – rate for the years 1998, and performing several reconstruction projects like opening mouth repairmen, cutting and welding of wed trapdoor which all of these, activities were done by the villagers themselves, but in Roodpish that negative attitude was still stable, undesirable performance of currant stacking company, lack of relationship between administrators about their problems, gradually paved the way for uncertainty toward government promises and the effect of This issue was so deep that with two month continuous gilán irrigation and drainage network operation company , there was no hope to the future. The members of the commission, sometime among simple speeches of villager confronted with the most basic problems which resulted in the lack cooperation in Roodpish. The transfer condition was not clear for the Roodpish farmers. They were worried unsuitability of government policy for maintains these public councils. The range of power support teed relationship bet councils and governmental organize responsible for province water, was not clear for villagers. Many villagers agreed with the councils, if and only if the exploiting company of Gilán irrigation and draining network has no portion in reception or the payment of water-rate to the governmental organization will be cut, the fact is that since the year 1999, the first steps for framing these associations were taken till about last of June 2002, that expositions of rural cooperative in gilán were exanimate, the mentions issues remained and the efforts for holding a council in Roodship didn't succeeded although two mentioned cooperatives in "Kiasara" and "Siagoorab" effected considerably an the receptions of water-rate for the year 2000 and their article of association was set too but none of these two organizations have been recorded because of expenses.

But the result was that it simplified the subsequent decision of common commission for selecting the next region for experimental execution of the plan. Conceding the progressed of siagoorab public associations in east of gilán, 2 cooperative companies "kisom" and "kacha" were selected as the best samples, because they had positive precedent in producing and promoting profitable activities.

During a gathering with the members of common committee and execute directors of cooperative companies, the goal of bulk water delivering and transferring a part of distribution activities, repairmen and keeping the building and also receiving the farming water-rate for cooperative member were explained. The directory of cooperative companies emphasized a lot on a contact bet cooperatives and Employer Company. The gilán operation company also emphasized on receiving affair.

Simultaneously, kisom and kacha cooperative companies prepared an assessment of performing expend and services related to water distribution and delivered it to the provinces common committee but in this assessment no plan was mentioned decrees expenses at the sometimes cooperation asked for a separate credit for keeping operation and repairing watering canals.

These opinions were announced to the employer (Gilán regional water company) by the gilán operation company. Then the two cooperative company experimentally started to distribute bills and receiving water-rate at the and of watering season. By company the

repairmen and reconstruction the irrigation building season, exploiting company started repairmen the trapdoors of Kisom and Kacha a river sooner than other around villages. To create motivation and attract farmers participation also the problem of passage's bridge river basin become and of the major points and the credit were provided for it. These issue made farmers, local associations and kisom' and Kacha's cooperative happy, on the other hand stimulated competition and curiosity of neighboring villages to benefit. At the beginning of the second contract of mentions cooperatives (spring 2003) considerable opinions were reflected to exploiting company in stead of board of managers of these 2 cooperative. Less than one year the councils in line with the movement toward getting and receiving water-rate and reconstructing network believe that for keeping the value and importance paying of agriculture water-rate we should determine a lawful fine according to regulation for postponed bills.

To maintain annual water-rate according to rice final price each year-like current water-rate-and attracting bank's cooperation on in receiving account's liquidation at the time of paying agricultural loan to farmers were other points that cooperatives has reached for improving reception. So, the first result of farmers cooperation on in helping government for getting better result in watery appeared. Villagers in the form of cooperative changed from sole consumers to assistant of government for getting the improvement goal, and they expressed their critics and critics and suggestion this shows that till farmer benefits from is the responsibilities, has enough motivates to accept the responsibility.

4. WUA IN GILAN IN DEVELOPING STAGE

Before the begging of watery season of the year 2004, the discussion about transferring the responsibility of Fomanat irrigation network to cooperatives was proposed by Gilan common committee and regions water.

The exploiting company announced its disagreement to this transfer, there were a lot of points in this regard that seemed ambiguous.

