



PUNJAB IRRIGATION AND DRAINAGE AUTHORITY

**PERFORMANCE  
EVALUATION  
OF  
OPERATIONALIZED  
AWBs**

**DECEMBER 2011**

**OPERATION WING  
OF PIDA**



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# ONE YEAR PERFORMANCE EVALUATION OF OPERATION WING - PIDA

## 1. EXECUTIVE SUMMARY

Punjab Irrigation System was established more than a century ago, mainly operated under Gravity and was rated as one of the best in the world. However due to population growth, Administrative inefficiencies and increased irrigation intensities, system was over stressed leading to poor service delivery.

- In order to ensure equitable water distribution and for improving the system efficiency, PID was decided to be transformed into PIDA during 1997 under a Reforms programme /initiative. Five AWBs comprising of 401 FOs and 19404 Khal Panchayats have been established so far. The track record reveals that performance of all the AWBs during the first year of their inception was reasonably good but declined overtime in almost all the AWBs.
- The analysis further reveals that Reforms Initiatives have shown diverging results, excellent in Lower Jhelum Canal LJC (93%) but worst in CRBC where abiana collection reduced from 34% to 4%. However under the guidance of the MD PIDA, consistent efforts of GM (Op) and Chief Executives / Field Officers, Abiana recovery has been improved in all the Area Water Boards **52% to 75%** in LCC East, 4% to 13% in CRBC and 64% to 67% in LCC West.
- ***Besides the individual performance of AWBs, the aggregate recovery of all the AWBs has also been increased from 54% to 67% in the year 2011.*** These improved performance has resulted into generation of almost 100 million additional resources which will be utilized for the up-keep and maintenance of irrigation system, leading to sustained equitable water distribution and improved tails.
- Besides Abiana recovery the performance of FOs' in terms of water distribution and authorized feeding of tails indicated declining trend. ***Track record reveals that the performance during PID and Administrators tenure remained better compared to FO Management.*** However taking this as a challenge

and through coordinated efforts, ***the situation has changed during last one year. As per PMIU data 80% channels are now running as per authorized compared with 62% during previous regime of FOs (Kharif 2005–Rabi 2010) and 75% during PID/Administrator tenure.***

- Although two Financial Firms were hired three years back but Audit of FO's could not be conducted due to one or the other reason. Through joint efforts of Finance and Operation Wings of PIDA, this important activity has also been accelerated and currently Audit of all the AWBs (187 FOs) has been completed. ***This is the first Audit ever conducted in the history of PIDA, which has substantially improved the fiscal discipline and Financial Management in the PIDA/FOs set-up.***
- The ***PIDA regime did not perform well in terms of imposition of Tawan and dealing with un-authorized irrigation.*** Resultantly the delinquent/culprits became more daring to play with the Irrigation Network. Again through effective measures and motivation of FO Management / Administrators, this dead issue has also been activated and currently 5607 Tawan cases are under process which will communicate a positive message among the public for equitable water distribution and improving of tails.

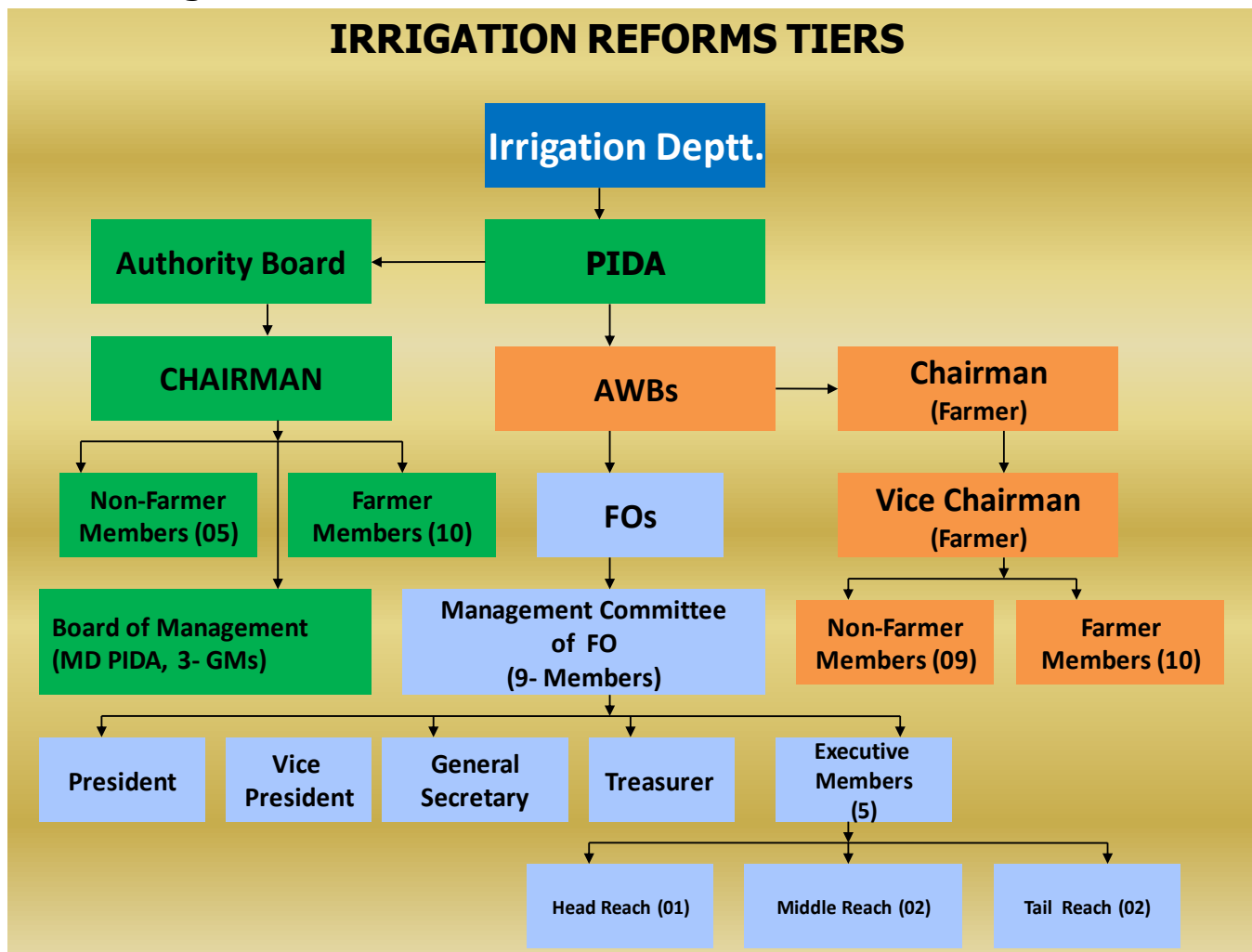
***Although much has not been achieved so far but last one year performance has somewhat changed the scenario and culture of PIDA set up. The declining trend in Abiana recovery, inequitable water distribution, and tail shortage have not only been stopped rather there are now positive / improved indicators in all the areas. Keeping this tempo continued even better results would be achieved through collective efforts and collaborative input by all the tiers. However, effective accountability mechanism through legal back-up and continuity in the Policies is equally important and inevitable for achieving the desired targets.***

