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Can Irrigation Institutions Perform Better?

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Session 1: Revitalizing Irrigation Performance: Lessons from the Region
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Why the need to modernize?

Key issues:

- Society is changing
- Farming systems are changing
- Better educated and more demanding water users
- New technologies available
- Performance has to improve – cannot afford to waste productive potential
- Cannot continue with build-neglect-rehabilitate-neglect scenario
- IAs often have outdated working practices



Managing change



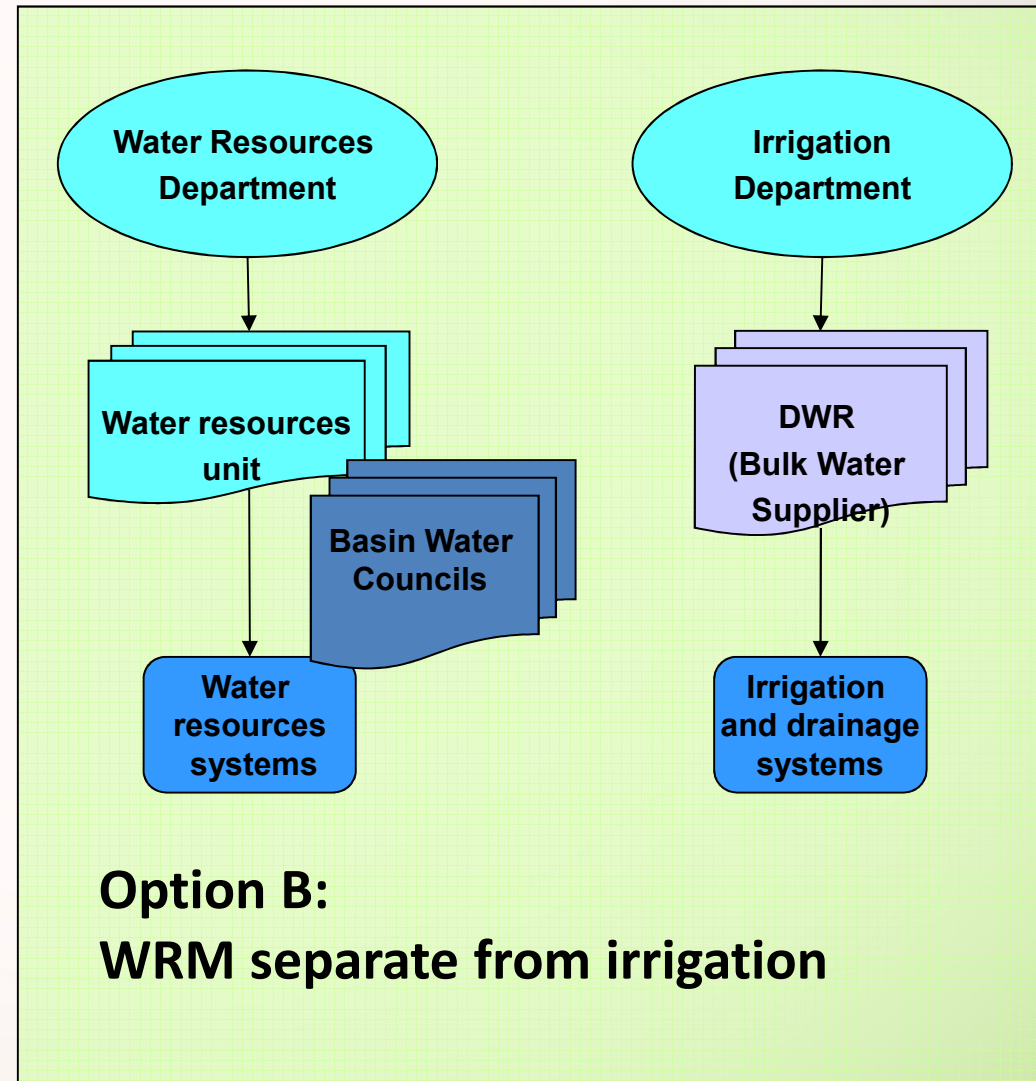
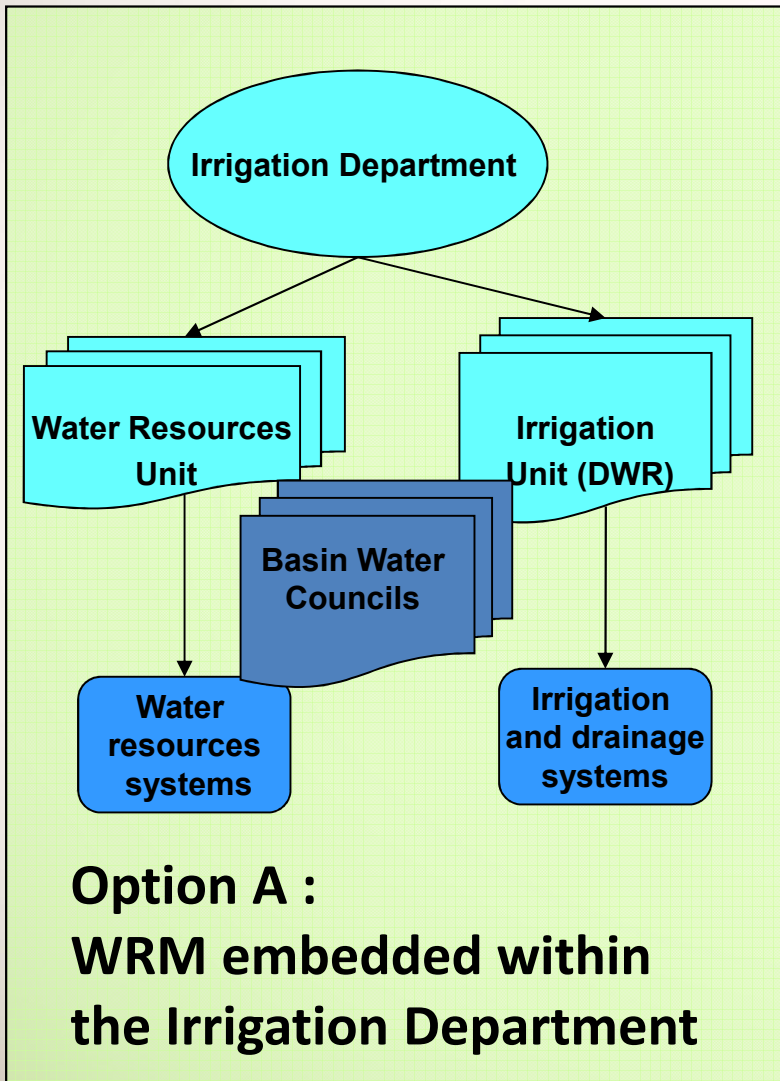
- Understand the need and benefits of change
- Leadership must come from the top
- Manage politicians – engage in change process but keep out of management
- Have a long-term vision, strategy and action plan
- Have champions of change in the organization
- Recognize, reward and publicize achievements
- Institutionalize success