We classify the reasons as below:

- 1- Kissom and kacha's WUA Cooperative, Covered two villages in the east of Gilan that in comparison with area under Fomanat watering was nothing. Performing the plan in this area. Coinciding the vast under covering area was a great risk.
- 2- The primitive results of cooperative councils in the village, Roodpish that is a branch of Fomanat watery affairs, was not satisfactory at all. Fomanat, Roodpish, in2000, had the most negative reaction to the foundation of WUA councils among 3 leader villages, and this issue doesn't promise good start.
- 3- According to the common committee opinions, Fomanat WUA cooperative in 3 major classifications.
 - Water conduct and transfer to the under covering area.
 - Fallowing reception of current and postponed water- rate

- Keeping and maintaining network installations and buildings affiliated to it: this was in a situation that rural productive cooperatives (new responsible of watery affairs). They didn't have any experience before that.

By reviewing all these points, the idea of using cooperative in Fomanat affairs were considered quickly, but according to communicated policy by the executive orgs of plan, the primitive searches started in some area, Foman and Shaft regions and During it, 31 rural cooperative companies and major characteristics of under covering villages, that is, area under planting and the numbers – of subscribers of each village – were determined.

The head of cooperative of each city in addition to the studying of contact draft, which was to some extent like the contact between Kisom and Kacha cooperative, announce their readiness to start the work and determine the percent of wage to Fomanat watery affairs and they set the original contact:

The direct employer of this cooperative was the exploiting company and it was committed to do the following:

- 1- Delivering needed water on time according to preset program and table at delivery time. This responsibility against cooperatives was considered as a unique consumer and the company against every individual of WUA region had no responsibility.
- 2- Providing exploiting instructions and keeping watering and drawing networks, needed plans, statistical and informative form and communicating newly approved regulations and rules.
- 3- Sending all circular letters and related instructions with contract subject before watering season Basic repairmen including network improvement, trapdoor exchange, concert canals and buildings repairmen.
- 4- Cooperative in getting needed authority, from governmental and nonagon orgs and systems mentioned in contract.
- 5- Required cooperation and harmony with cooperative in respect with taking all governmental rights mentioned in contract.

Rural cooperative companies were also obliged to the following commitments:

- 1- Conduct, transfer and water distribution inside the under covering lands of each for each cooperative and water distribution of delivery point in consistent with level and type of planting.
- 2- Following the reception of water – rate including current and postponed one against law and regulation.
- 3- Keeping and maintaining network installations technical building canals and drains in the limit of activity of each cooperative.
- 4- Regulating all roles and communicated instruction from the company according to contact articles.

- 5- Identifying and introducing offenders in relation to responsibility cooperative in the limit of activity (including those who took action to occupy) possessed lands of regional water like canals, drains or started to take water illegally.
- 6- Lack of receiving any kind of money as a water-rate directly and the lack of reception of any kind of new subscribers.

As per this mentioned contract and commitments Fomanat watering conduct in the mentioned formally transferred to cooperatives, commitment of speech is something, but the commitment of action is something other else. Because this commitment has been formed recently in the instruction of Fomanat *WUA* cooperative companies, exploiting company was at the top of watering operation to promote cooperatives. The aforementioned watering offices heads, along with executive director of cooperative companies according to the daily program m visited all the traditional branches and rivers, and in an agenda. They reported the comparison between, rate of progress of the plan to the Fomanat affairs.

The administrators of offices of contract party were involved in watering (in fact the contract with cooperatives did not reduce the network operations), on the other hand they were training the cooperative) which were working. And this trial and error-at the time of watering-caused the slow-running of operation than making any advantage for it.

The region in the first experience passed a lot of problems. In this experience, the exploiting company confronted with a lot of reparation: the justification of Cooperation in watering, seasonal water administrator in accepting Cooperatives as the employer and making the contract, supervising the Cooperative operation and the return of supervising on watering administer operations and installation contract (that in fact was Cooperative duty), solving the watering major problems that Cooperatives didn't know it just because of being novice. (Like turn-taking program, time of water blocking or setting opening mouth for performing turn-taking).

We classified the problems into two major groups:

- A- The problems of watering season production Cooperatives didn't have any opportunity for performing watering program. Their watering experiences differed from their academic information and the program of water turn-taking was not performed in many under covered Cooperatives.

Water administrates of Fomanat region did not accept to make contract with these Cooperatives because of their weak watering management at region level and they referred to watering offices to solve their problems and mention the deficiencies.

