

# **PUNJAB IRRIGATION & DRAINAGE AUTHORITY**

## **PERFORMANCE EVALUATION OF OPERATIONALIZED AREA WATER BOARDs**

**(September 2012)**

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***Punjab Irrigation and Drainage Authority***

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# PERFORMANCE EVALUATION OF OPERATIONALIZED AREA WATER BOARDS (AWBs)

September 2012

## 1. BRIEFSUMMARY

Punjab Irrigation System was established more than a century ago, mainly operated under Gravity flow 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 Reformsprogramme /initiative. Five AWBs comprising of 401 FOs and 19404 KhalPanchayats 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 Area Water Boards.
- 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 37% to 4%. However under the guidance of the PIDA management and consistent efforts of Chief Executives / Field Officers, Abiana recovery has been improved in all the Area Water Boards, **52% to 75%** in LCC East, 4% to 14% in CRBC, **64% to 74%** in LCC West, **81% in Bahawalnagar**, and **62% in LBDCSahiwal** where management shifted to FOs recently and recovery of the current crop Rabi 2011-12 has been started in June 2012.
- ***Besides the individual performance of AWBs, the aggregate recovery of all the AWBs has also been increased from 58% to 69%. In addition the crop wise consolidated abaiana recovery has been increased from 65% to 73% during the year 2011-12.*** This improved performance has resulted into generation of almost Rs. 200 million additional

resources which will be utilized for the running 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 feeding of tails indicated declining trend. ***Track record reveals that the performance during PID and Administrators tenure remained better as compared to FOs Management.*** However taking this as a challenge and through coordinated efforts, ***the situation has changed.As per PMIU data 79% channels are running as per authorized in Rabi crop 2011-12 as compared with 62% during previous regime of FOs (Kharif 2005–Rabi 2010) and 75% during PID/Administrator tenure.***
- Two Financial Firms were hired three years back but Audit of FO's could not be conducted due to one or the other reason. This important activity has also been accelerated and Audit of all the AWBs (185 FOs) has been completed,***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. The administrative action taken (cases reporting to police and levying special charges/tawan against the offenders) has resulted into equitable distribution of water and communicated positive message among the public.

***Although much has not been achieved so far but trend has somewhat changed into improvement side. The declining trend in Abiana recovery, inequitable water distribution, and tail shortage has 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. Enforcement of effective accountability mechanism through legal back-up and continuity in the Policies is equally important and in-avoidable for achieving the desired targets.*