**CH.KARAMAT ALI  
General Manager (Operation) PIDA**

## 2. INSTITUTIONAL REFORMS

- ❖ Institutional Reforms were introduced in Irrigation sector during 1997 focusing on decentralization, participatory irrigation management and improved service delivery. Under this changed management, AWBhas been established at Canal Command and FOs at distributary level, responsible for its management and Abiana collection. In addition a comprehensive legal frame work has also been developed for smooth functioning of this management shift.
- ❖ Three pilot FOs formed in Bahawalnagar Canal Circle during 2000 followed by pilot AWB LCC (East), Faisalabad. Thereafter four AWBs- LCC (West), Derajat Canal Circle D.G Khan, Bahawalnagar (BWN) and Lower Bari Doab Canal (LBDC) Sahiwal have been established/notified and their operationalization has either completed or under process. The latest operational activities of these Boards are as under:-

**Fig-1**



## 2.1 Reform Status

**Table-1:**

Sr No	Area Water Boards (AWBs)	FO /Admn Tenure	Targeted FOs	Duration	FOs formed so far.	Remarks
1	LCC(East), Faisalabad	1 <sup>st</sup> FO* tenure	85	March 2005 to Dec.2008	84	1 FO under litigation
		Admn Tenure	85	January 2009 to Feb. 2011		
		2 <sup>nd</sup> FO* tenure	85	February 2011 to onward	71	Remaining 14 FOs under litigation
2	LCC(West), Faisalabad	1 <sup>st</sup> FO* tenure	67	Aug 2007 – March 2011	65	2 FOs under litigation
		*Admn Tenure	67	April 2011 todate		
3	LJC Circle Sargodha	1 <sup>st</sup> FO* tenure	6	July 2007 to March 2011	6	Election for 2 <sup>nd</sup> FOs tenure is underway
		*Admn tenure	6	April 2011 todate		
4	CRBC, (Derajat Canal Circle) D.G. Khan	1 <sup>st</sup> FO* tenure	30	2007 to March 2011	30	IMT to further 90 FOs is underway in Derajat Canal Circle, D.G. Khan.
		*Admn tenure	30	April 2011 todate		
5	Bahawalnagar	1 <sup>st</sup> FO* tenure	70	March.2011-todate	69	1 FOUnder litigation
6	LBDC, Sahiwal		53		<b>51*</b>	* IMT to 51 FOsand Formation process of remaining 2 FOs is underway.

\***FO:** Farmer Organization

\***Admn:** Administrator's Tenure

- ❖ The first Pilot Area Water Board was established in LCC (E) Faisalabad, wherein 84 FOs have formed and Irrigation Management Transferred (IMT) during 2005. These FOs completed their 3 years tenure during 2008. Thereafter Administrators appointed (2008-10). Management has again been transferred to FOs.
- ❖ Like-wise 65 FOs were established in LCC (W), 30 FOs in Chashma Right Bank Canal (CRBC), 6 FOs in LJC, and Irrigation Management Transferred during July/August 2007. All the FOs completed their 1<sup>st</sup> tenure by March 2011. Thereafter Administrators have been appointed in all the Boards and election for 2<sup>nd</sup> tenure is under way.

