

**EXTRACTS FROM TN IAMWARM PAD, ICRR & IEG
AND TNIAMP PAD DOCUMENTS ON
CHANGE MANAGEMENT AND ROLE OF CEC**



Submitted By



CENTRE OF EXCELLENCE FOR CHANGE

**National Key Resource Centre
Ministry of Drinking Water, Govt.
Chennai, India**

Document of
The World Bank

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Report No: 37877-IN

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED LOAN

IN THE AMOUNT OF US\$ 335 MILLION

AND

PROPOSED CREDIT

IN THE AMOUNT OF SDR 99.8 MILLION
(US\$150 MILLION EQUIVALENT)

TO

GOVERNMENT OF INDIA

FOR A

TAMIL NADU IRRIGATED AGRICULTURE MODERNIZATION AND WATER RESOURCES
MANAGEMENT PROJECT

DECEMBER 21, 2006

Sustainable Development Department
South Asia Region

Extracts from the Project Appraisal Document (PAD) of TN IAMWARM Project

In C. APPRAISAL SUMMARY, 4. Social, Page No: 21

Under the project the **important social issues to be addressed** by WRO and allied line departments through WUAs include: (i) ensuring participation, inclusion and enhancing equity, (ii) decentralizing irrigation and agriculture and allied services delivery based on the principle of subsidiarity; (iii) enabling participation of all sections of the community including in particular the disadvantaged sections including women; (iv) improving the ability of farmers to undertake agribusiness activities in coordination with ATMAs, private sector institutions and facilitating Government line departments; (v) support for community capacity building; (vi) **change management, enabling transformation of the WRO and allied government departments into 'facilitators'**. These issues are further described in Annex 10.

In Annex 10: Safeguard Policy Issues, Page No:78.

Change Management. One issue that has remained the focus since the TNWRCP is the importance of changing the mind-set amongst government officials of the WRO to better mainstream environmental and social issues. In the multidisciplinary approach (especially the formulation of MDPU) of the proposed project, Agriculture, Horticulture, Agriculture Engineering, Agriculture Marketing, Fisheries and Animal Husbandry department are actively involved. It is critical that these line departments are able to function as effective facilitators who can link farmers / communities and their WUAs effectively with a range of service providers both in the public and private sectors. For this, a number of alternative and innovative capacity building interventions will be designed, piloted and institutionalized through the project. This will include observation study tours, stakeholder workshops, and Human Resource Development Programs covering results - based management, participatory monitoring and learning, leadership and team building, conflict management etc. The Environmental Cells and PIM Cell at the WRO will be strengthened to facilitate this process.

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the World Bank

Report No: ICR00003679

IMPLEMENTATION COMPLETION AND RESULTS REPORT
(IBRD-48460; IDA-42550)

ON A

LOAN

IN THE AMOUNT OF \$335 MILLION

AND A

CREDIT

IN THE AMOUNT OF SDR 99.8 MILLION
(US\$ 150 MILLION EQUIVALENT)

TO

REPUBLIC OF INDIA

FOR THE

TAMIL NADU IRRIGATED AGRICULTURE MODERNIZATION AND WATER-BODIES
RESTORATION AND MANAGEMENT PROJECT

March 24, 2016

Agriculture Global Practice
Sustainable Development
South Asia

Extracts from the Implementation Completion and Results Report (ICRR) of TN
IAMWARM Project of World Bank

In Para 2.2.2 Effective Implementation Modalities (Page 7)

Para (iv)

Development of an alternative capacity building plan that was introduced in the second half of the project where PIM cells were staffed and strengthened at the MDPU as well as within the four regional offices of the WRD. New staff were hired specifically to work closely with WUA members and to engage **the Center for Excellence in Change (CEC) as the training partner** in conducting joint training events in sub-regional locations. These engaged farmers and engineers in **improving water management, focusing on capacity building in different levels within the department, and on changing attitudes and behaviors.**

In Para 2.2.6 (Page 8)