**M&E Cell  
Punjab Irrigation & Drainage Authority  
(PIDA)**

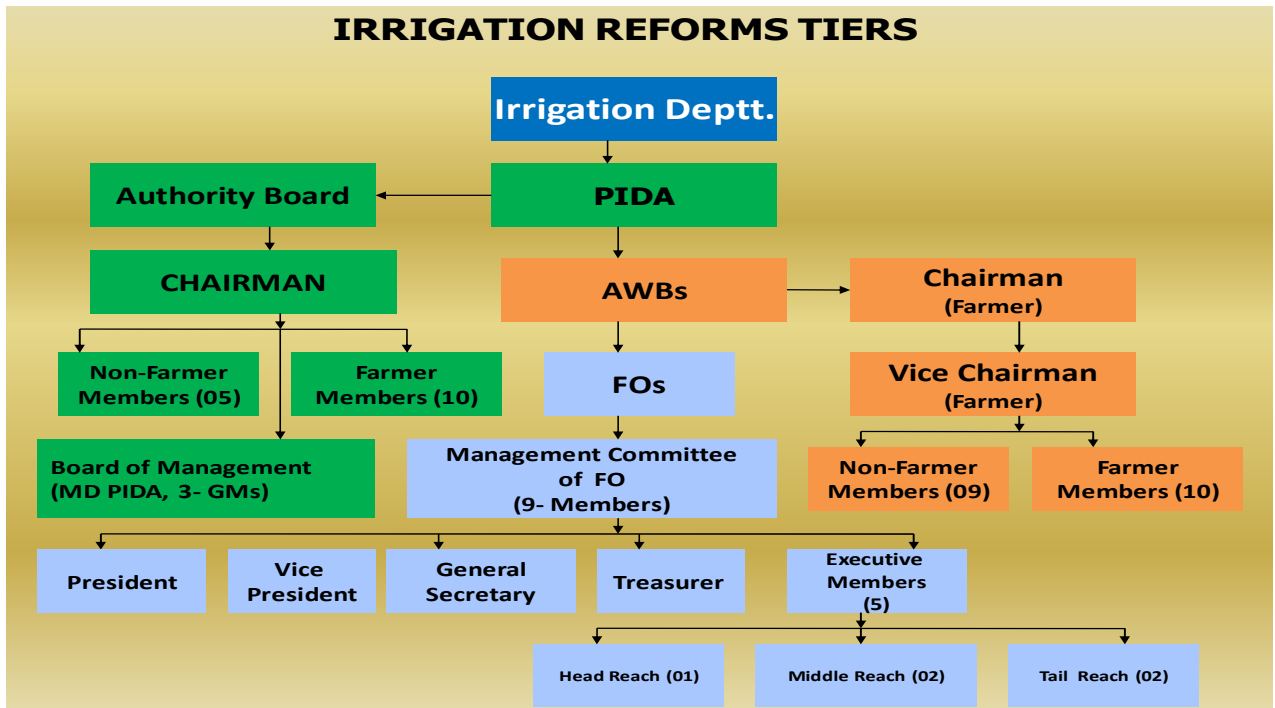
## 2. INSTITUTIONAL REFORMS

Institutional Reforms were introduced in Irrigation sector during 1997 focusing on decentralization, participatory irrigation management and improved service delivery. Under this changed management for implementation of reforms process the current functions of irrigation department are being shared by establishing the new institutions viz. Punjab Irrigation and Drainage Authority (PIDA) at provincial level, Area Water Board (AWB) at Canal Command level, Farmers Organizations (FOs) at distributary level and KhalPunchayats (KPs) at water course level/outlet level.

A comprehensive legal frame work has also been developed for smooth functioning of this management shift. In this scenario, the FO is a basic farmer-managed unit responsible for irrigation management, operation, maintenance of distributary/ channels and abiana assessment/collection within its area. Below PIDA, quasi-autonomous AWBs have been established responsible for managing and financing the operation and maintenance cost of irrigation network, monitoring, supervision and providing support to FOs.

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. Five AWBs comprising of 401 FOs and 19404 KhalPanchayats have been established so far. The setup of reforms tiers and latest operational activities of AWBs are as under:-

**Fig-1**



**Table-1: Reform Status**

Sr. No.	Area Water Boards (AWBs)	FO /Admn Tenure	Target FOs	Duration	FOs formed	Remarks
1	LCC(East), Faisalabad	1 <sup>st</sup> FO tenure	85	March 2005 to Dec.2008	84	- 1 FO under Litigation - 1 <sup>st</sup> FO tenure is completed
		Admn. Tenure	85	January 2009 to Feb. 2011		
		2 <sup>nd</sup> FO tenure	85	February 2011 to onward	71	Formation of remaining 14 FOs in Process
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 to-date		- Election for 2 <sup>nd</sup> tenure FOs is in process
3	LJC Circle Sargodha	1 <sup>st</sup> FO tenure	6	July 2007 to March 2011	6	
		*Admn. tenure	6	April 2011 to-date		- Election for 2 <sup>nd</sup> FOs tenure is in process.
4	CRBC, (Derajat Circle) D.G. Khan	1 <sup>st</sup> FO tenure	30	2007 to March 2011	30	- 1 <sup>st</sup> FO tenure is completed
		*Admn tenure	30	April 2011 to-date		- Election for 2 <sup>nd</sup> FO tenure in CRBC and IMT to further 90 FOs is underway in Derajat Canal Circle, D.G. Khan.
5	Bahawalnagar	1 <sup>st</sup> FO* tenure	70	March 2011-to-date	69	- 3 FOs formed in 2000. - 1 FO formed in 2010. - *1 FO Under process
6	LBDC, Sahiwal	1 <sup>st</sup> FO* tenure	53	Feb 2012	52	1 FO under litigation.
		<b>Total</b>	<b>401</b>			

**\*FO:** Farmer Organization

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

The first Pilot Area Water Board was established in LCC (E) Faisalabad, wherein 84 FOs were formed and Irrigation Management Transferred (IMT) during 2005. These FOs completed their 3 years tenure during 2008. Thereafter Administrators appointed (2008-10). Management has now 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 was transferred during July/August 2007. All the FOs completed their 1<sup>st</sup> tenure by March 2011. Thereafter Administrators appointed in all the Boards and election for 2<sup>nd</sup> tenure is under way.