- B- The problems of receiving section from one perspective, the Cooperatives couldn't receive more than the middle level. The considerable point is that in the contract of these Cooperatives was the 5% increase in the received wage and considering 18% of receiving (current and annual) as the Cooperative wages cause 6-percent increase in company expenses that must be provided by 56-percent received wage, and this issue put exploiting company in critical financial situation.

According to performed programs and exact supervision of offices heads on reports which were based on the amount of Cooperatives receiving in their district and against

their warning based on lack of suitable reception from the beginning of fall to its end, none of the Cooperatives could perform the predetermined programs.

Unfortunately the level of reciting in offices and so in Fomanat issues decreased a lot, and did not succeed though several sessions were held and the trend of Cooperative operations from the contractor company (exploitation) to Gilan regional water were reflected and were mentioned in water consumption committee. But what were the reasons of all these deduction? Common committee mentioned the following reasons as the major problems of the performance of Cooperative plans in several sessions and expert discussions.

1- At the end of December due to the verbal reference and repeated complains of some of the farmers in some villages of Cooperative district and their claim which was based on lack of reception of water-rate bill and following and investigation of offices managers of determined districts, it was reverted that many subscribers didn't receive any bill.

Some of these bills were given to coffee shops which were distributed by Islamic council and previous water-distributors and some of them were delivered to watering office (re-operation and the increase of bill rotation).

2- A large portion of paid wage from water-rate reception belonged to rural Cooperative organization and the portion of WUA Cooperatives was so little and this issue caused discouragement, lack of motivation in collecting sufficient water-rate from Cooperative part.

3- Training to prepare Cooperative members to accept hard responsibilities of watering season and also the period of reception, improvement and repayment was not enough or it was not formed coherently in due time because the amount of rain in comparison with previous year in the Fomanat watering installations section was more wide-spread and in lack of Cooperation of exploiting company in transferring heavy installation and lack of the preparation of opening-mouth of watering, Fomanat region was not exploitable for next watering season also the need for drawing soil and sediment most of the rivers were not removed till the end of 83 and in this case the probability of lack of watering was felt.

4- Villagers lack positive attitude to rural Cooperative records that was one of the major reasons for the lack of their Cooperation with Cooperatives clear reasons for the lack of familiarity of Cooperatives with network management lack of introducing of new duties to Cooperatives and unilateral orientation and making hasty in transferring the duties to Cooperatives.

At the end of 2004 because at severe snow, receiving decreased and there was no hope to Cooperation practically. So executive forces of exploiting company for compensating a part of resulting damage during exploitation of network in watering season and gradual transfer of information to Cooperatives, the common committee with the help of rural Cooperative organizations and managers stated to hold educational period from the middle of February year 2004, mentioning some of the native cases that may not have a reason or excuse out of the province. But they were necessary in encouraging Cooperative to receiving for example it was proposed that extra water-rate receiving to be paid to farmers by the Cooperatives at the season of poison Fertilizer distributions to

have the required motivation for attracting the farmers participation at the end of year 2004, on session with the presence of the common committee members were held. The first year the plan performance finished at Fomanat and deficiencies and problems were mentioned. Now at the threshold of new water year, the exploiting company insisted on doing some preparation to present this problem to be reported again in Foamn at affair. In this session, Gilan rural Cooperative agent, by referring to the lack of incomplete contract performance and lack of extra payment of Cooperatives against. Performed collection stated that because the transferred duties and commitments, has not been performed completely, evaluation been performed completely, evaluation is too soon and it's better not to change the transfer plan of water distribution management in 1383 in the next period a better evaluation should be done.

The members of rural Cooperative org, also people in charge of salary mentioned incomplete payment of water-supply and stated that: Considering water distributor as a people who do lots of important things, the decrease in water-rate receiving should not have negative effect on their salary. It is important to pay their salary on time so that they work with higher motivation at have a better role in this process.

Agents at Gilan water region, gathering in one common session, asked exploiting company to pay the amount of money agricultural to Cooperatives, under any condition so that the regional water org act to financing. In two cases of the contract articles that is, "definition of good working" and "payment of water-administer wages", the order of exiting and if needed reviewing, was issued. The difficulty of lack of informed manpower has also been examined.