In early 2013, the Government agreed with the Bank to end the SO program of WUA capacity building, and initiated a new model based on hiring social scientists and community-level organizers as well as investing in the strengthening of the PIM structure within WRD. From 2013 onwards, the MDPU and the Government sanctioned a new approach that fundamentally changed the way WUAs and WRD officers were trained around PIM. For every 100 WUAs, one WUA development team was assigned to be responsible for the capacity building activities. This was done for all of 2210 WUAs that had not completed the SO training program. In a further innovation, the Government agreed to bring on board the **CEC as the principal training and capacity building partner** in partnership with IMTI. **CEC was instrumental in conducting orientation trainings** for the new staff that were hired as well as training of WRD **officers including CAs, Junior Engineers, Assistant and Superintending Engineers.** **This approach was instrumental in reducing inherent mistrust and low levels of ownership of the WUA and PIM process among WRD officers.**

In Para 6. Lessons Learned (Page 32)

6.2 IAMWARM demonstrated the conditions under which the combination of (i) infrastructure; (ii) strengthening water management organizations; (iii) institutional reforms, and (iv) a wide range of agricultural interventions, can be effective in a single project. These conditions include (i) a generally sound project design; (ii) the commitment of the State Government and the consequent engagement of all eight relevant agencies under the coordination of the MDPU; (iii) the joint preparation and implementation of sub-basin plans in which water and agriculture activities are identified and executed in a participatory manner; and (iv) model villages introduced by the project which harmonize community level activities under a water budgeting framework; and (v) **engagement of partner institutions (e.g. CEC) that lead to joint trainings with farmers and WRD officials as well as dedicated behavioral change trainings for government officers.** Although uncertainties remained concerning the institutionalization of some of these coordination mechanisms in the long term, this lesson would be highly relevant to similar projects supporting irrigated agriculture worldwide.

In Para 22. Review of Technologies and Crops Promoted (Page 42)

(c) Capacity Development:

In order to create awareness on water saving and improved production technologies the project organized “**capacity building and change management**” trainings. 18,500 farmers, in 185 batches of 100 participants each, and 3,750 extension personnel, in 125 batches of 30 participants each, were trained. Also, in order to facilitate the adoption of SRI-paddy, 30,000 agricultural laborers were trained for one day on SRI technologies in all the 61 Sub-basins in 300 batches of 100 laborers per batch.

In Para 51. Review of Technologies and Crops Promoted (Page 47)

The main task of the Training Cell is to plan, coordinate and monitor implementation of training programs for the WRD staff through courses and study tours, in-house training and seminars and **change management efforts to modernize the functioning of the WRD.**



IEG
INDEPENDENT
EVALUATION GROUP

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Report No:

PROJECT PERFORMANCE ASSESSMENT REPORT

REPUBLIC OF INDIA

**TAMIL NADU IRRIGATED AGRICULTURE MODERNIZATION AND
WATER-BODIES RESTORATION AND MANAGEMENT PROJECT**

(IBRD-48460,IDA-42550)

July 30, 2019

Financial, Private Sector, and Sustainable Development

Independent Evaluation Group

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Extract from Project Performance Assessment Report of IAMWARM Project by World Bank, Independent Evaluation Group (IEG)

In Summary, Page No: 11,

The project was implemented by eight GOTN agencies coordinated by the MDPU: Water Resources Organization; Departments of Agriculture, Agricultural Engineering, Agriculture Marketing, Horticulture, Animal Husbandry, Fisheries and TNAU. **Implementing officials were provided training in change management to understand the value proposition in their contributions.** There was a conscious and consistent effort by the MDPU leadership and staff to foster collaborative behavior and “convergence” among staff of various departments geared towards the farmer as the focal point of project assistance, with positive attitudinal change and results.

In Borrower Performance, Page No: 25,

Implementing officials were provided training in change management to understand the value proposition in their contributions. **This appears to have had a positive impact on the officials in their interaction and providing support to the farmers.** Line departmental officials told the mission that in addition to developmental work in their disciplines, they also carry out joint visits to the beneficiary sites and have greater awareness of work being done in each other’s functional areas.