### 3. ABIANA ASSESSMENT AND COLLECTION

#### COMPARATIVE ANALYSIS OF AWBs IN RESPECT OF ABIANA COLLECTION

**Table-2: Abiana Collection of AWBs (% age)**

Sr. No	Crop	Collection % Age									
		AWB LCC(East)		AWB LCC(West)		LJC Circle		AWB CRBC		AWB BWN	
1	Rabi 2004-05	1 <sup>st</sup> FO Tenure	88	PID Tenure	PID Tenure	PID Tenure	3 FOs Pilot (Kh 2000-Kh 2004: 95-78%)	81			
2	Kharif 2005		78								
3	Rabi 2005-06		75								
4	Kharif 2006		68								
5	Rabi 2006-07		79								
6	Kharif 2007		64								
7	Rabi 2007-08		60								
8	Kharif 2008	Admn Tenure	1 <sup>st</sup> FO Tenure	89	1 <sup>st</sup> FO Tenure	95	1 <sup>st</sup> FO Tenure	34	Admn Tenure	78	
9	Rabi 2008-09			60		73		93		10	67
10	Kharif 2009			62		76		92		5	72
11	Rabi 2009-10			51		63		92		5	67
12	<b>Kharif 2010</b>			52		64		94		4	68
13	<b>Rabi 2010-11</b>	2 <sup>nd</sup> Tenure	71	Admn Tenure	67	Admn Tenure	93	Admn Tenure	17	FO Tenure	61
			75	Admn Tenure	66	Admn Tenure	94	Admn Tenure	9		58
<b>Aggregate % Age</b>			<b>67</b>		<b>73</b>		<b>93</b>		<b>13</b>		<b>77</b>
<b>Remarks</b>		Increasing Trend (52 to 75%)		Increasing Trend (64 to 67%)		Constant		Increasing Trend (4 to 13%)		Increasing trend	