### 3. ABIANA ASSESMENT AND COLLECTION

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

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

Sr. No	Crop	Collection (%)										
		AWB LCC(East)		AWB LCC(West)		LJC Circle		AWB CRBC		AWB BWN		
1	Rabi 2004-05	1 <sup>st</sup> FO Tenure	88						3 FOs Pilot (previous crops Kh 2000-04: 95-83%)	84		
2	Kharif 2005		78							82		
3	Rabi 2005-06		75							85		
4	Kharif 2006		68							84		
5	Rabi 2006-07		79							86		
6	Kharif 2007		64							90	95	37
7	Rabi 2007-08	61	85	95	11	83						
8	Kharif 2008	Admn Tenure	60	1 <sup>st</sup> FO Tenure	1 <sup>st</sup> FO Tenure	93	1 <sup>st</sup> FO Tenure	6	Admn Tenure	73		
9	Rabi 2008-09		62							76	92	78
10	Kharif 2009		51							63	92	74
11	Rabi 2009-10		53							64	94	77
12	<b>Kharif 2010</b>		72							71	93	20
13	<b>Rabi 2010-11</b>	2 <sup>nd</sup> FO Tenure	78	Admn Tenure	93	Admn Tenure	13	FO Tenure	72			
14	<b>Kharif 2011</b>		72						74	93	14	82
<b>Aggregate %</b>			<b>68</b>		<b>74</b>		<b>93</b>		<b>14</b>	<b>81</b>		
<b>Rabi 2011-12 (in process)</b>			<b>44</b>		<b>34</b>		<b>59</b>		<b>11</b>	<b>62</b>		
<b>LBDC-Sahiwal: Rabi 2011-12 (62%)</b>		Increasing Trend (53 to 75%)		Increasing Trend (64 to 74%)		Constant		Increasing Trend (4 to 14%)		Increasing trend		

**Table -3: Aggregate Abiana Collection of AWBs & PIDA Share up to Kharif 2011**

Rs. In Million						
AWBs	Net Assessed Abiana	Aggregate Collection since inception	Collection (%age)	Total calculated PIDA Share	Deposited Amount	%
LCC(East), Faisalabad	1220.399	829.923	68	433.097	344.729	80
LCC(West), Faisalabad	608.289	452.413	74	215.431	184.779	86
LJC Sargodha	48.152	44.982	93	20.497	20.420	100
CRBC, D.G. Khan	103.655	14.697	14	7.925	4.327	55
Bahawalnagar	238.940	194.318	81	103.292	86.588	84

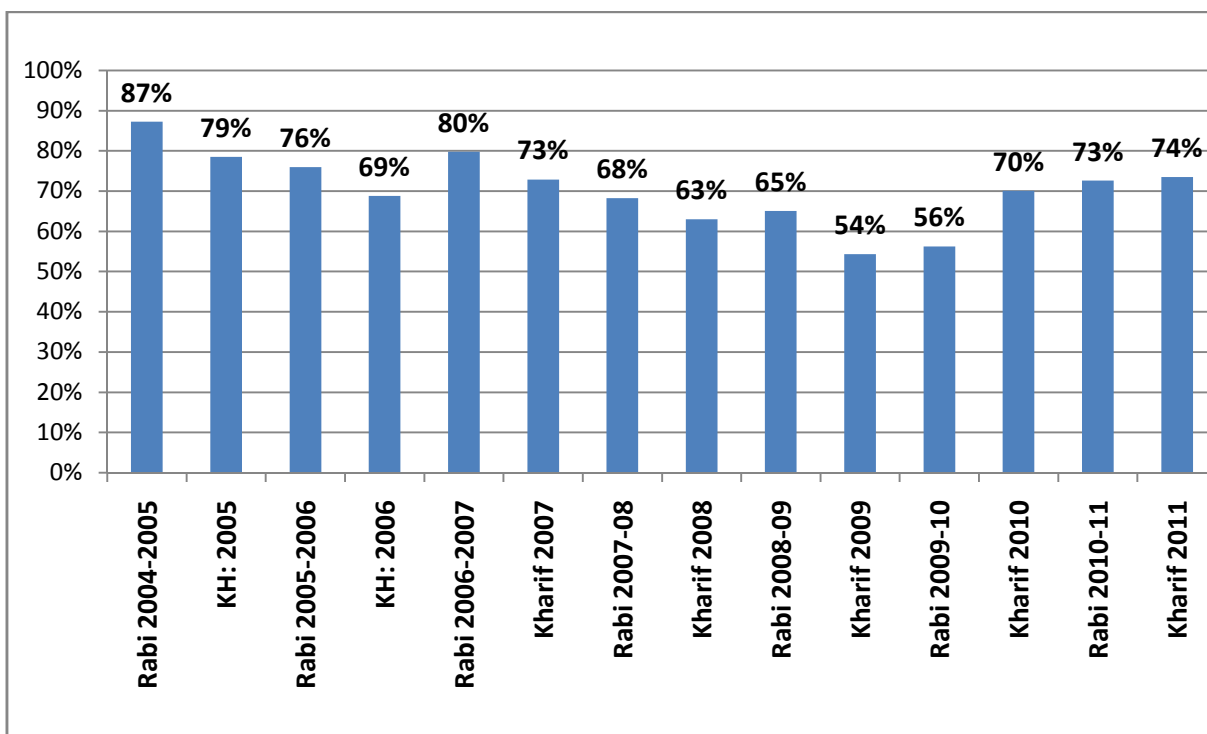
<b>Total</b>	<b>2219.435</b>	<b>1536.332</b>	<b>69%</b>	<b>780.243</b>	<b>640.842</b>	<b>82%</b>
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**Table-4: Categorical status of Abiana of FOs**