The agent at rural Cooperative of "SOME SARA" (one of the cities in Fomanat which included many Cooperatives) stated about the method of Cooperative member's training: Considering the high age of members transmission at subjects is difficult, than the method should be in harmony with their level of actual and field operation and planning to visit dams, supplying establishments out water-transfer by Cooperatives was included in the educational program.

The last spring (2005), exploiting company began to set watering plan and Fomanat Also was under covered in this plan by providing this plan, daily and monthly portion at Fuoamn original canal's watering and it's related branches to the end of second-class canal will be determined. The date of canal's end of August 2005 was determined and contractors of Fuoman original canal lining project according to companies, communication acted to collect their tools as soon as possible according to the contract, range at exploiting company, duties was related to first and second class canals and delivering water at the begging of second class canals to Cooperatives but like the last year, announced its readiness for helping and Cooperating. However, the reelection of existing problems in network should be announced to expelling company much sooner that spring and lossore watering season.

One of the actions that done by Cooperatives about water-rate receiving affairs for April and May and in the distance bet two watering –warning sessions in the year and begging at watering at the year of 2005, was distribution at agricultural chemicals (Poisons and Fertilizers) inputted of occasionally tensions in the region it caused little progress in receiving and so, only those farmers who pained the water-rate cold use Cooperative portions like poisons and Fertilizers.

Before watering season these reforms were performed in the mentioned contract between Cooperatives and exploiting company.

- 1- Cooperative does not have the right of transfer saving back account.
- 2- From any payment amount, deducted for commission of water-rate collection to Cooperation and this sum will be kept as a deposit account in exploiting company. Half of this sum will be returned after the final approval and the rest will be returned certain delivery.
- 3- Every dispute should be transferred left to supervisory system or authorities (it should not be left to local judgments).
- 4- Increasing commission at the annual water-rate collection. Because of existing problems for collecting postponed water-rate.
- 5- Pay regalement of water-administer wages and insurance to prevent problems.

So, the operation company welcomed the WUA Cilan for year the seemed.

5. AFTER TWO YEARS EXPERIENCE

Fomanat affairs tried to justify Cooperatives by holding weekly session. That is, supervision was followed more seriously in comparison with the last year. The discussion stated in those sessions included solution and attempts of personnel which was given to the Cooperatives.

Did we intend to convert people who had only one experience in *WUA* Cooperative management to informed people in watering yet Cooperatives were so defenseless against sudden is seasonal problems in watering and many people referred to watering offices in the year 2005. Many tools like opening mouth, trapdoors were damaged as a resulted misusing and lack at experience in keeping and marinating. And in a few regions there was an stream of backward Ares timed turning water. Sever need to expert and responsible people in the level of Cooperatives made common committee to bring up a plan for using agriculture gradates who were the members of Gilan agricultural management system, in *WUA* Cooperatives. In the first days of July 2005, Gilan common commission invited the authorities of management system.

It was determined through the states of this members that among 2880 agriculture graduates who were also members at the system, many at them worked in offices and organizations, some had a free job and some other were completely unemployed. Organizing these forces in the form at councils can be useful.

The organizations announced their readiness to participate in distribution and reviving water-rate affairs and other related activities it the Gilan committee approved it. This announces was made by considering higher technical expert capacity related to agricultural and watering activity.

But common committee emphasized on this statement that according to government policy related to bulk water delivery to farmers and establishing *WUA* councils the aim at transferring exploiting management from the watery network to these councils was formation at these councils by farmers guide exploiters with agriculture' JAHAD

'ministry and water-delivery by regional water, and the members of these canonicity should be only farmers.

So, the members of agriculture engineer system were not able to have a key role in these council, because they were not farmers.

At last it was suggested that for examining lawful ways of attracting expert participation, a draft of *WUA* Cooperative article of association be sent to the natural resources org.

The following are summarization at suggested way in this area:

1. The members of engineering system, should become the members at *WUA*.
2. The suitable contract company should be established which participates in the tender at constructing affairs and keeping watering network so that it could contest with exploiting company.
3. By the help of farmers of region, they form the new Cooperative.