**Table -3: Aggregate Abiana Collection of AWBs & PIDA Share Deposited**

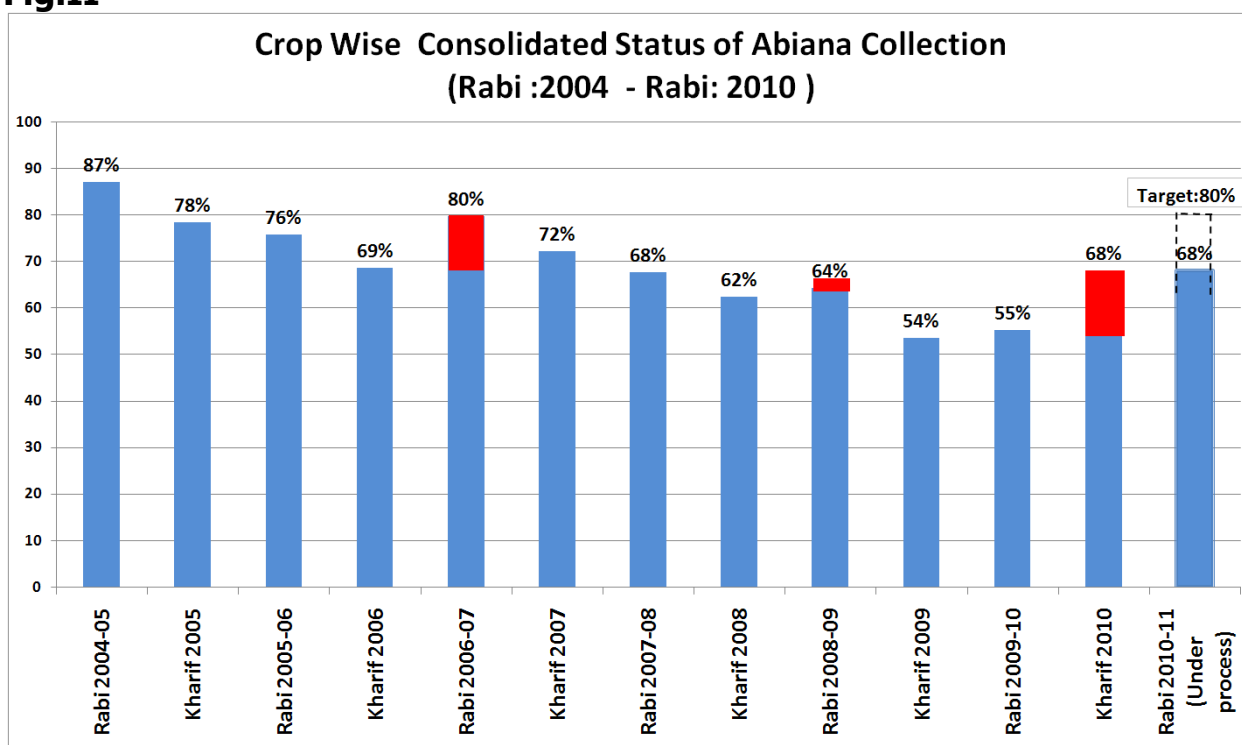
Rs. In Million

AWBs	Net Assessed Abiana	Aggregate Collection since inception	Collection (%age)	Total calculated PIDA Share	Deposited Amount	%
LCC(East), Faisalabad	1,102.04	741.25	67	398.87	303.53	76
LCC(West), Faisalabad	525.12	383.45	73	181.19	157.16	87
LJC Sargodha	41.58	38.86	93	17.65	17.56	99
CRBC, D.G. Khan	98.30	12.42	13	6.78	4.33	64
Bahawalnagar	129.77	99.63	77	58.71	47.32	81
<b>Total</b>	<b>1,896.81</b>	<b>1275.61</b>	<b>67</b>	<b>663.22</b>	<b>529.90</b>	<b>80%</b>

**Table-4: Categorical status of Abiana of FOs**

Abiana Recovery Ranges from :	LCC (East)		LCC (West)		LJC		CRBC		Bahawalnagar	
	No. of FOs under the ranges (Rabi: 04-05 to Rabi: 10-11)	% FOs	No. of FOs under the ranges(Kharif: 07 to Rabi10-11)	% FOs	No. of FOs under the ranges (Rabi: 07 to Rabi:10-11)	% FOs	No. of FOs under the ranges (Kharif :07 to Rabi 10-11)	% FOs	No. of FOs under the ranges( Rabi: 00 to Rabi: 10-11)	% FOs
0%	3	328F Os 31%	0	132 FOs 26%	0	0 FOs 0%	109	232 FOs 97%	0	11 FOs 14%
1 - 10 %	20		6		0		50		0	
11 - 20 %	23		11		0		20		0	
21 - 30 %	42		13		0		22		0	
31 - 40 %	66		25		0		20		0	
41 - 50 %	83		15		0		8		4	
51 - 60 %	91		62		0		3		6	
61 - 70 %	121	722F Os 69%	63	370 FOs 74%	3	44 FOs 100 %	2	8 FOs 3%	9	58 FOs 86%
71 - 80 %	121		105		0		3		20	
81 - 90 %	105		47		8		2		17	
91 - 99 %	143		67		7		0		11	
100%	232		87		26		1		2	
<b>TOTAL</b>	<b>1050</b>		<b>502</b>		<b>44</b>		<b>240</b>		<b>69</b>	

**Fig.II**





### **3.1 DISCUSSION AND ANALYSIS**

- ✓ The performance of PIDA/FOs in ***term of Abiana recovery remained reasonably good in all AWBs during the first year of their inception (more than 85%). However the Abiana recovery substantially declined (55%) overtime in almost all the AWBS.***
- ✓ Abiana recovery reduced from 88% to 60% during FOs first tenure in AWB LCC (East) and further reduced to 52% during Administrative period. Almost similar situation prevailed in LCC (West) where recovery continuously decreased from 89% to 64% during FO period. However due to substantial input and constant pursuance from PIDA Headquarter and response from field formation ***record abiana recovery improved 52% to 75% in LCC (E) and 67% in LCC (W) (comparative Administrator tenure). As an outcome of these initiatives aggregate recovery has improved to 67% and 73% in LCC East & West respectively.***
- ✓ The recovery position during Administrator's tenure generally remained on low profile compared to the FO management. However this declining trend ***has improved during the last one year 73% in LCC (E) and 67% in LCC (W).***
- ✓ Three model FOs, established in Bahawalnagar Circle since 2000, and a lot of input made therein, but in spite of that Abiana recovery of these FOs also reduced from 95% to 78% during FO tenure and further declined to 67% during Administrative period. The aggregate recovery in Bahawalnagar Circle is 77%.
- ✓ The worse position is in CRBC, where recovery status is very disappointing and alarming. It declined from 34% to 4%. ***However due to constant drive, the recovery has increased from 4% to 13% and there are now positive indicators for further improvement.***
- ✓ The best performer is Lower Jehlum Canal (LJC) Circle Sargodha wherein the recovery status of FOs remained above 90% during the entire period. ***The aggregate figure of recovery is 93% which is a good indicator for the success of this new Management shift from PID to PIDA.***
- ✓ Besides this overall recovery picture, the categorical status of abiana recovery (FO wise and crop wise) indicates that 69% FOs in LCC (East), 74% FOs in LCC (West), 100% FOs in LJC, 3% FOs in CRBC, and 86% FOs in BWN, have abiana collection from 61-100% during their entire period of institutional reforms. The analysis further reveals that 59% FOs in LJC circle and about 20% FOs in LCC East & West have 100% recovery of abiana during their entire period.
- ✓ Likewise 31% FOs in LCC (East), 26% in LCC (West), 14% in BWN, and 97% in CRBC have Abiana recovery lesser than 60%. Thus the poorest is CRBC then LCC East, followed by West and then Bahawalnagar. LJC remained on top as best performing AWB (100%).