Abiana Recovery Ranges from :	LCC (East)		LCC (West)		LJC		CRBC		Bahawalnagar	
	No. of FOs (Rabi 04-05 to Kharif11)	% FOs	No. of FOs (Kharif 07 to Kharif11)	% FOs	No. of FOs (Kharif 07 to Kharif11)	% FOs	No. of FOs (Kharif07 to Kharif11)	% FOs	No. of FOs (Rabi 00 to Kharif 11)	% FOs
0%	3	341 FOs 30%	0	103 FOs 18%	0	0 FO 0%	116	255 FOs 94%	0	16 FOs 12%
1 - 10 %	21		6		0		53		0	
11 - 20 %	25		8		0		27		0	
21 - 30 %	42		11		0		24		0	
31 - 40 %	66		14		0		18		2	
41 - 50 %	88		10		0		6		6	
51 - 60 %	96		54		0		11		8	
61 - 70 %	136	794 FOs 70%	80	463 FOs 82%	0	50 FO 100%	7	15 FOs 6%	17	122 FOs 88%
71 - 80 %	134		149		0		3		36	
81 - 90 %	120		68		9		2		37	
91 - 99 %	146		70		7		0		23	
100%	258		96		34		3		9	
<b>TOTAL</b>	<b>1135</b>		<b>566</b>		<b>50</b>		<b>270</b>		<b>138</b>	

**Fig.II Crop Wise Consolidated Status of Abiana Collection (Rabi 2004 – Kharif 2011)**





### **Comments**

- ✓ 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 (58%) overtime in almost all the AWBS.
- ✓ Abiana recovery reduced from 88% to 61% 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 90% to 64% during FO period. However due to substantial input and constant pursuance from PIDA Headquarter and response from field formation record abiana recovery has improved from 52% to 75% in LCC (E) and 74% in LCC(W) (comparative Administrator tenure).
- ✓ As an outcome of these initiatives aggregate recovery has improved upto 68% and 74% in LCC East & West respectively. The recovery position during Administrator's tenure generally remained on low profile compared to the FO management.
- ✓ 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 83% during FO tenure and further declined to 75% during Administrative period. The aggregate recovery in Bahawalnagar Circle is 81%.
- ✓ The worse position is in CRBC, where recovery status is very disappointing and alarming. It declined from 37% to 4%. However due to constant drive, the recovery has increased from 4% to 14% 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 70% FOs in LCC (East), 82% FOs in LCC (West), 100% FOs in LJC, 6% FOs in CRBC, and 88% FOs in BWN, have abiana collection ranging from 61-100% during their entire period of institutional reforms. The analysis further reveals that 60% FOs in LJC circle and about 20% FOs in LCC East & West have 100% recovery of abiana during their entire period.
- ✓ Likewise 30% FOs in LCC (East), 19% in LCC (West), 12% in BWN, and 94% 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%).
- ✓ ***LBDC Sahiwal AWB has been commissioned first time during Feb. 2012 and 52 FOs formed. PIDA Authority decided on 02-05-2012 that abiana assessment and recovery for Rabi 2011-12 will be carried out by FOs. The recovery has been made up to 62% within ninety days.***

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 institutional reform.

