

Improving Service Delivery

Democratisation of Water Management The Tamilnadu Experiment



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Tamilnadu State - Profile



Total Area : 130,059 sq.km
Administrative units : 30 Districts
Population : 62.406 million
Rural : 36.180 million
Urban : 26.226 million

**TWAD BOARD – Exclusive mandate
to provide drinking water and
drainage across the state.**

Challenges facing the sector

The water Sector has been impacted by two realities :

- **Growing Water crisis**
 - Over exploitation of ground water
 - Lack of conservation
 - Recurrent drought
 - Unsustainable Systems & Investment
- **Identity Crisis**
 - Narrow interpretation of Mandate (TWAD)
 - Old supply driven approach being challenged as unsustainable
 - Questions from Civil Society

The water crisis persists despite a decade of reforms !

... beginning of the experiment . .

The Transformation path

In 2004 TWAD Board began a self critical and open process of exploring shifts in

- Roles and functions
 - Relationships
 - Values

Aimed at

- Attitudinal transformation
 - Perspective change
 - Institutional reorientation

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

Anchoring the Intervention

- ❖ **Workshop:** **Space** for exploration
- ❖ **Village:** **Site** for experimenting with learning
- ❖ **Work space:** **Sphere** for integrating learning into formal systems

At

- **Individual**
- **Organisation**
- **Institutional levels**

The Emotional Shift

The Big Debate - " Is TWAD also part of the Water Problem? "

Polling on Core Issues

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

The churning process of the Workshops threw up a fresh perspective which came to be adopted as ...

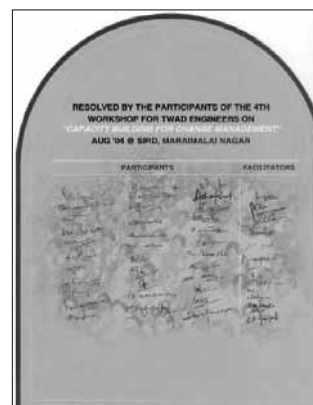
The Maraimalainagar Declaration

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
- Revival & Rehabilitation of traditional sources will be undertaken wherever possible.

We will also aim at 10 % higher coverage within the same budget.



Impacting the Formal Organisation - Formation of 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 :

. . . Voluntary

. . . invest personal time

. . . no financial compensation

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

Main Outcomes

Shift 1: Choice of Technology Option:

- 59% were low cost schemes
- 30% focused on Rehabilitation of existing infrastructure



Shift 2: Finding more cost effective solutions:

- Based on the above choice, Average Capital cost / HH :
- Project-Rs 1555;and Regular schemes-Rs 4436 (40% reduction)
- 41% schemes < Rs 1000 and 10% schemes alone > Rs 3000

Shift 3: Towards community Involvement:

- A cash contribution of 14.20 million by about 56,000 HHs



50% villages had supply level < 20 lpcd; 34% between 20-30 lpcd & 16% between 30-35 lpcd

Main Outcomes contd.

Shift 4: Towards savings: Savings between 18% (Namakkal) to 44% over the annual budget in line with **Marai Malai Nagar Declaration**

Shift 5: Towards Conservation and Sustainability:

- Construction of 45 recharge structures;
- Revival of 120 traditional water bodies;
- More than 12000 tree saplings planted;



Tank Revival - Theni

Main Outcomes contd.

Shift 6: Towards reducing O&M expenses:

Assured, Regular and Equitable supply
Reduction in O&M expenditure by 25% and
Improved revenue generation by 70%



Shift 7: Reaching the Unreached:

Response of Women Groups :

Engineer Visit village regularly - 76%
Behaved as community member – 84%

Response of Dalits:

Engineer Visit dalit areas regularly - 78%
Provide space for participation – 80%
Collective solutions to WS issues – 57%



Internalising Change Spreading in the formal organisation

On 30.4.2006, We the TWAD* Engineers resolve as follows:

- **Henceforth all the MNP schemes (2006-07 financial year onwards) will be taken up for implementation with community participation.**
- **In order to achieve the TWAD vision of “ Secure water for all, forever” each Engineer will take up one village per year for implementation of Total Community Water Management.**
- **The Executive Engineers in urban sector volunteer to take up system improvement in 15 towns in consultation with the local bodies.**

* Board Order no: F 706 / CP / AE(6) / R / PM / Dated: 12-06-2006

Expanding Horizons

Maharashtra. . .