The thought at forming new Cooperative and contract companies were applicable, but very long time was needed for its results and the need at company to plans, made. That end, toward membership at management system experts inheritable. So the committee suggested an other condition for extending contract with Cooperatives, to they agreement, that is, absorption an unemployed waiting engineers graduate by each company.

All we have said were in fact preparations for improving our work and was assessment for a reasonable future of Gilan *WUA* Cooperative. But watering season was not a suitable time for preparation and innovation.

Watering in Gilan is a place for getting experience and operation.

The members of watering offices in Fomanat *WUA* under-covered Cooperative region (managers, office heads-experts – technical and...) saw the result of their many years efforts was subject to defeat, so for saving Fomanat watering, they attempted a lot and made a tire some reparation in under-covered region.

In receiving season, the Cooperative companies for not having enough number, vehicle and the most important one, lack of complete satisfaction. In making contract and proposing the existence of obligation on the part if authorities in accepting the responsibility, confronted with problems for distributing bills from beginning. There was no sign of movement and preparation on the part of Cooperatives for acquiring watering affairs and solving technical problems and in this regard the affairs related to purchasing Gilan tea was transferred to Cooperatives by government-board that completely cut their relation with watering affair.

This issue first caused the lack of water-rate bills distribution in the due time, and secondly censured the lack of getting bills by farmers. The framers did not take this issue serious because they supposed that watering duties and the solution of their problems were practically on the shoulder of Fomanat watering offices, because they didn't trust on their actions and on the other hand, they supposed Cooperation's.

Without any lever efficiency in receiving affair. Cooperatives for unsuitable distribution and weak operation in deposit part in recent years were not trustable any more. Severe deduction in the receiving percent in Fall 1384 motivated the watering office colleagues to not only report this issue to higher ranked authorities, but also they themselves perform directly and by issuing warning letter and serious and round-hour presence in village to improve this trend.

This movement to some extent was successful, but because of ambiguity of company policies in this regard and also because at reduction in personnel over-time average and other received advantages of these in comparison with other ruined the motivation.

Recent eleven-year statistics at Fomanat water-rate in comparison with other watering affairs, clearly shows that the receiving difference of these affairs with others before the foundation of Cooperatives, was always between 5-7 percent and was even more but in the year 83 has reached to negative difference and a reduction higher than 20%.

According to Fomanat watering affairs there was a probability of reduction in receiving amount even worse than 2004 variably, Fomanat watering affairs asked for a receiving in contrast with Cooperatives at the level of superior management of exploiting company.

The written documents at the end of watering suggest that superior managers of exploiting company inspire of all its interest in employer's opinions and ideas in respect to performing *WUA* Cooperative plan, for defending exploiting company personals were forced to report samples of lack of practical operations of rural Cooperative commitment to affiliated authorities.

TWO YEAR ESTABLISHMENT REPORT OF GILAN WUA COUNCILS

Now, we reach at a point of making decision, we have not any time and place to pass this road again. Now we are at the point in which to fallow the famous management science in the world, so we should seek ways and tools for purifying and evaluating the under-test method.

One thing was not paid attention during all the processes in Gilan: to what extent we are doing well? That is, Do the performed actions have the predetermined results? and this question makes another one.

What was the possible results of performing management transfer plan in Gilan? With regard to the ideas of many great masters in management transfer who believed that we can not plan completely the reformation of governmental basis reconstruction and farming organization enhancement, before performing governmental forces involved in Gilan watering believed that evaluation key factors before operation prevent many existing tensions. The framework of these questions could be like following items:

- ◇ Do the people in charge of the most modern watering network of Gilan, have enough technical knowledge about watering?
- ◇ Which role do the services transferred to them have in improving network goals? (for example network repayment from the end of watering to the

beginning of the next year watering is a main goal and there is no atmosphere for time consumption and trial-error.

- ◇ To which percent do the new councils, profit from experts capability and skill?
- ◇ Do the councils have the ability to confront possible problems? Do we have any plan and prediction for support them?
- ◇ How is the acceptance of region (*WUA* and farmers) toward these councils?

Is it positive or not? To clarify the activity of council, how much could we profit from natives operation? What is the situation of network we transferred to councils with respect to efficiency and need to repair and reconstruction.

And then: to which goal do we intend to reach?