***The above data analysis indicates that more pursuance and input both from PIDA formation, and FOs management is required in CRBC, LCC (East), LCC (West) and Bahawalnagar. LJC is performing very good and could be referred as success story of the System.***

## 4. EQUITABLE DISTRIBUTION OF WATER

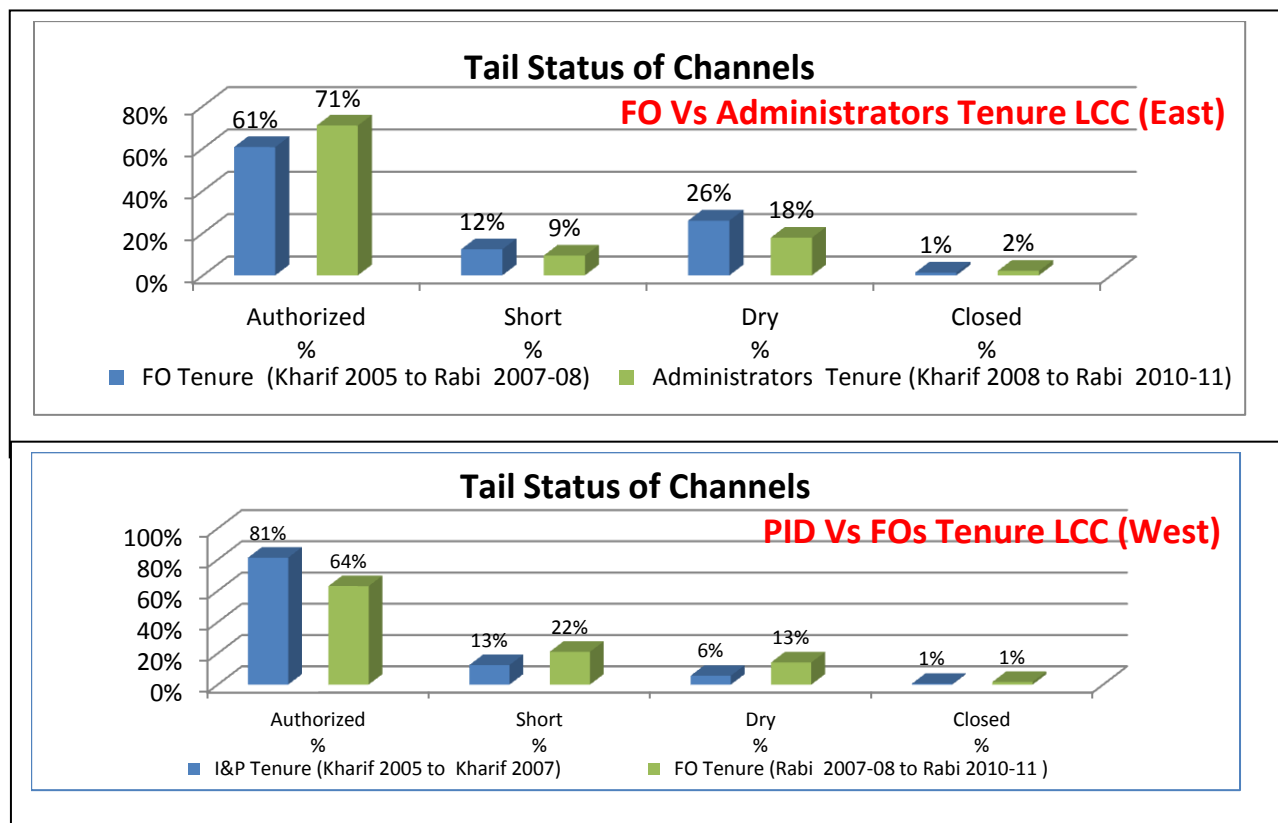
### 4.1 Channel Operation:

- Besides abiana recovery the sustained equitable distribution of water is the prime responsibility of FOs management as well as the PIDA Administrators.
- The historical record/data available with PMIU both for FO management and Administrator / PID tenure. Irrigation Department have been analyzed and represented as under;

**Table-5 Tail Status of Channels**

AWB/ Canal Circle	Period	Total No. of running channel	Tail status of channels (Nos. & %)							
			Tail running as per Authorized	%	Short	%	Dry	%	Closed	%
LCC(East)	<b>FO Tenure</b> Kh: 2005 to Rabi 07-08	236	144	61	29	12	61	26	2	1
	<b>Admn Tenure</b> Kh: 2008 to Rabi: 10-11	236	167	71	22	9	42	18	5	2
LCC(W)	<b>Pre IMT /I&amp;P</b> Kh: 2005 to Kh: 2007	176	143	81	22	13	10	6	1	1
	<b>FO Tenure</b> Rabi: 07-08 to Rabi 10-11	176	113	64	38	22	23	13	2	1
<b>Total</b>		824	567	68	111	13	136	15	10	1

