Improving Service Delivery

Democratisation of Water Management

The Tamilnadu Experiment

Change Management Group

TWAD Board, Chennai, INDIA
Tamilnadu State - Profile

Total Area : 130,059 sq.km
Administrative units : 30 Districts
Population : 62.406 million
Argentina : 39.54 million
Bolivia : 8.86 million

TWAD BOARD - Exclusive mandate to provide drinking water across the state.
Difficulties in the Sector

The water Sector has been impacted by two realities:

- **Growing Water crisis**
  - Crippling effect of continuing drought
  - Over exploitation of ground water and lack of conservation
  - Unsustainable investment & systems

- **Identity Crisis**
  - Narrow interpretation of Mandate (TWAD)
  - Old supply driven approach being challenged as unsustainable
  - Challenge from International Funding Agencies

The challenge before the Water Management System is to Transform or Perish!
OBSTACLES

1. Individual/Group:
   - Resistance to change
   - Reluctance to share power
   - Entrenched habits and inter relationships

2. Organisational
   - Bureaucratic systems and practices
   - Weak accountability & incentive systems
   - Lack of internal anchor
   - Supply side focus

3. External
   - Clientelism and patronage
   - Lack of demand and information
   - Hesitation to develop and explore new governance paradigms
## Democratisation of Water Management

<table>
<thead>
<tr>
<th>Within Organisation</th>
<th>Theme</th>
<th>With Community</th>
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<tbody>
<tr>
<td>Free Flow</td>
<td>Information</td>
<td>Transparent</td>
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<td>Deliberated</td>
<td>Choice</td>
<td>Democratic</td>
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<td>Involved</td>
<td>Decision Making</td>
<td>Participatory</td>
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<tr>
<td></td>
<td>- Consensual</td>
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<td>- Equity Based</td>
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<tr>
<td>Shared Responsibility</td>
<td>Accountability, Responsibility &amp; Ownership</td>
<td>Collective Ownership</td>
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The Transformation path

Self Critical and open process of exploring shifts in ...

- Roles and functions
- Relationships
- Values
- Partnerships of
  - Water Managers
  - Community
  - Stakeholders
The Intervention Design
triggering inner minds

Workshop themes:

- **Breaking Barriers - Building Bridges**
  a process of exploring personal boundaries, sensibilities and values

- **Confronting Challenges - Creating Convergences**
  exploring issues of collective living and survival

- **Synergizing Strengths - Strategizing Success**
  synergising energies and strategizing for success

- **Koodam** - A traditional cultural & Social space within which all persons are treaded equal.
The churning process of the Workshops threw up a fresh perspective which came to be adopted as …

**The Maraimalainagar Declaration**

We the TWAD engineers after extensive deliberations unanimously declare that:

Before taking up any new schemes

- We will evaluate the existing schemes and ensure that the schemes are put into optimal use first
- Rehabilitation will be undertaken wherever necessary along with revival of traditional sources
- We will all also aim at 10% higher coverage within the same budget
Change Management Group

• To evolve consensus across the organisation on the Maraimalai Nagar Declaration

• To be an in-house group to dialogue and deliberate with the rest of the system

• To nurture change:
  - **People oriented** – Institution building, involving school children & women SHG, community WS & S village plans, community water management
  - **Task Oriented** – Settlement of Audit objections, improved MIS, e-group formation
  - **Process Oriented** – Koodam internalisation & broad basing, Newsletter
Our Dream, Our Vision ....

“Secure Water for all, for ever”

• Conservation of nature as a guarantee for future water
• Vibrant, revived and recharged water bodies
• Assured, equitable and sustainable water for all
• Successful community managed water supply system through active participation of all especially women and poor
• Safe disposal of solid and liquid waste for clean and healthy environment
• Cost effective technology options to ensure local sustainable management
• Formation of Common Water Regulatory Authority for judicious use of water for all sectors
Democratisation of Water Management Project

Outcomes:

- **Contribution**: $0.30 million (Rs.13 million) by 34,437 Households
- **Investment cost**: Reduction by 40 - 50%
  (Project - Rs. 1555/- per HH, Regular Scheme - Rs.4436/-)
- **Low cost options**: 50% of schemes are Rehab., EPL, additional source
- **Savings**: Savings between 8% to 33% achieved over the regular budget
- **Last Mile Targeting**: 65% of schemes were for groups where majority were Below Poverty Line including Scheduled Castes.
- **Sustainability**: Conservation, 70 GWR, 150 revived water bodies, self management
QPA - External Process & Outcome Evaluation

Utilizing Existing Infrastructure

Village Water Committee Perspective

- **New Overhead tanks**: 22% CMG Settlements, 33% Control Settlements
- **Repair and re-use of existing overhead tanks**: 24% CMG Settlements, 4% Control Settlements
**Water Conservation**

**Village Water Committee Perspective**

**ACTION:** Water committee has implemented one or more conservation suggestion made by the Engineer

**STEP TAKEN:** Supply hours regulation, pumping hours reduction, preventive maintenance started.
Committee Functioning: Meets regularly, dalit and women members attended, one or more decision implemented.

Mode of Functioning: Consults women, dalit & other community representatives to identify problems, choose & implement solution.

Decision-Making: Democratic; All members able to discuss and decide on most issues.

Participation by Women: Attends meeting regularly; has influenced one or more issues.

Participation by Dalits: Attends meetings regularly; has influenced one or more.

