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4. Organizational Structure of RA:

4.4 Research and Communication Branch

As per SWMO-02 the main functions and tasks of RA are to develop and enforcements of Regulations, Arbitrate between SIDA, AWB and FOs, FO registration and ensure compliance with the statutory provisions laid down by SWMO-02. As such RA has no any provision regarding Research activities, where as public disclosure of information, annual accounts and submission of this information, accounts, reports to Govt. of Sindh are mandatory activities to be undertaken by RA on regular basis. Research activities may cause extra work load and deviate RA from its main responsibilities. Also research and communication are two different fields; it will also be difficult to find out a suitable person with qualifications in research and communication to run the Branch properly. Therefore instead of Research and Communication Branch, a Communication Branch may be established which will be headed by General Manager Communication. The branch may be responsible for:

- Communication (public disclosure of financial, social, environmental and operational information and Reports, proposals and projects)
- Awareness Raising (water distributions plans, FOs membersip, Gender Mainstreaming , Abiana Collection, Seed Varieties, crop rates, new cropping patterns and technologies etc)
- Media services (press briefings, promotion, awareness raising, public disclosure of defaulters)
- Liaison with line departments (GOs, Parliament and National / Provincial Assemblies)
- Complaint handling
- Customer Services Representation
- Library and information Services

4.5 Establishment of Tribunals

The Tribunal has to be established from amongst the Professional staff of RA. Draft Proposal refers to the section: 16 of SWMO-02 and suggests hiring additional staff. But at the same time section 83. suggests establishing tribunals from the existing staff. Actually section 16 is applicable to the existing not to the Tribunals. Hiring additional staff would put financial load and extra space to accommodate the staff. It is therefore proposed to initially establish tribunals on trial basis and then looking at the case load hiring of additional staff may be proposed at later stage or can be hired on short term basis.

4.6 Establishment of Customer Service Committees

a clear composition of Customer Service Committee is given in SWMO-02 as under:

- a. a chairman appointed by the Regulatory Authority from its own staff
- b. two member from either SIDA or AWBs and
- c. Two members from FOs.

It has also been given on SWMO-02 that the above mentioned persons should have experience and capacity in water management. In SWMO-02 there is nothing regarding the status or qualification for the members and Chairman of CSC, were as the draft proposal envisages persons with high qualification and strong background such as from IPD or reforms agencies which is totally against the actual composition described in SWMO-02. It is suggested to re-write and follow the composition of CSC as per SWMO-02. Further the Customer Service Committee shall be appointed by RA, it would not be elected therefore there shall be no secretary or any other designations are allowed. Currently 03 customer services committees in all 03 reaches of Nara Canal AWB and one in each AWB (Ghotki and Badin) can be established.

7. Preliminary action plan for setting up of RA.

Point 7, the newly appointed RA Board will undertake the recruitment of the Managing Director, where as as per SWMO-02 section 12 is mutatis mutandis applicable on Section 76, sub-section (2).

According to section 12 of SWMO-02 SIDA shall be managed by a Board of Management consisting of the Managing Director and such number of General Managers as may be appointed by the SIDA on the advice of a committee comprising four members of SIDA, provided that atleast one of them shall be an elected member.

There are no elected members in Regulatory Authority. Therefore this section may be got amended before initiating the process for establishment of RA.

Proposed TORs:

Managing Director RA.

- Secretary to the Board of RA
- Supervise the GMs
- Manager and stimulator of the development and quality of the performance of the RA
- Sets policies and formulates regulations as per SWMO-02 for the institutions listed in SWMO-02
- Advises GOs, SIDA, AWB on serious water issues and defaulters (non-compliances of SWMO-02)
- Monitors all regulatory and customer orientated services
- Maintains close coordination and establishes working relationship with Chairman and MD SIDA.

General Manager Regulatory Affairs.

- reports to MD RA
- supervise staff of Regulatory Affairs Branch
- develops business regulations for and establishes Tribunals, CSCs
- set standard for regulation and arbitration aiming at transparency , cost effectiveness and acceptance
- prepares drought management plans
- ensures registration of FOs as set Standard and Time under SWMO-02
- asses and approves the business proposals of SIDA, AWB and FOs
- review and update all the regulations (Registration, IDMT, Elections etc) prepared and signed under SWMO-02

General Manager Communication.

- reports to MD RA
- supervise staff of Communication Branch
- develops and implements procedures and policies for public disclosure of information
- develops and implements strategies to communicate and respond to Gos, water customers and stakeholders on annual/ quarterly accounts, reports , projects , policies of RA, SIDA,AWBs
- participates in press briefings, media campaigns and de-briefings
- ensures implementation of SIDA communication strategy
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General Manager Corporate Services.

- reports to the Managing Director RA
- Supervises the staff of the Corporate Service Branch

- Sets standards for Finance and Accounting, HRM &D, IT
- Develops and ensures internal business procedures
- Reviews and comments business plans submitted by SIDA, AWB and FOs
- Supervises capital expenditure (if any)
- formulates policies for defaulters (Abiana, commercial & non-commercial)
- fixes charges to recover dues from a customer in respect of water supplies and drainage service provided by SIDA, AWB and FOs
- monitors working performance of CSCs, Tribunals and implementations of Contractual agreements between the institutions listed in SWMO-02

S#	Main Regulatory Functions	Proposed
1	Financial regulations: Pint 03, Fix maximum charges	Fix maximum charges in respect of water supplies and drainage services provided by SIDA, AWB or FOs.
2	Financial regulations:	A point after 03 may be added as: Pay reasonable compensations and take actions to any third party who has sustained any loss on the breach of duty by SIDA, AWB or FOs.
3	Arbitration and trouble shooting: Point 02, appoint acting chairman	Appoint acting chairman in case of non-functioning of any institution under SWMO-02 mentioning in Chapters II, III, and IV.
4	Arbitration and trouble shooting:	A point may be added after 04, as: Issuance of notice to SIDA, AWB or FOs on violations of any provisions under SWMO-02
5	Arbitration and trouble shooting: Point 01, establish Tribunals and Field Services Committees	The point may be reproduced as: Establish Tribunals and Customer Services Committees. Because, SWMO-02 has provision to establish Customer Services Committees in each AWB.
6	Communication: Point 04, undertake research and special projects	As per SWMO-02 there is no provision on Research or Special Projects to be undertaken by RA. Points may be added as: <ul style="list-style-type: none"> • Quarterly and annually managed accounts to be sent to Governor. • Quarterly and annually managed accounts shall be regularly publish in local news papers and made available on internet.