In Box 5.1: Fostering Behavior change, Page No: 26,

The project supported **Change Management Training (CMT)** at a micro level for officials working in 20 villages during 2011 and, based on the success of the experiment, decided a medium-scale rollout of the program in 2014. A study* of the impact of this training found that officials who received specialized CMT are perceived by the community as having different attitudes and behavior compared to officials who have not had such training. Specifically, villagers felt that officials with specialized CMT visit more frequently; visited more often with officials from other

participating departments; visited more often whenever there is a need; meet more stakeholders including small and marginal farmers; met all beneficiaries; discussed project interventions and gave information on various relevant issues such as farming, water management or overall development of the village; and answered villagers' queries.

The mission was broadly able to corroborate these findings from discussions with government and village officials and farmers. The study found that officials are no more viewed as symbols of 'authority' by the villagers when they participate in the meeting, and this change has happened from the way the officials conduct themselves on such public occasions. As perceived by the community, they tend to behave more like part of the community, sit along with the farmers, give 'respect' to farmers, discuss issues with the farmers in a 'friendly' manner, and try to help by channelizing the services from other departments also.

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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
PROJECT APPRAISAL DOCUMENT
ON A
PROPOSED LOAN
IN THE AMOUNT OF US\$318 MILLION
TO THE
REPUBLIC OF INDIA
FOR A
TAMIL NADU IRRIGATED AGRICULTURE MODERNIZATION PROJECT

November 8, 2017

Agriculture Global Practice
South Asia Region

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In Subcomponent A.4: Convergence for Improved Service Delivery

Para 42 (Page 12)

The convergence for service delivery by all departments involved in the water sector is critical and will be promoted by establishing and strengthening the Single Window Information and Knowledge Centers (SWIKCs) in selected model villages, providing administrative and operation cost support for the field staff, and facilitating **Community Collaborative Water Management (CCWM) at the village level, which was successfully pioneered along with the Center of Excellence in Change (CEC) in the TN IAMWARMP**. The CCWM will sensitize the community about the water balance and SMART (specific, measurable, attainable, realistic, and timely) agriculture in the model villages and enable them to draw up a community-level action plan for sustainable and optimum use of water. Model villages will be created in each sub-basin through the establishment of the SWIKCs. **Extensive capacity building for officials and community and team-building support will be initiated and formalized to ensure sustainable convergence.**

In Para 66 Implementation of Subcomponents A.1, A.3, and A.4 (Page 19) and also in Para 6 of Page 57

These three subcomponents will be primarily implemented by the WRD with support from other participating agencies in the formation and capacity building of the WUAs. The PIM Wing in the office of the Engineer-in-Chief (E-in-C) will lead the efforts in the formation, capacity building, and monitoring of performance of the WUAs. Synergies with other participating agencies will be pursued. The PIM Wing will recruit individuals, experts, and field-level staff for mobilizing and assisting in training farmer members of the WUAs. The WRD will be establishing the SWIKCs, which will be managed by the WUAs. Utilization of ICT platforms will be integrated across the WRD offices and central and regional PIM Wings for direct use by the WUA members. The SWaRMA and the IWS under the WRD will be responsible for policy analysis, expanding knowledge base, and providing technical support for water resource management. **Further, extensive change management interventions**

and training to tackle service delivery and convergence challenges will be carried out at all levels.

In ANNEX 1: DETAILED PROJECT DESCRIPTION

Para 20 Establishing new WUAs under the TNIAMP and strengthening their capacities (Page 46)

The project will assist in establishing and strengthening around 3,200 WUAs in the project areas, and the activities will include conducting elections and WUA mobilization and initial operational capacity building of new WUAs within the selected 66 sub-basins of the TNIAMP. Training of these WUAs will focus on orienting the WUAs on the PIM concept, roles and responsibilities of the WUAs and specific officer roles within the WUA, water-saving techniques, opening of bank account, and other WUA functional aspects. These **modules have already been prepared and executed by the Tamil Nadu Irrigation Management Training Institute (IMTI) in partnership with the CEC under the TN IAMWARMP**. The PIM Wing at the E-in-C office and the regional PIM Wings will coordinate these activities. Initially, the PIM Wing will need to hold elections for the WUAs in a phased manner. There will be four phases, and each phase will elect 800 new WUAs for a total of 3,200 WUAs.