

SBF Project Completion Note**India: West Bengal Major Irrigation and Flood Management****1. Project Information**

Project ID:	P000054
Responsible department:	PSC1
Borrower:	Republic of India
Implementing Agency:	West Bengal Irrigation and Waterways Department
Financing type:	Sovereign-Backed Financing
Instrument type:	Loan
Member:	India
Sector:	Water
E&S category:	B
Overall rating:	Successful
Effectiveness Assessment:	Effective
Relevance Assessment:	Highly relevant
Efficiency Assessment:	Efficient
Sustainability Assessment:	Likely sustainable

2. Project Development Objectives

To optimize the conjunctive use of surface and ground water for agriculture and reduce flooding in the Project area.

3. Key Dates

Approval:	12/12/19	Signing:	05/15/20
Effective:	08/11/20	Restructured (if any):	
Orig. Closing:	11/30/25	More Restructured dates (if any)	
Rev. Closing:			

4. Financial Summary (US Dollar million)

Currency:	US Dollar		
Net Commitment:	143.28	Cancelled:	0.00
Disbursed:	140.00	Undisbursed:	5.00

5. Overall rating

Overall rating:	Successful
Executive summary of the completion note:	
The Project substantially met its key objectives by improving irrigation service delivery, strengthening flood risk management, and enhancing climate resilience in the downstream areas of the Durgapur Barrage on the Damodar River across five districts of West Bengal. The Project interventions include modernization of irrigation systems, embankment rehabilitation and desilting, and institutionalization of digital monitoring	

and asset management. Measurable results include full compliance with agreed water-delivery schedules, main-to-distributary supply volume targets, and targeted reductions in flood depth and coverage. These improvements in irrigation service delivery also resulted in a gradual, yet structural, shift from groundwater abstraction toward surface water use, reducing farmers' dependence on groundwater and improving water-use efficiency. The Project introduced innovative performance-based Irrigation Service Provider (ISP) contracting, backed by Key Performance Indicator (KPI)-linked payments and independent verification. An institutionalized public Project Management Information System (PMIS) was developed with various modules covering project administration and monitoring, grievance redressal, water management, and Geographic Information System (GIS)/remote sensing. Remote sensing and GIS were utilized to assess irrigated areas, monitor water use, and verify crop cultivation after each season. These reflect strong outcomes against the Project Objective indicators and demonstrate opportunities for replication beyond the Project area. There were no changes to the Project during its implementation. The Project represents a successful AIIB-World Bank collaboration in India's water sector and lays the foundation for sustained and data-driven service delivery at scale. In conclusion, this overall rating reflects the Project's strong effectiveness in achieving (and exceeding some of) outcome targets, high relevance to strategic and country priorities, robust economic efficiency and the establishment of institutional and operational system that support sustained long-term impacts.

Section I. Effectiveness

Effectiveness Assessment:	Effective
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Overall assessment of effectiveness:

The Project substantially achieved all objectives. On irrigation service delivery, compliance reached 100 percent for both the agreed water delivery schedule under ISP contracts and the bulk-water deliveries from main to distributary canals. A total of 376,448 hectares of irrigated area benefited from the Project. One irrigation contract that serves 14,737 hectares (for lower-order parts, such as field outlet gates and sub-branch canals) could not be implemented for lack of funds, driven by escalated costs and extended work duration that were not foreseen in the Project cost. As the client opted not to extend the Project implementation period, funds were reallocated and prioritized for higher-order systems (main and branch canals). However, as these areas still benefited from the improved main and branch canals, they remained counted as an improvement brought to the overall irrigation system (source: World Bank's Implementation Completion Report, March 2026). Regarding flood risk management, average flood depths at monitoring points were reduced by about 95 percent during a 2.67-year return-period event in 2023 and by about 55 percent during a 14.2-year event in 2024, with about 40 percent less inundated area during the September 2024 event. On climate resilience, groundwater deterioration trends were stabilized. The decline was arrested in at least 50 percent of semi-critical blocks in each groundwater-management area, and no deterioration occurred in any safe blocks. Canal rehabilitation and modernization led to improved irrigation services and, therefore, reduced farmers' dependence on groundwater [IL1.1] as a coping mechanism for unreliable supply of surface irrigation, while improved hydraulic control enabled demand-based irrigation supply. In parallel, flood risk management investments substantially lowered agricultural assets' exposure to recurrent flood events in the Project area. These outcomes