Implementing Decisions: Water Committee has implemented one or more of the decisions.
Women’s involvement in effective M&E
(Focus Group Discussion with Women’s Group)

0: Minor tap stand level problems (pipe leakages, broken taps, etc.) experienced but group does not complain and no remedial action (problem remains)

25: Women’s group complained after some time (not promptly), but still no action taken

50: Women’s group members has complained to VP/VWSC promptly, response came but was delayed

75: Women’s group complained, problem resolved quickly by VP/VWSC

100: All repairs carried out immediately either by VP/VWSC or organised by women’s group
**Community Participation**

**Village Women’s Perspective**

**DECISION MAKING:**
Women representatives attended VWSC & involved in taking decision

- CMG settlements: 48%
- Control Settlements: 4%

**TARIFF SETTING:**
Women participated in tariff decision.

- CMG settlements: 50%
- Control Settlements: 8%
Engineer’s Attitudes & Actions
Village Women’s Perspective

- **VILLAGE VISITS:** Regular, meets & interacts with women’s groups
  - CMG settlements: 76%
  - Control Settlements: 25%

- **BEHAVIOUR:** Behaves as a community member, provides dalits & women space to talk, listens more, etc.
  - CMG settlements: 85%
  - Control Settlements: 8%

- **ACTION:** Consults women to identify problems, choose & implement solutions
  - CMG settlements: 61%
  - Control Settlements: 8%
Engineer’s Attitudes & Actions
Dalit Perspectives

- **VILLAGE VISITS**: Regular, meets & interacts with dalit households
  - CMG Settlements: 66%
  - Control Settlements: 33%

- **BEHAVIOUR**: Behaves as a community member, provides dalits space to talk, listens more, etc. at village meetings
  - CMG Settlements: 45%
  - Control Settlements: 11%

- **ACTION**: Consults dalits to identify problems, choose & implement solutions
  - CMG Settlements: 34%
  - Control Settlements: 22%
Operation & Maintenance
Village women’s perspectives

MAINTENANCE SYSTEM: Women’s group members complain promptly to Headman or Water Committee and problem is resolved

- 79%
- 39%

REPAIR STATUS: Most problems addressed - by women themselves or through the Headman or Committee

- 65%
- 21%

AWARENESS: Most women are aware of water tariffs

- 50%
- 8%

CMG settlements | Control Settlements
Operation & Maintenance
Dalit perspectives

MAINTENANCE SYSTEM:
Dalits complain promptly to Headman or Water Committee and problem is resolved

45%

REPAIR STATUS: Most problems addressed - by dalits themselves or through the Headman or Committee

40%

CMG Settlements  Control Settlements
We have just begun a long voyage ...

We invite you to join us in our journey.

THANK YOU

Vibhu Nayar I.A.S
L.Vishwanathan
Dr.V.Suresh

On behalf of
Change Management Group,
TWAD Board, Chennai, INDIA
Democracy & The Koodam

*Koodam* - A traditional cultural & social space within which all persons are *treated equal*

Where members relate without distinction based on ...

- Age
  - Status
  - Hierarchy

In which sharing is ...

- Transparent
  - Experiential
  - Self Critical

With Values of ...

- Democracy
  - Consensual decision making
  - Collective ownership
The Emotional Shift

To be part of the solution, first know whether you are also part of the problem!

The Big Debate

“Is TWAD also part of the Water Problem?”

The debate generated very contentious arguments creating a vertical split. However the Koodam enabled honest and at many times brutal self-critique on the extent to which TWAD engineers were actually part of the problem.
## Polling on Core Issues

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<tr>
<th>Sl. No.</th>
<th>Description</th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Over drawal of ground water is a major reason for unsustainable water supply</td>
<td>85</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>More allotment of funds would help sustainability</td>
<td>22</td>
<td>78</td>
</tr>
<tr>
<td>3</td>
<td>Women are rarely consulted and involved in planning a drinking water supply scheme</td>
<td>71</td>
<td>29</td>
</tr>
<tr>
<td>4</td>
<td>Lack of appropriate design causes unsustainable water supply</td>
<td>73</td>
<td>27</td>
</tr>
<tr>
<td>5</td>
<td>Community should have a decisive say in decision making (technology options / costs)</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>With appropriate training and orientation community can handle technical problems</td>
<td>79</td>
<td>21</td>
</tr>
<tr>
<td>7</td>
<td>Lack of consistent policies lead to unsustainable water supply</td>
<td>91</td>
<td>9</td>
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Democratisation of Water Management Project

472 Villages under 145 Self Governments in 29 Districts covering 3.50 million people

- Micro planning - 145 W & S Village Community Master Plans
- Institution Building - 157 VWSCs with *women* as treasurers & representation for disadvantaged
- Involvement of school children – “Our Water”
- Community based system sustainability
- Last Mile Targeting: 65% of schemes were for groups where majority were Below Poverty Line including Scheduled Castes.
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- Revival of Traditional Water Bodies
- Water Demand Management Pilots
- Convergence with line departments in Gram Sabha
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Democratisation of Water Management Project

- **Conservation:**
  “A tree per child” - Tree planting in 110 villages

- **Revival of traditional water bodies:**
  About 140 water bodies like ponds, tanks and wells revived and protected

- **Assured equitable water supply:**
  Assured, equitable and regular water supply in 116 villages

- **Self Management:**
  Controlled water consumption and reduced energy costs (By reducing the Pumping Hours - 10% - 30%)

- **Safe disposal of waste:**
  - Solid waste disposal by composting initiated in 80 villages
  - Household soak pits for liquid waste disposal

- **Roof & Rain Water Harvesting:**
  - Community involved recharge structures
  - 90% of households covered / revived with RWH