TWAD Board was invited by **MJP** for Conducting Change workshops seeking to arrive at a New perspective and Internal vision (covering 150 participants from all levels - May 2006, Thane)



The MJP staff resolve themselves in the workshop as below:

“ We the MJP family members resolve that

- We will aim to rehabilitate non-functional schemes and try to solve the problems in village water supply schemes functioning. We voluntarily come forward to do this.
- We strive to serve assured, equitable & safe water to the public at the lowest possible price.
- We Undertake to conserve water and environment.”

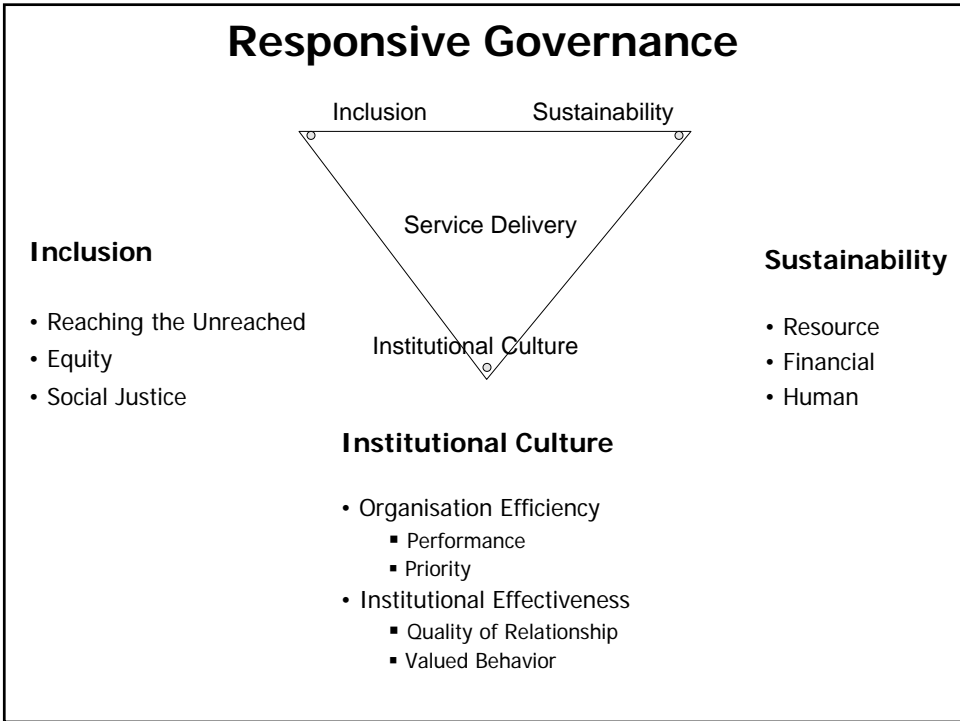
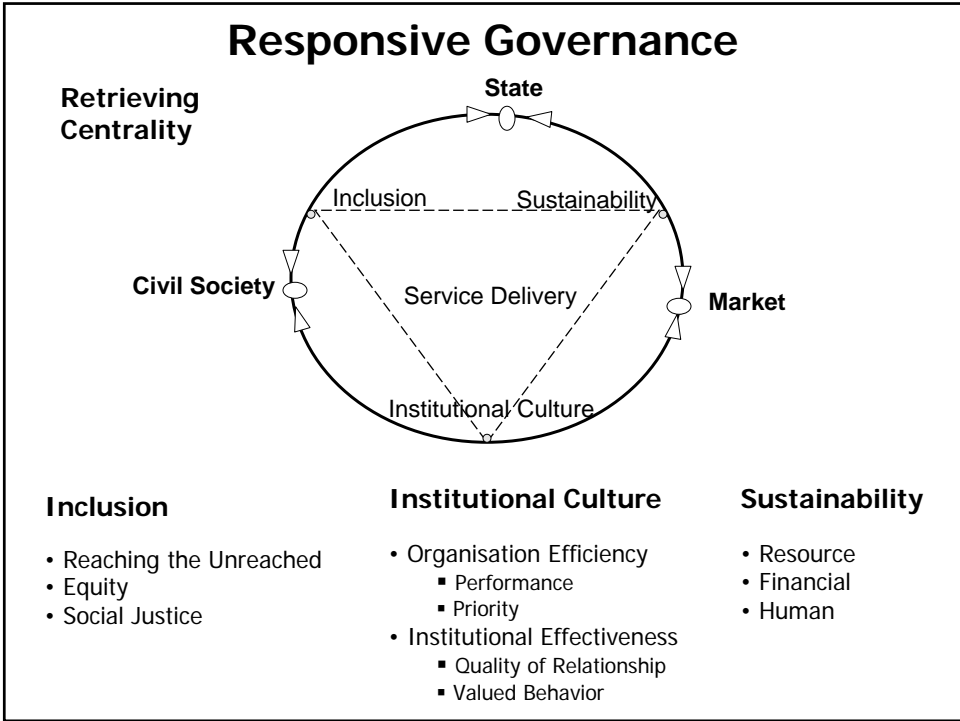
Paradigm Shift