rest on a robust monitoring framework, namely a public PMIS with functional modules, independent Monitoring and Evaluation (M&E) arrangements, satellite-based GIS analytics, and real-time infrastructure data from Supervisory Control and Data Acquisition (SCADA) and telemetry devices. Documented limitations most notably compressed observation window for the full cycle of ISP season in 2024, reflecting the phased rollout of ISP contracts aligned with infrastructure and monitoring readiness, such that a complete, consistent season-by-season performance assessment was only possible late in implementation. Meanwhile, marginal downtime was documented in some Digital Water Level Recorders (DWLRs), resulting in data gaps. Neither issue undermined the overall results, which remained supported by triangulated data and independent verification. Benefits were broadly accessible to intended users, including women and girls, through their participation in village-level Grievance Redressal Committees (GRCs) and targeted training. The institutional gender indicator, which measures the share of women engineers within the implementing agency, did not increase despite new recruitment, as staff turnover offset the intake. Lack of net increase in women engineers was attributed to combination of structural factors rather than project design failure e.g. (i) recruitment was conducted by the Public Service Commission, limiting Project's ability to influence intake numbers or retention; (ii) remote posting practice where newly recruited engineers are typically assigned to remote, flood-prone districts; and (iii) routine transfers and resignations during implementation offset new recruitment, resulting in flat percentage despite intake. There is early evidence of demonstration effects: (a) the performance-based ISP model, as India's first at this scale, improved last-mile service reliability and equity and is being positioned for replication in other states; and (b) the digitalized PMIS and asset-management practice have been institutionalized within the IWD for sustained use beyond Project closing.

Project Objective Indicators**Monitoring end year : 2026**

Indicator Name	Unit of Measure	Baseline	Actual (Current)	End Target
Area provided with new/improved irrigation or drainage services	Hectares	0	376,448	376,448
Compliance with agreed water delivery schedule by ISPs	%	0	100	90
Compliance with irrigation water supply from main canal to distributary canal	%	0	100	90
Rate of reduced flood depth at the monitoring points compared with equivalent flood depth for the period 1999-2017	%	0	54.75	30
Arrest in the rate of decline of groundwater levels in semi-critical blocks in each defined groundwater management area	%	0	50	50
No deterioration of groundwater level trends in safe blocks in each defined groundwater management area	%	0	100	100

Comments:

Intermediate Result Indicators**Monitoring end year: 2026**

Component:

Irrigation Management

Indicator Name	Unit of Measure	Baseline	Actual (Current)	End Target
Three modules of management information system functional	Text	Not functional	Functional	Functional
Grievances registered related to delivery of project benefits that are resolved	Percentage	0	100	80
Of which females	Percentage	0	16	35
Asset management plan prepared	Text	Not applicable	Yes	Yes
Groundwater study completed to the satisfaction of the WB/AIIB	Text	N/A	Completed	Completed
Percentage of women engineers recruited by IWD	Percentage	4.5	4.5	7

Comments:

Component:

Modernization of Irrigation Infrastructure

Indicator Name	Unit of Measure	Baseline	Actual (Current)	End Target
Length of main canals modernized	Kilometers	0	182	166.9

Comments:

Component:

Flood Management

Indicator Name	Unit of Measure	Baseline	Actual (Current)	End Target
Length of river embankment rehabilitated	Kilometers	0	132.5	111

Comments:

Component:

Project Management

Indicator Name	Unit of Measure	Baseline	Actual (Current)	End Target
Number of project monitoring reports submitted on time annually	Number	0		4

Comments:

Achievement of Project Results - Component {x}:

Section II. Relevance

Relevance Assessment: Highly relevant

Alignment with AIIB's Strategic Priorities:

The Project's objectives are highly consistent with AIIB's strategic priorities and mission of fostering sustainable growth through climate-resilient and technology-enabled infrastructure. It modernized irrigation and flood-management systems in the Project area to address climate-induced hydrological variability while improving the reliability of water services for farmers. It modernized irrigation and flood-management assets while embedding digital systems (PMIS, GIS, and SCADA) for real-time operations. Therefore, operationalizing data-driven asset management and water service oversight in line with AIIB's emphasis on technology as an enabler of sustainability and efficiency. In this respect, the Project directly reflects AIIB's Water Strategy Guiding Principle 4 (adoption of innovation) through the systematic use of remote sensing, telemetry, and digital dashboards for performance monitoring and decision-making. The operation also introduced performance-based ISPs with KPI-linked payments and independent verification, advancing AIIB's Water Strategy Guiding Principle 3 (mobilizing private capital and efficiencies) by leveraging private-sector operational capacity to improve service accountability and cost-effectiveness in irrigation management. In terms of development impact, the Project directly supports climate adaptation in the water sector through measurable reductions in flood depth and inundation, groundwater sustainability outcomes, and a structural shift from groundwater to surface water during the Kharif season. These outcomes align with AIIB's focus on resilience and closing critical gaps for vulnerable users. Altogether, these features satisfy a highly relevant criterion: objectives that are materially significant to AIIB's strategies and demonstrate effects through the ISP model and institutionalized digital governance.

Alignment with Member policies, subnational planning and stakeholder needs, including changes to project objective and design:

The Project is fully aligned with India's national policy framework, including the National Water Policy (2012), the National Disaster Management Plan (2016, updated 2019), and the National Action Plan on Climate Change

(2008)/updated Nationally Determined Contribution (2022), by prioritizing efficient and equitable surface-water delivery, flood risk reduction, and climate resilience in agriculture and water source management. At the subnational level, the Project responds to the Government of West Bengal's State Action Plan on Climate Change (2012, updated 2017) and to IWD's strategic priorities in the Project Area, where aging irrigation infrastructure, tail-end deprivation, and recurrent flooding are prioritized for investment. The Project interventions were designed to address the following stakeholder needs. Design features such as prioritizing canal rehabilitation, introducing performance-based ISPs, and combining flood-management infrastructure with real-time monitoring were intended to address long-standing service delivery gaps. The phased rollout of ISPs, sequenced to infrastructure and monitoring readiness, reflects an adaptive design responsive to the field conditions. In addition, the establishment of PMIS was designed to strengthen operational decision-making and transparency beyond the Project period. The observed improvements in service reliability, flood exposure, and inclusion at completion provide evidence that these design choices were well matched to stakeholder needs.

Section III. Efficiency

Efficiency Assessment:	Efficient
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Achievement of efficiency, including implementation delays, cost overruns and savings:

The Project was completed within the originally planned timeframe without cost overruns. Disruptions due to the early COVID-19 pandemic and the underperformance of six irrigation packages were resolved through targeted actions. The packages were descoped and re-tendered as smaller lots to attract capable local firms, which was followed up closely with weekly monitoring meetings and strengthening the Project Management Consultant (PMC). These corrective measures stabilized the implementation by 2023 and enabled the timely delivery of canal modernization and flood management works without extending the closing date. Economic efficiency remained high, with an ex-post Economic Internal Rate of Return (IRR) of 20.6 percent, an Economic Net Present Value (ENPV) of USD 164 million, and a Benefit-Cost Ratio (BCR) of 1.52, all robust under sensitivity scenarios (source: World Bank's Implementation Completion Report, March 2026). Administrative efficiency was high, reflected by consistent fiduciary compliance and the integration of digital monitoring and decision-making systems (PMIS, GIS, SCADA). Overall, the Project was delivered on time and on budget, with innovative cost savings, strong economic returns, and early resolution of bottlenecks, consistent with the Bank's criterion of Efficient.