**Fig. III**



**Table-6: Latest Tail Status of Channel (Kharif 2011)**

AWB/ Canal Circle	Divisions	No. of Channels	Tails Running as per Authorized		Tails Remained Short		Tails Remained Dry		Channels remain closed (> 80% of days during the period)	
			No. of Channels	%	No. of Channels	%	No. of Channels	%	No. of Channels	%
<b>LCC(East)</b>	Khanki	46	41	89	1	2	3	7	1	2
	Upper Gugera	58	36	62	7	12	11	19	4	7
	Lower Gugera	62	58	94	0	0	2	3	2	3
	Burala	70	60	86	4	6	5	7	1	1
	<b>Total</b>	<b>236</b>	<b>195</b>	<b>83</b>	<b>12</b>	<b>5</b>	<b>21</b>	<b>9</b>	<b>8</b>	<b>3</b>
<b>LCC(West)</b>	Faisalabad	56	39	70	7	13	10	18	0	0
	Hafizabad	48	39	81	5	10	3	6	1	2
	Jhang	72	49	68	12	17	8	11	3	4
	<b>Total</b>	<b>176</b>	<b>127</b>	<b>72</b>	<b>24</b>	<b>14</b>	<b>21</b>	<b>12</b>	<b>4</b>	<b>2</b>
<b>Bahawalnagar</b>	Fordwah	58	56	97	2	3	0	0	0	0
	Sadiqia	52	35	67	9	17	7	13	1	2
	Hakra	44	34	77	10	23	0	0	0	0
	<b>Total</b>	<b>154</b>	<b>125</b>	<b>81</b>	<b>21</b>	<b>14</b>	<b>7</b>	<b>5</b>	<b>1</b>	<b>1</b>
<b>LJC</b>	LJC Sargodha	16	16	100	0	0	0	0	0	0
<b>Derajat</b>	CRBC	64	64	100	0	0	0	0	0	0
<b>Grand Total</b>		<b>646</b>	<b>527</b>	<b>82</b>	<b>57</b>	<b>9</b>	<b>49</b>	<b>8</b>	<b>13</b>	<b>2</b>

#### **4.2 COMMENTS**

- From the above Table it reveals that Administrator's performance interm of water distribution is better than FO in LCC (E). Likewise the performance of irrigation department/ Pre-IMT in LCC (W) is better than 3 years FO tenure.
- 18% tails remained dry in LCC (E) during Administrator period compared with 26% in FO management tenure. Likewise 6% tails remained dry in LCC (W) during Pre-IMT compared with 13% during FOs management.
- The overall status of tails of channels in LCC(East) remained better than LCCWest (83% V/S 72%) during crop Kharif 2011.
- The above table further indicates that **FOs have not performed as good as either by PID or Administrators**. There is need of continuous and effective Capacity Building of FOs, Publicawareness and appropriate legal provision to take action against the culprits / involved in water theft.

- **However effective steps / measures have been taken during last one year and situation has now improved.** The status of Kharif 2011 reveals that the equitable water distribution and feeding of tails has improved up to 83% against 71% in LCC (E), 72% versus 64% in LCC (W) and 81% tails in Bahawalnagar circle. While 12% channels remained dry for most of time in LCC (W), 9% and 5% in LCC (E) and Bahawalnagar respectively. LJC is on the top (100%).
- The intra-divisional status of tails reveals that performance of Upper Gugera Division in LCC(East), Jhang Division in LCC(West) and Sadiqia Division in Bahawalnagar remained lower than average performance of the respective AWB. The best performing divisions are Sargodha, Lower Gugera, Fordwah and poorest are Sadiqia, Upper Gugera and Faisalabad Division.

## 5. DISPOSAL OF THEFT CASES

- FOs management as well as PIDA Administrators have also been entrusted the function of controlling the water theft/ unauthorized irrigation to ensure equitable distribution among the users/ irrigators. The progress of water theft cases during last crop season (Kharif 2011) is depicted in following Table.