Key components of change

- Convert from supply to demand driven
- Focus on performance
- Educate & train irrigation professionals
- Modernize data collection, processing, analysis and reporting processes
- Increase water user engagement in MOM
- Secure adequate finance for MOM
- Separate construction from management
- Consider alternative management structures



Separate water resources and irrigation management



Engage with key stakeholders

- Improve performance along the supply chain
- Transform PIM into IMT
- Water users are customers and clients; NOT beneficiaries
- Permit WUAs to set, collect and use ISF
- Separate governance from management – hire staff for MOM
- Strengthen M&E and increase transparency and accountability

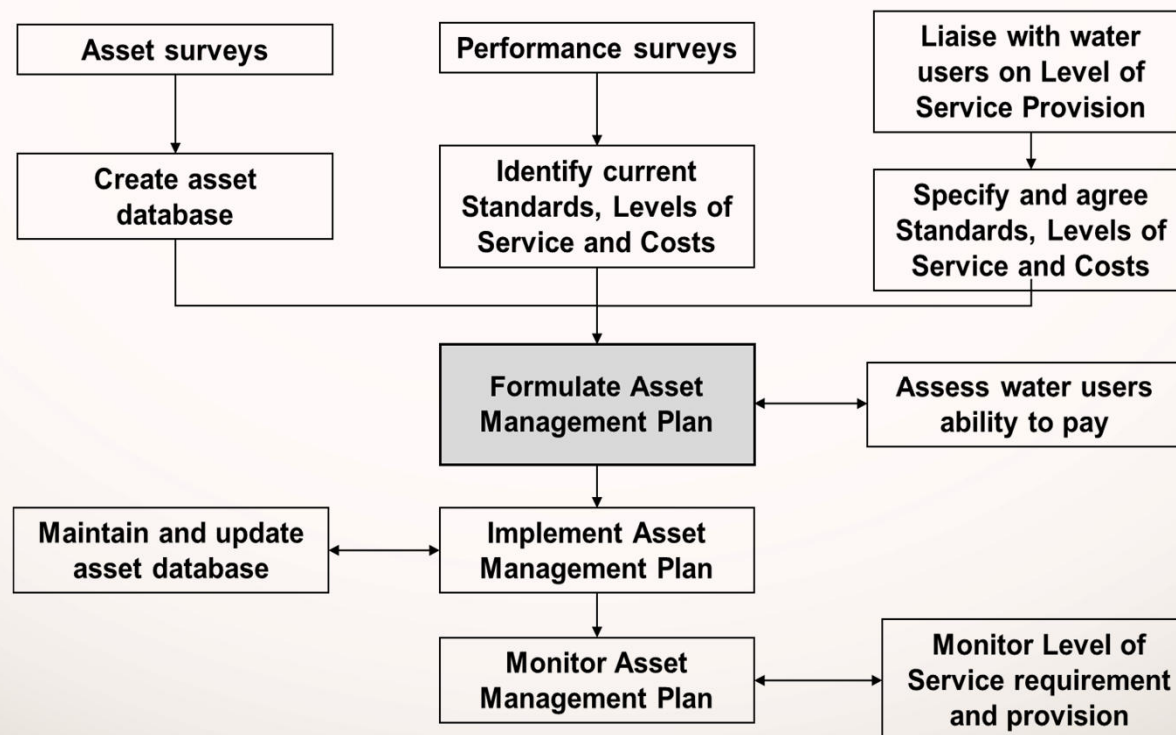


Constraints

- Lack of vision, understanding of the need for change, and opportunities available
- Resistance to, and fear of, change
- Lack of change management knowledge and skills
- Significant administrative difficulty in restructuring government agencies
- Lack of financial resources and guidance
- Lack of expertise within the agencies (e.g. IT systems)

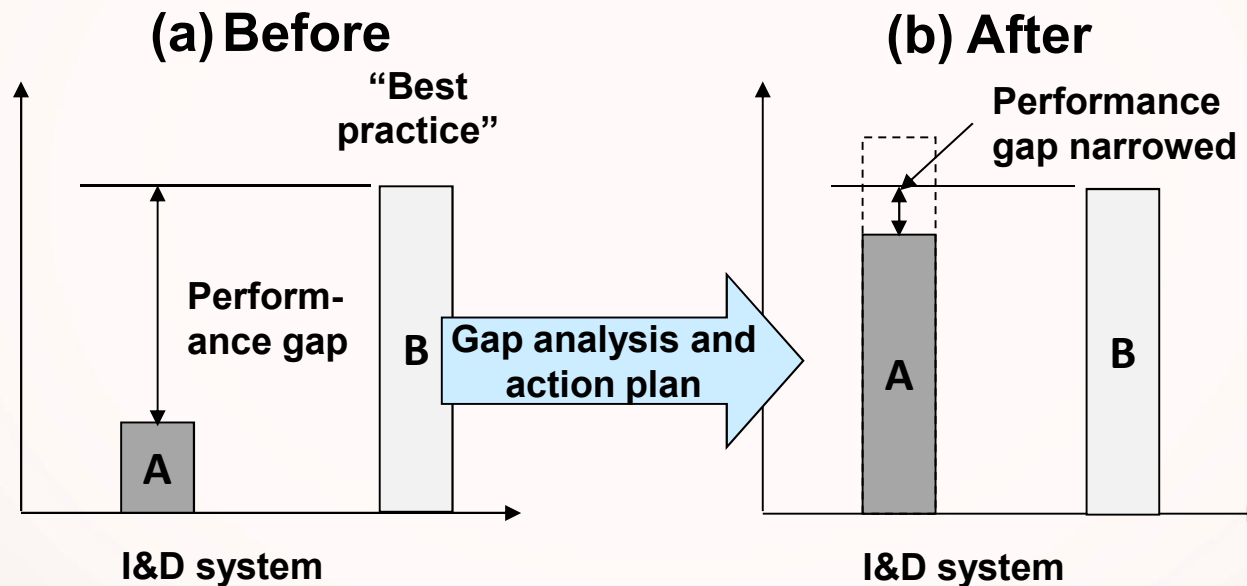
Some tools

- Basic business management approaches and tools – strategic planning, value chain analysis, change management, etc.
- Asset management



Some tools

- Performance assessment
- Benchmarking



- Cost-reflective charging
- Information symmetry