Section IV. Sustainability

Sustainability Assessment:	Likely sustainable
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Implementation of project-specific Environmental and Social (E&S) instruments, such as the Environmental and Social Action Plan (ESAP), including the establishment and operation of a project-level Grievance Redress Mechanism:

At appraisal, the Project was classified as Category B, consistent with the World Bank's classification of 'Substantial'. The Project triggered the World Bank safeguard policies on Environmental Assessment, Natural Habitats, Pest Management, Physical Cultural Resources, Indigenous Peoples, Involuntary Resettlement, Safety of Dams, and Projects on International Waterways. The World Bank rated the E&S safeguard performance as Satisfactory throughout implementation. Consistent compliance was again strengthened through the mobilization of close supervision of contractors' Environmental, Health, and Safety (EHS) actions. One Occupational Health and Safety (OHS) fatality was reported in October 2022, involving a tractor accident attributed to worker fatigue. A root-cause analysis was undertaken, and corrective measures were implemented, including stricter limits on working hours and enhanced monitoring of labor and equipment operations. Compensation was provided to the victim's family in accordance with applicable regulations. Resettlement Action Plans achieved 100 percent compensation to 1,342 affected people. No waivers to any policy or requirements were requested or granted.

Under Component C of Flood Management, dam safety oversight and environmental management were strengthened. Safety reviews, inspections, and automation at key hydraulic structures were carried out under the

Project and related operations. Overall, safeguards performance closed Satisfactory. Environmental management demonstrated good practice during implementation through the reuse of materials (e.g., silt and construction waste for embankments/paths) and high survival rates of compensatory plantations, as recorded during the Project's regular supervision missions.

Project-level Grievance Redress Mechanism (GRM)—GRCs —have been established in the project-affected Gram Panchayats (GPs). These GRCs have been formed in coordination with Block Development Officers in 294 GPs (irrigation packages) and 75 GPs (flood management packages). 374 GRCs formed across 374 GPs, each Committee comprising nine individuals, with three positions reserved for women (typically filled by the chair or secretary of the local women's self-help groups). The GRCs are playing a crucial role as a community-based institutional platform for resolving local issues, channeling grievances and community requests/demands, and managing cordial contractor-community relations. The grievance registers are maintained at the construction sites.

The IWD maintains a master database of GRCs and members. The GRM is structured around local self-government representatives and is accessible. Names and cell phone numbers of GRC members are displayed on the GPs' notice boards. There is also information on filing grievances in construction areas. Contractors and construction supervisors maintain grievance registers for each contract. At the Project's completion, a total of 110 grievances and demands have been received (27 related to irrigation activities and 83 related to flood management activities), none of which are related to gender-based violence or sexual harassment. Women raised a total of 16 grievances. Most grievances relate to blocked or damaged roads, noise and dust from construction activities, and requests for culvert repair, inspection path repair, and bathing ghat repair. All grievances have been resolved through closure, with corrective actions primarily including the restoration of damaged assets, adjustments to construction practices and schedule, improvements to site access and safety, and compensation where applicable. All of them were resolved without escalation, and the mechanism remained operational through closing.

Investment Sustainability (operational, financial/commercial, institutional):

Operational:

The Project modernized the Left and Right Bank main canal system over 182 km, exceeding the target of 166.9 km. In addition, the Project undertook extensive other canal works, including reshaping 2,651 km of lower-level canals, reconstructing 2,181 major canal structures (e.g., regulators, cross-structures, turnouts), lining 248 km of canals in hydraulically and geotechnically vulnerable reaches, and installing 4,955 field outlet gates (introducing gated outlets). It converted 44 cross-regulators to electromechanical operation with SCADA, together with 76 water-level and 8 velocity sensors for real-time O&M control. A public PMIS with ten fully functional modules and an Asset Management Plan was completed and is used by IWD for performance O&M management. These measures raise the likelihood that improved irrigation service reliability, flood-risk reduction, and groundwater stewardship will be sustained after closing.