➤ Missing Core

- Social Dimension of Exclusion
- Sustainable Service Delivery
- Institutional Culture & Practice

➤ Triggers for Change

- Social Movement
- Political Pressure
- Internal Thrust



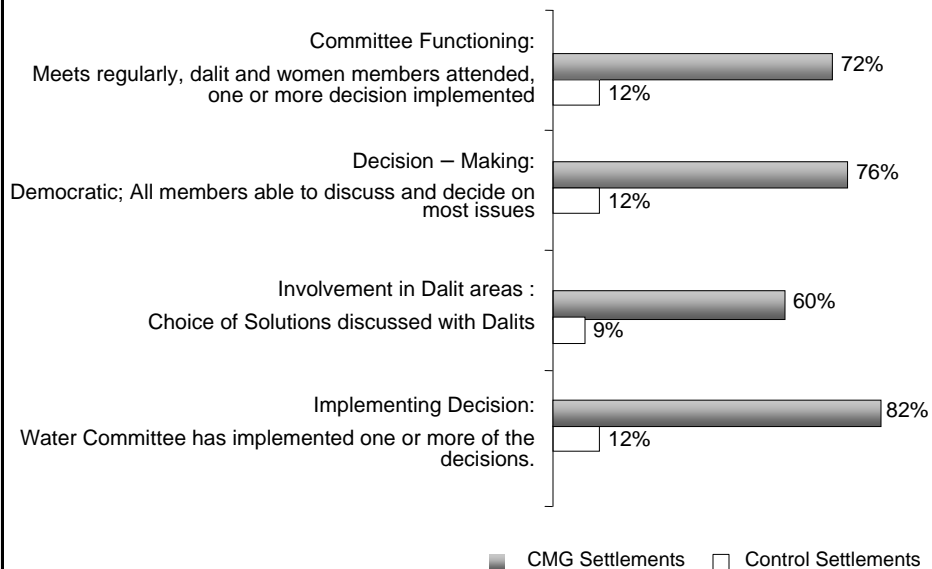
Process & Outcome – External evaluation

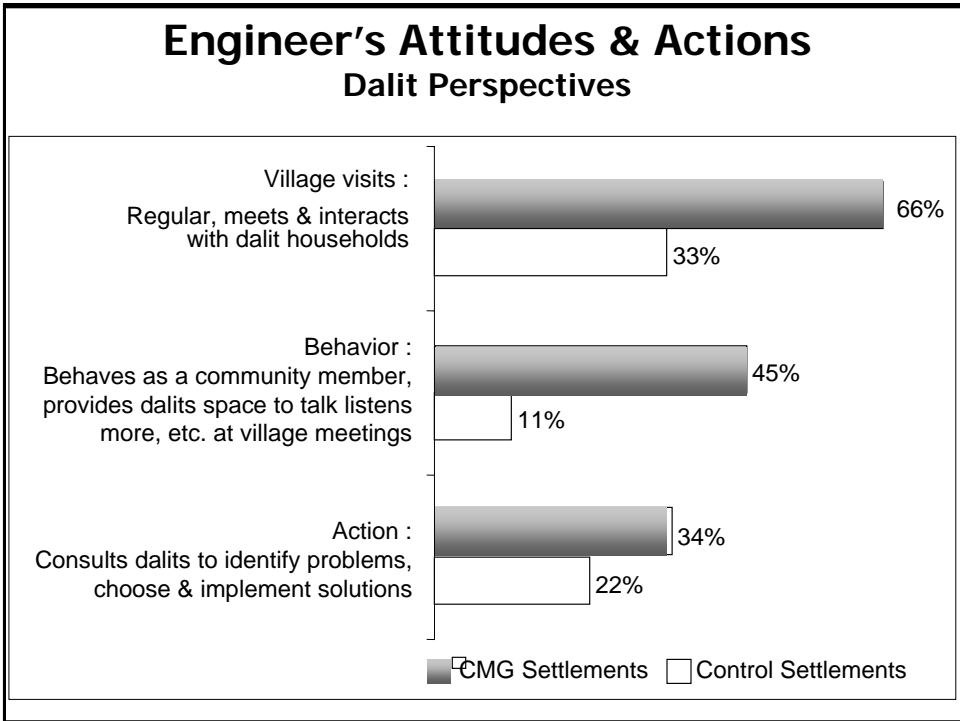
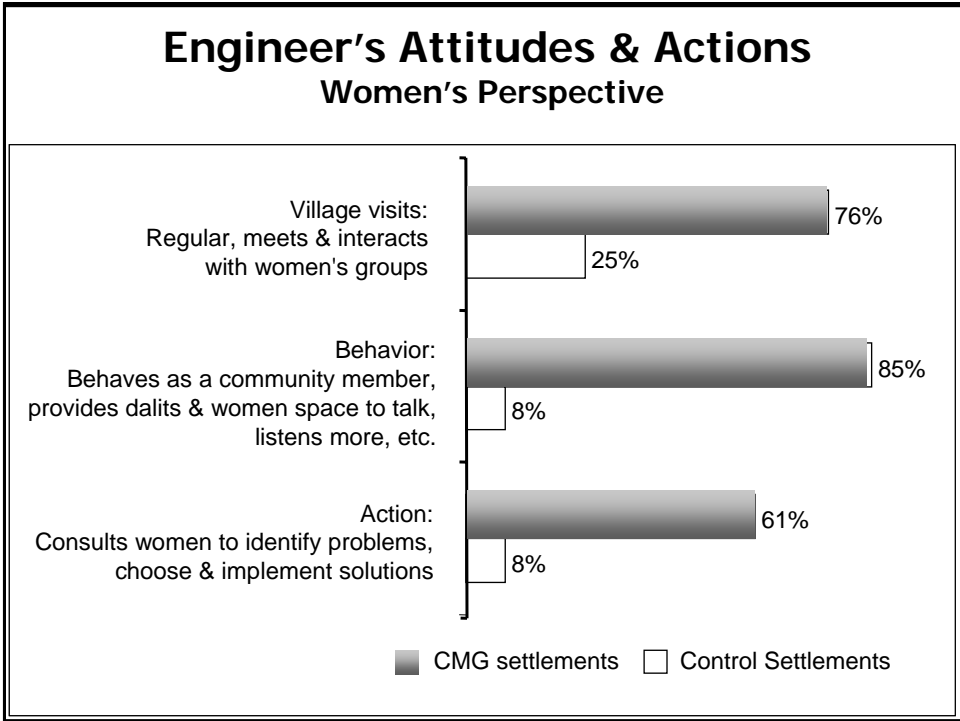
With the support of **UNICEF** and in collaboration with **Poverty Action Lab, MIT, Cambridge.**

Studies (QPA & Randomized trials)

1. Community perspective on the impact of Change Management training to Engineers, on village water transaction.
2. Assess the impact of community based interventions and user charges on water management practices and sustainability.
3. Intensive learning review

Community Participation Village Water Committee Perspective





**A small body of determined spirits
fired by an unquenchable faith in their mission
can alter the course of history - Mahatma Gandhi**



On behalf of
CMG, TWAD Board

Democratisation of Water Management

Within Organisation	Theme	With Community
Free Flow	Information	Transparent
Deliberated	Choice	Democratic
Involved	Decision Making - Consensual - Equity Based	Participatory
Shared Responsibility	Accountability, Responsibility & Ownership	Collective Ownership