#### 4. EQUITABLE DISTRIBUTION OF WATER

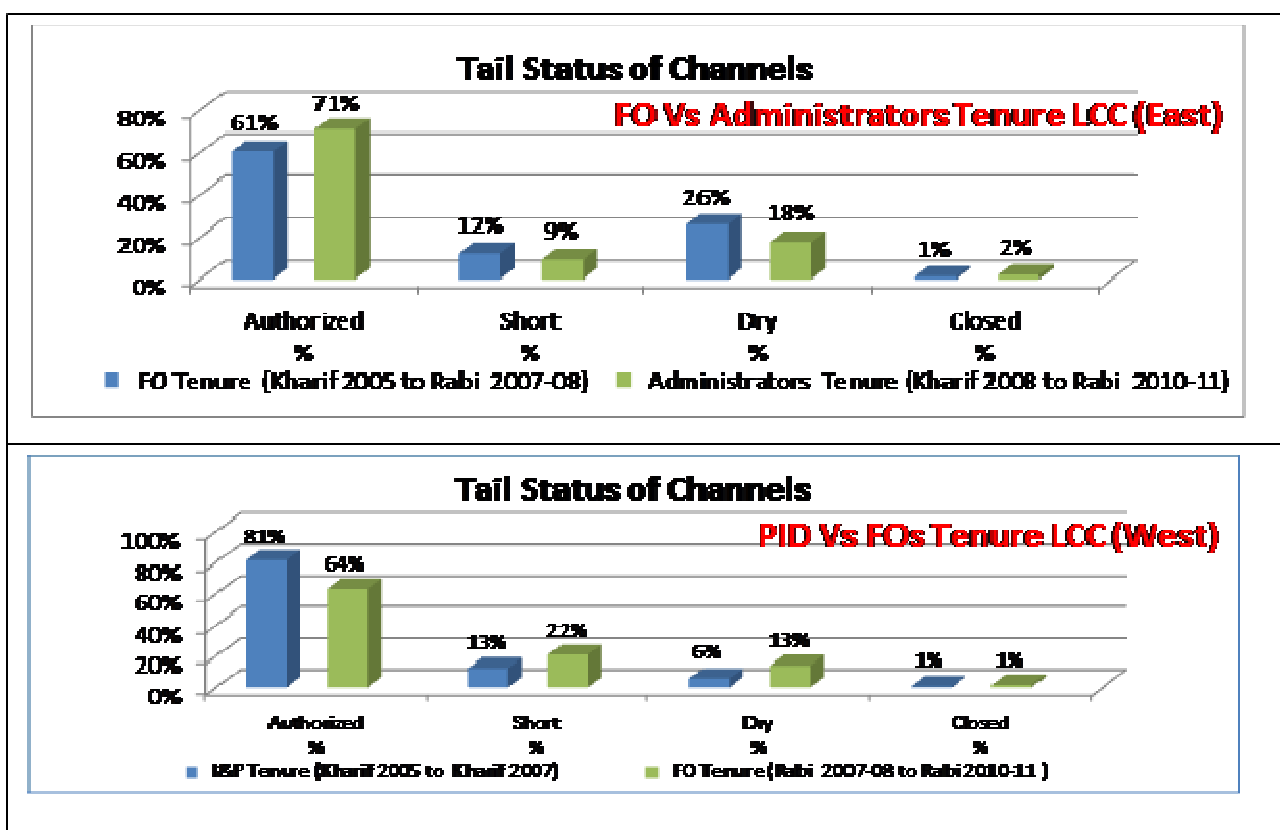
Besides abiana recovery the sustained equitable distribution of water is the prime responsibility of FOs management as well as the PIDA Administrators.