Financial:

The Project generated efficiency gains (e.g., verified service reliability and tail-end equity) that reduce costly coping mechanisms (groundwater pumping, emergency maintenance) and facilitate predictable O&M budgeting for the modernized network. Ex-post economic analysis indicates strong value for money (EIRR 20.6 percent, positive NPV, BCR of 1.52), and the use of performance-based ISPs with KPI-linked payments and independent verification provides a structured basis for cost-effective service delivery going forward. Some financial risks remain, including the need for adequate state budget allocations for routine and periodic O&M and for disciplined contract management. However, these have been mitigated by: (i) strengthening planning tools (PMIS asset registry, dashboards); (ii) demonstrated service improvements that can anchor budget requests; and (iii) established M&E protocols that support performance-informed supervision.

Institutional:

The IWD institutionalized data-driven governance through the PMIS and formalized coordination and data-sharing across state entities (e.g., the Water Resources Investigation and Development Department, the State Water Investigation Directorate, and the Damodar Valley Corporation), thereby shortening decision cycles and enhancing transparency. The ISP model, as India's first at this scale, is now operational, with KPI/verification arrangements in place, and is demonstrating results for replication in other states (e.g., early applications in the States of Bihar and Haryana). Capacity building (50+ trainings), operational SOP refinements, and the establishment of grievance mechanisms embed practices likely to persist beyond the Project. The durability of these outcomes depends on continued institutional commitment, predictable financing for O&M, and effective consolidation of the Project's management reforms.

Given the solid E&S compliance and grievance systems, operationalized digital/physical assets, and institutional arrangements that support lasting service delivery, a rating of Likely Sustainable is assigned.

Any Outstanding issues and Follow-up actions, if applicable:

Financial audit reconciliation. The final audit report and counterpart-fund reconciliation between the Government of India/State authorities and the co-financiers (proceeds led by the World Bank) are yet to be finalized. They are expected to be completed in the next audit cycle.

Lessons Learned

Lesson 1.

Category	Project Design
What had AIIB planned would happen?	The Project aimed to improve irrigation service delivery, reduce flood risks, and strengthen climate resilience within the Project area through targeted infrastructure modernization and management reforms.
What happened during implementation?	Several interventions generated broader benefits, including improved rural connectivity from embankment works, enhanced public safety and amenities along flood-protection infrastructure, stronger inter-agency coordination enabled by shared digital platforms, and increased institutional capability for data-driven decision-making.
Why was there a difference between what was planned and what happened?	The combination of integrated hard investments, digital systems, and a participatory mechanism created spillover effects that extended beyond the original sector objectives and expanded the development impact.
What can AIIB do differently in the next project?	Proactively identify and support multi-purpose and cross-sectoral benefits during Project design and leverage positive externalities that emerge during implementation.

Lesson 2.

Category	Construction and Preparations
What had AIIB planned would happen?	Immediate awarding and mobilization of large irrigation and flood-management contracts, with efficient delivery under a conventional packaging strategy and standard supervision arrangements.

What happened during implementation?	Early COVID-19 disruptions and underperformance by a large contractor across multiple irrigation packages slowed progress. Performance recovered after descope six weak packages, retendering as smaller lots to attract capable local firms, weekly catch-up plans, and strengthening the PMC, enabling on-time completion without extending the closing date.
Why was there a difference between what was planned and what happened?	Initial packaging exceeded realistic mobilization and supervision capacity; pandemic-era frictions and cash flow/mobilization issues worsened delays. Smaller lots and closer site supervision proved better suited to the fragmented network and local market characteristics.
What can AIIB do differently in the next project?	Tailor packaging to market depth, use smaller lots where appropriate, budget for higher supervision intensity (especially with many small contracts), and set up a contingency mechanism.