- ◇ Increasing improvement in water consumption.
- ◇ Achieving better results in collection affair.
- ◇ Achieving better results in keeping and exploiting network and buildings.
- ◇ Extending water and draining network.
- ◇ Decreasing government responsibility through formation of non-governmental organization.

For every individual goal mentioned here, investment is a key factor; other factors are need to longtime study and evaluating possible ways especially consistent with ecological condition of region.

By all these preparations for any new plan we should consider a present of risk. By transferring some automatics to councils, government organization tries to reduce their financial participation in exploiting and keeping affairs now by this presupposition that *WUA* couldn't reach the predetermined goals (of course if this goal is determined before). Does the government organization have the ability to accept the financial burden of this defeat without imposing it to their personal?

After identifying the certain ways for true and unchallengeable transmission, Identify the people who are involved in this change is required to continuing and improving the future plan situation.

The major and famous poles in this change are more important them others:

- Current watching administrators (government forces)
- Future/ subsequent network administers farmers and formed councils by notice forces.

For making constancy in the output of there Cooperative and getting positive results for this transference should act in a way that make a spiritual balance and job relation between the recent form and subsquad network managers. Because this change of any kind is successful when it occurs gradually.

In this transference, the duties are required to be transferred to council managers in the best way, on the other hand for transfer of there experiences we should get help from

waiting pioneer's experiences and knowledge or from young educated and expensed forces.

And there members are considered as the government council members at resent. If this substitution and members at present.

if we don't have logical and true plan, the first crisis is the challenges that will occur among the carafe network managers. Because this group against losing there job apportioning and their future they reveal a negative reaction and in this knowledge and experience transfers they don't Cooperative as required.

So for solving this problem, first we should pay attention to change in the way of thinking.

Attaching the opponents Cooperation of this plan with this present skill and the foundation of team works from the beginning of watering season in which a group of exploiting company expects work in the affaires in line with Cooperative, is one of ways to convey the opponents the government organization in this plan.

This issue helps the group to work better in transferee information and louts they try for the important of a single goal so they perform convergent.

In the next step, we should prevent from the enlarging of governmental organization body and the young dependency on the governmental organization (increase in the number of opponents).

The number of governmental expects gradually decrease as the time pusses and they reach the age of retiring. In a suitable substitution. We can prepare the situation in a way that the new forms install of entering to the government place enter the province watering cycle and perform these duties beside the Cooperative forces. Profusions and the way of relation of them two groups with each other is only of the topic for which we should think about from now on.

CONCLUSION

Gilan *WUA* Cooperatives, in the 3rd years contract, didn't receive any new. Important by the governmental organization. But the Cooperative themselves didn't show interest in making contract. The number of these Cooperatives reached 6 from 31. And till the and of December of 2007 this number were nullified for the seven weakness in receiving and not doing its duties according contract with exploiting company.

So, Gilan should show all the achieved results from forming councils in past 3 teem and considered all the aspects and start again.

We should not forget that Gilan farmers know the value of watering and according to historical documents if was are of the pioneers in technical watering all over the country it should only match the foundation needs of farmers cultured experience with social and propagated this thought among farmers that they themselves are the original owners of Gilan crating system. In this meetings that were held at the beginning of founding this *WUA* councils we mutation that farmers hesitate about all new plans province. So at should consider the time for to rub of this negative orientation nowadays the emphasis

of world to increase the function monitions for accepting responsibilities. This issue is ever more important than their training considering and training network consumers are simply just as a consumer because their duties has been governmental and thay are strange with the complexion of grew management states.

Farmer is sensitive to the rate of receiving water as according to has portion and when we take step to train the we shad be equipped with water measurement systems. we should consider more credit for reconstruction the network.

When the trust between governmental and local forces has been formed gradually we can observe that farmer go beggared the water conduct and racings water-rate and because informed in planning and canal construction.

We hop the feature of this council in our ever-green lands. Although we acquired training and experience in this trial and error.

But what we should keep in our mined is the complicated condition of water in the world and in our country till 2003 AD the amount of water collection for watering in devolving countries with increase 14%.

If Gilan as a special geographic condition in the semi dry country Iran can reach to the high figure in the connection water star up to about 10 years, it is a guarantee for the price of rice, tea and olive in Iran... and this is possible to improve the huge management.

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