**Table -7 Status of Water Theft Cases during KHARIF 2011**

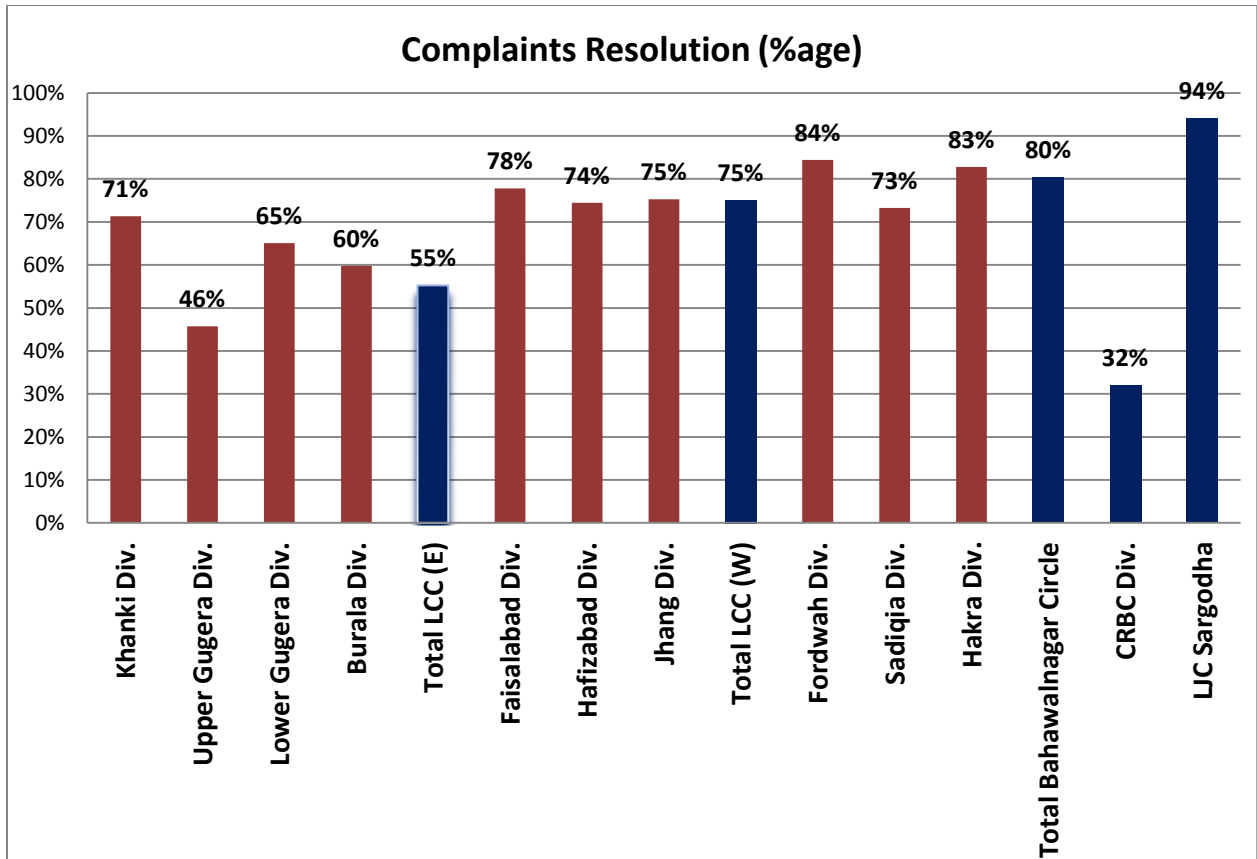
Area Water Board	Divisions	Total cases detected	Cases Reported to Police	% Age	FIR Registered	% Age	No. of Arrests made	Nos. of Cases for which Tawan proceedings initiated
LCC(East)	Khanki	340	234	69	141	60	115	296
	Upper Gugera	1102	1091	99	315	29	2	1091
	Lower Gugera	261	258	99	97	38	20	258
	Burala	412	412	100	204	50	0	412
	<b>Total</b>	<b>2115</b>	<b>1995</b>	<b>94</b>	<b>757</b>	<b>38</b>	<b>137</b>	<b>2057</b>
LCC(West)	Hafizabad	405	405	100	49	12	0	405
	Faisalabad	1135	860	76	57	07	0	860
	Jhang	664	664	100	64	10	0	719
	<b>Total</b>	<b>2204</b>	<b>1929</b>	<b>88</b>	<b>170</b>	<b>9</b>	<b>0</b>	<b>1984</b>
Bahawalnagar	Fordwah	618	618	100	307	50	3	618
	Sadiqia	265	265	100	62	23	4	265
	Hakra	392	392	100	87	22	8	392
	<b>Total</b>	<b>1275</b>	<b>1275</b>	<b>100</b>	<b>456</b>	<b>36</b>	<b>15</b>	<b>1275</b>
Derajat	CRBC	291	291	100	25	9	5	291
LJC	Sargodha	0	0	0	0	0	0	0
<b>Grand Total</b>		<b>5885</b>	<b>5490</b>	<b>93%</b>	<b>1408</b>	<b>26%</b>	<b>157</b>	<b>5607</b>

## **5.1 COMMENTS**

- The above table reveals that the tendency of disposing of identified / detected water theft cases in LCC(East) is higher (94%) than of 88% in LCC(West). Due to initiation of twofold action (cases reporting to police and levying special charges/tawan against the offenders) has resulted into improvement in water supply at tails.
- The achievement towards the registration of cases against the culprits is not encouraging which needs to be looked upon.
- All incidents of water theft cases in Bahawalnagar and CRBC have been reported to Police, out of which only 36% and 9% got registered. Poor Police response in registration of FIR and arresting the culprits remained slow in all AWBs. This apathy resulted in emboldening other farmers for wrongdoings water theft and consequently hampered the functioning of AWB / FOs.
- No incidence of water theft / unauthorized irrigation detected in LJC and all channels remained running as per their designed / authorized discharge.
- The intra-Divisional status of water theft cases indicates that the police action for arrestation of culprits remained very poor particularly in LCC (W) where even single arrest was not made. Similar is the situations in Burala.
- The above data further reveals that Bahawalnagar is the best performing where 100% detected cases reported to police followed by LCCEast 94% then LCCWest(88%). The overall achievement is very good(93%).

## 6- COMPLAINTS RESOLUTION

Fig. IV



### 6.1 COMMENTS

- The progress of complaint resolution regarding water distribution / channels operating in LCC West is better (75%) than that of LCC East (55%).
- The intra divisional status of *complaint resolution* in AWBs LCC(E)&(W) reveals that the performance of Upper Gugera in East, Hafizabad in LCC(West) and Sadiqia Division in Bahawalnagar is lower than the average performance of the respective AWB.
- The best performer is LJC and BWN having 94% and 80% progress respectively.
- The worst position is in CRBC, where overall complaints resolution remained only 32%.