Lesson 3.

Category	Project Design
What had AIIB planned would happen?	The ISP pilot operationalized the shift from infrastructure provision to reliable, farmer-centered service delivery despite the absence of an adopted State Water Policy by embedding explicit service standards, outcome-based KPIs, bulk-water commitments, MIS/SCADA-enabled verification, and clearly defined institutional responsibilities into project design.
What happened during implementation?	Grounding the model in demonstrated practice reduced institutional and political resistance, strengthened accountability, and sustained government commitment. Phased scaling aligned with infrastructure and monitoring readiness, combined with iterative refinement of contract terms and KPIs, avoided premature risk exposure and enhanced reform durability.
Why was there a difference between what was planned and what happened?	Pilots institutionalize reform when they hard-wire accountability into operational systems, generate credible performance evidence, and allow governance practices and policies to evolve in line with demonstrated results rather than precede them.
What can AIIB do differently in the next project?	Service-delivery-oriented reform can be advanced through well-designed pilots even when formal-sector policy frameworks are incomplete.

Lesson 4.

Category	Project Design
What had AIIB planned would happen?	Remote sensing would primarily support project-level M&E, including validation of irrigation performance indicators and flood-inundation analysis.
What happened during implementation?	Remote sensing was used not only for the Project's M&E, but it was also progressively integrated into IWD's broader monitoring systems. It applied to ISP performance monitoring, including verification of water delivery reliability, cropping patterns, and flood extent.

Why was there a difference between what was planned and what happened?	During implementation, advances in remote sensing technology and analytics, together with hands-on experience under the Project, revealed wider operational applications and practical value beyond compliance reporting.
What can AIIB do differently in the next project?	Explicitly design remote sensing as a core operational and management tool from project preparation, with adequate budget, institutional ownership, and integration into service-delivery contracts (e.g., ISP verification), rather than limiting its role to ex-post evaluation.

Lesson 5.

Category	Project Design
What had AIIB planned would happen?	The Project anticipated that institutional strengthening and capacity-building activities would increase the share of women engineers within the implementing agency.
What happened during implementation?	Representation did not increase, as staff turnover and routine transfers offset the new intake. Recruitment and postings were managed centrally through the Public Service Commission, outside the Project's direct control.
Why was there a difference between what was planned and what happened?	Staffing composition depended on civil-service recruitment and posting policies, including initial assignments to remote and field-intensive locations, which limited retention. The indicator measured an agency-wide staffing outcome that could not be fully influenced through the Project's interventions.
What can AIIB do differently in the next project?	Future operations should align gender indicators with levers under the Project's influence, such as women's participation and leadership in operational roles, access to training and mentoring, dedicated support in professional development, retention-support measures, and improvements to workplace and site conditions, rather than aggregate staffing-ratio outcomes governed by external hiring systems.

Lesson 6.

Category	Project Design
What had AIIB planned would happen?	A robust M&E system: PMIS, GIS/remote sensing, and independent third-party verification would track Project objectives and indicators credibly.
What happened during implementation?	M&E evolved from reporting into an operational decision tool: public dashboards, QR-coded asset registry, groundwater and flood analytics, automated alerts guiding O&M, and seasonal planning.
Why was there a difference between what was planned and what happened?	As systems matured, the implementing agency internalized digital tools for real-time decision-making, not just reporting. Limitations remained: instrument (occasional) failures and compressed monitoring window. These reflected the practical challenges of scaling digital monitoring across a large legacy system.
What can AIIB do differently in the next project?	Budget for redundancy in sensors, ensure continuous monitoring contracts, and set triangulation protocols (administrative, remote sensing, and field checks).

6. Client feedback

The client has had a positive experience working with AIIB under WBMIFMP, particularly in terms of accessibility, flexibility, and responsiveness. The client noted the Project Team's facilitation and seamless collaboration with the World Bank in addressing implementation challenges, including during numerous amendments to civil works contracts, which was highly appreciated.

The client welcomes further collaboration with AIIB and sees potential areas for the Bank's involvement in the water sector and climate-resilient infrastructures, including the continuation of irrigation rehabilitation and modernization works, as well as the resolution of drainage congestion and waterlogging-related issues. For this, the client suggests that the Bank to: (a) enhance technical assistance and engagement, (b) increase the frequency of missions/site visits, (c) as much as possible, allow the adoption of government's policies, procedures, and administrative mechanisms related to procurement.

Annex: Client Feedback on the Project

1. Professionalism and Timeliness of Support: Are the services and support provided by the Project Team professional, sufficient, and timely during project preparation and implementation?

Response: It is a proud moment to proclaim the timely completion of all the components of West Bengal Major Irrigation & Flood Management Project (WBMIFMP) in time and without any cost over-run. It has indeed been a point of satisfaction for all the stakeholders who have been associated with the project to express their professional satisfaction for being associated with the project. The support from all quarters received right from the preparatory phase of the WBMIFMP completed through the involvement of highly skilled and experienced engineers by the IW&D, FSR consultant etc. who had prior knowledge and familiarity with the project area. These were leveraged to finalize the project contour, project components and sub-components (i.e., sub-projects) and their geographical spread in a manner that facilitates ease of implementation of the different sub-projects. For instance, irrigation and flood resilience components of the projects were broken into different packages that were relevant for that geography thereby ensuring homogeneity and ease of implementation. The IW&D has launched 30% of the project contracts prior to signing of loan agreement with the donors. This could be possible by the IW&D since the department had mobilised their experienced team of engineers who were adept in preparation of contract document and award of contract following World Bank's procurement guideline. Divisibility of the large stretches of canal network as well as flood management areas into smaller packages expanding scope for many agencies to participate in the bid process and thereby launch the implementation process concurrently. These concurrent initiation of the work packages did not pose any managerial challenges; on the contrary, multi-locational project execution was well coordinated by the engagement of PMC. The IW&D deployed 4 Additional Project Directors (APDs) in the rank of Superintending Engineer and 7 Deputy Project Directors (DPDs) in the rank of Executive Engineer who were primarily responsible to drive the project under the guidance and direction of Project Director in the rank of Chief Engineer and good part of the experience was that the entire team of engineers of the department worked in tandem with the requirement and completed the project on time. Another redeemable feature was that the team of engineers were posted in the project during the project execution which helped appropriate decision making. In addition, regular & seamless fund flow from the State Finance Department enabled the contracts to be completed without cost & time overrun.

The AIIB, on their part, has always been forthcoming in extending needful help and support and cooperation for seamless implementation of the project. Thanks to highly accomplished professional support and timely interventions. Due to favorable supports from all quarters including that of AIIB the project has been completed well within the stipulated time with all the planned components executed, thereby achieving the target set out in the PDOs.

2. Accessibility of the Project Team: Is it convenient to access the Project Team's services and support during project preparation and project implementation?

Response: The AIIB project team led by Mr. David Ginting was adequately represented in all review missions and deliberated on the development of status report from time to time. It was also noteworthy that the AIIB project team took pragmatic views in providing alternative suggestions with a view to resolving the issues that had cropped up during different phases of project implementation. Not only the AIIB team was easily accessible to the WBMIFMP implementing team, but they were also supportive whenever required.

This was possible since the core team engineers from State Project Implementation Unit (SPIU) and PMC were deployed for supervising implementation of the project and they could work uninterruptedly without being moved from their positions. Their experiences and support were harnessed right from project preparation to implementation and completion.

3. Flexibility and Responsiveness: Does the Project Team demonstrate flexibility and efficiency during project preparation and project implementation?