## **7. ACHIEVEMENTS**

1. Declining status of Abiana Collection has not only been controlled but now there is increasing trend in Abiana recovery in almost all the AWBs 52 to 75% in LCC(E), 64 to 67% in LCC(W) and 4 to 17% in CRBC.
2. Due to this paradigm shift from decrease to increase, additional resource availability of Rs.100Million has been made available which will be utilized for improving / repairing of irrigation infrastructure and authorized feeding of tails.
3. An amount of Rs.24.56 and 46.51 million recovered as PIDA share from LCC (East)& (West) respectively during the year 2011. The aggregate PIDA Share of all the AWBs received during the year 2011 amounts to Rs. 84.21 million.
4. Due to better Administrative control and enhanced public awareness / motivation there is substantial improvement in equitable water distribution and channels operation improved from 68% to 82%.
5. Substantial embezzled / pending amount got recovered from outgoing FO Presidents / Chairmen in LJC Circle.
6. Two Financial Firms hired during 2008 but no audit could be conducted. The Audit of LCC East, LCC West and LJC Circle has now been managed and got conducted which was pending for the last 3 years.
7. Motor Cycle / Vehicles which were registered in the personal name of FO Presidents in LCC East, LCC West and CRBC has now been got registered in the name of FOs.
8. F.I.Rs. have been registered against the KP Chairman / Revenue staff of the Irrigation Department involved in the embezzlement/ mis-appropriation of the funds.
9. Special raids conducted in CRBC, LCC East & West. As an outcome of these efforts / special raid, equitable water distribution has improved in general and tails in particular.
10. Special meeting, conducted with WAPDA and the authorized provincial share of Punjab has committed to be provided in CRBC.
11. All the stakeholders have been brought on board. Meetings also held with the public representatives and civil Authorities seeking their assistance to improve the Abiana as well as water distribution.

## **8. ISSUES**

1. Gradual decrease in abiana collection/recovery in almost all the AWBs over time leading to financial constraints.
2. Lack of legal provision and back up support to proceed against the defaulters/delinquents. Resultantly the field officers are currently handicapped to catch hold of culprits.
3. Interruption in FO tenures and prolonged Administrative period which leads to inconsistency and dis-continuity in the reforms process.
4. Neither there is effective internal audit system in vogue at FO Level nor post-audit has been conducted for years long. This lack of financial management has led to irregularities and poor financial control.
5. Dis-continuity in policies which has negatively contributed towards the confidence building of FOs as well as at AWB level. Clear and well defined sustainable policies need to be formulated and strictly adhered to.
6. Lack of coordination and delayed action by Police Department particularly at the FO level. The cases referred to are not mostly registered and no arrest is made. This lack of coordination has encouraged the in-equitable distribution and theft of water.
7. Poor record maintenance by FO Management as well as various committees constituted.
8. Lack of public awareness and capacity building at Khal Panchayat, FOs and at AWB level.
9. Inefficient water delivery leading to inequitable water distribution as well as public crises. FO Management is not much professional and also not empowered to deal with the situation.
10. The role of irrigation officers have not been appropriately defined/clarified in the IMT Agreement. Even some clauses of IMT are contradictory to the regulation which needs careful input/thought. Due to this prevail ambiguity the Irrigations officers are not appropriately inducting into the system.
11. 6% Incentive only for Lambardar (Abiana Collector) and there is no incentive for FO Management Committee as well as Khal Panchayat Members.



## **9. WAY FORWARD**

1. *Appropriate provision in the rules for proceeding against the defaulters involved in inequitable water distribution and theft of water.*
2. *Continuity in the reform process, the Administrators tenure may be maintained to the minimum extent and election of FOs should be completed as per laid down procedure when the tenure of on-going FOs is completed.*
3. *Transparency in the fiscal and financial management. Capacity building of FOs at AWB and FO level.*
4. *Conduction of internal audit of FOs at AWB level as well as the yearly external audit through the External Auditors.*
5. *Strict vigilance/surveillance is required in abiana collection and its disbursement. The amount collected from the irrigators needs to be deposited immediately in FOs Accounts.*
6. *Good coordination and cordial relationship between the PIDA and PID formation. The irrigation officers have been associated under the rules in the functioning of FO. Their professional competence and year's long experience needs to be availed of.*
7. *Effective role of Police Department is inevitable to proceed against those involved either in the water theft or defaulting in abiana recovery.*
8. *Appropriate mechanism needs to be evolved at AWB level to deal with the emergency by establishing revolving funds.*
9. *Filling of vacant posts particularly at AWB level and uniform criteria for the recruitment of staff at various level.*
10. *Moving forward to shape up the public managed irrigation system to participatory management. It is gradual and target based process which will be completed in time bound phasesthrough learning of the experienceof participatory approach.Under the same policy the Authority has approved to extend this participatory approach in other areas also.*