Response: The SPIU adopted a flexible approach in implementation of the project, supported by AIIB & World Bank in all its requisite approvals and suggestions on time. For instance, during the implementation, many amendments of the contracts were required to cater to the local needs, which was placed before the World Bank/AIIB and permissions obtained. So, the SPMU was flexible to consider some need-based amendments of the contracts & preparation of variation order contracts, the donors were also equally forthcoming in according to approval which facilitated timely implementation of the project.

4. Value Addition in AIIB's financing:

Response: The WBMIFMP has added considerable value among the stakeholders. Since it was a co-funded by World Bank & AIIB, the value attribution is equally shared by the donors. However, briefly the value addition portfolio can be summarized as follows.

- Tail reach farmers in the project area have started receiving canal water for the first time since many years after completion of irrigation modernisation works;
- Rabi crop cultivation has increased in the expanded area covered under rabi irrigation;
- Dependency on ground water during kharif has declined considerably;
- Stakeholders' satisfaction level has improved in both irrigation and flood management areas;
- Awareness for Environmental & Social (E&S) issues to community & public through Training & GRC have increased;
- The engagement of ISP in canal management has brought out many benefits such as improvement in water management, reduction in dependency of lift irrigation, assured supplementary irrigation during kharif helped improve paddy productivity and reduced response time in emergencies for canal breaches.
- In flood management areas, reduction in inundation area in 2024 (return period 14.2 years) was estimated at 14% with respect to 2017 and 9% with respect to 2021, though the 2024 flood ought to have caused most severe impact;
- Lesser number of breaches have occurred during 2024 flood;
- Much quicker evacuation of flood water in 2024;
- Local

connectivity has improved which helped in transporting of flood mitigating materials during flood.

5. Interest in Future Engagement: Would you consider collaborating with the AIIB again on future infrastructure development projects?

Response: The department will be keen to collaborate with AIIB that have interests in implementing projects related to improvement and modernisation of irrigation and flood management and climate resilience projects in West Bengal having potential scope for further engagement. It may be noted that West Bengal offers good opportunities for AIIB collaboration in water sector projects, given the fact that there were numerous rivers/ rivulets and riverine area that are affected due to drainage congestion and water logging. It is these conditions which offer greater scope for AIIB engagement in West Bengal.

6. Suggestions for Improvement: Do you have any suggestions for the Project Team and/or the AIIB for them to improve their operations in the future?

Response: As far as the co-financing is concerned, it has been seamless dealing with the AIIB. If AIIB goes alone in their financing some more technical interventions would be required from the team. In addition, a more frequent mission is required to support the project with the core technical team.

Our experiences suggest that blend of small & medium value contract packages by segregating into multiple lots (say up to 4) helps in securing the participation of wider number of contracts /agencies. Similarly, relaxing credential criteria e.g., lowering down the AACT from 150% or more to 125% ensures wider participation of good number of experienced contractors and they tend to perform better than expected from the perspective of quality and time management. Requirement of AACT of 1.25 times the estimated cost was still higher than the limits of the interested bidders as per project need.

7. Other Comments: Include any additional comments and suggestions, such as feedback on the reporting requirements or approval of project changes.

Response: A fully dedicated team of experts will have to be deployed to handle this kind of multi-component projects involving flood management, irrigation management and water resource management perspectives. The AIIB technical team should visit the prospective clients (i.e., state Governments) and interact with them to explore investible projects in irrigation & water management sectors that can be conceptualized as preliminary project ideas for exploring investment opportunities.

The AIIB should have their own Environmental & Social Framework like IFC, World Bank, ADB etc.

In as much as reporting requirements are concerned, the SPMU complied with all the reporting requirements as per the on-lending conditionalities that included submission of quarterly progress reports, M&E reports and complying with observations from periodic aid memoire.



Project Completion Note

Prepared on 07/28/26