The historical record/data of channels both for FO management and Administrator / PID tenure (Irrigation Department) has 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 (West)	<b>Pre IMT (PID)</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	69	111	13	136	15	10	1

**Fig. III**



**Table-6: Tail Status of Channel (Rabi 2011-12)**

AWB/ Canal Circle	Divisions	Total No. of running 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	%
LCC(East)	Khanki	17	13	76	3	18	1	6	29 (NP)*	0
	UpperGugera	57	31	54	7	12	14	25	5	9
	LowerGugera	62	56	90	2	3	2	3	2	3
	Burala	70	52	74	6	9	10	14	2	3
	<b>Total</b>	<b>206</b>	<b>152</b>	<b>74</b>	<b>18</b>	<b>9</b>	<b>27</b>	<b>13</b>	<b>9</b>	<b>4</b>
LCC(West)	Faisalabad	54	36	67	10	19	8	15	2(NP)*	0
	Hafizabad	47	39	83	3	6	5	11	1(NP)*	0
	Jhang	72	50	69	8	11	13	18	1	1
	<b>Total</b>	<b>173</b>	<b>125</b>	<b>72</b>	<b>21</b>	<b>12</b>	<b>26</b>	<b>15</b>	<b>1</b>	<b>1</b>
Bahawalnagar	Fordwah	8	7	88	0	0	0	0	51(NP)*	0
	Sadiqia	39	30	77	6	15	3	8	13(NP)*	0
	Hakra	41	40	98	1	2	0	0	3 (NP)*	0
	<b>Total</b>	<b>88</b>	<b>77</b>	<b>88</b>	<b>7</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>LJC Sargodha</b>		16	16	100	0	0	0	0	0	0
<b>CRBC</b>		62	62	100	0	0	0	0	0	0
<b>Grand Total</b>		<b>545</b>	<b>432</b>	<b>79</b>	<b>46</b>	<b>8</b>	<b>56</b>	<b>10</b>	<b>10</b>	<b>2</b>

NP: Non-Perennial

**Discussion and Analysis**

- Table-5above 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 status of tails of channels in LCC Eastremained slightly better than LCCWest(74% V/S 72%) during last crop season Rabi 2011-12.
- Table-6above further indicates that FOs have not performedas 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.
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- However effective steps / measures have been taken during last one year and situation has now improved.The status of Rabi 2011-12reveals that the equitable water distribution and feeding of tails has improved up to 74%against 71% in LCC (E),72% versus 64% in LCC (W). While 12% channels remained dry for most of time in LCC (W) and 9% in LCC (E). In Bahawalnagar 88% channels are feeding authorized tails and LJC is on the top (100%).
- The intra-divisional status of tails reveals that performance of Upper Gugera Division in LCC(East), Jhang and Faisalabad Divisions in LCC(West) and Sadiqia Division in Bahawalnagarremained lower than average performance of the respective AWB. The best performing divisions are Lower Gugera, and Hakra, and poorest are Upper Gugera ,Faisalabad and Sadiqia Division.

**5. DISPOSAL OF WATER THEFT CASES**

FOs management as well as PIDA Administrators have also been entrustedtherole ofcontrolling the water theft/ unauthorized irrigation to ensure equitable distribution among the users/ irrigators. The progress of water theft cases during last crop season (Rabi 2011-12) is depicted in following Table.

**Table -7 Statusof Water Theft Cases during Rabi 2011-12**

Area Water Board	Divisions	Total cases detected	Cases Reported to Police	% Age	FIR Registered	% Age	No. of Arrests made	Nos. of Cases for which Tawaninitiated
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LCC(East)	Khanki	321	215	67	64	30	33	215
	Upper Gugera	95	84	88	44	52	18	84
	Lower Gugera	21	13	62	9	69	12	13
	Burala	59	50	85	22	44	3	50
	<b>Total</b>	<b>496</b>	<b>362</b>	<b>73</b>	<b>139</b>	<b>38</b>	<b>66</b>	<b>362</b>
LCC(West)	Hafizabad	420	154	37	24	16	16	154
	Faisalabad	347	247	71	3	1	10	247
	Jhang	210	210	100	15	7	0	210
	<b>Total</b>	<b>977</b>	<b>611</b>	<b>63</b>	<b>42</b>	<b>7</b>	<b>26</b>	<b>611</b>
Bahawalnagar	Fordwah	12	12	100	0	0	0	12
	Sadiqia	65	37	57	1	3	0	37
	Hakra	190	190	100	14	7	0	190
	<b>Total</b>	<b>267</b>	<b>239</b>	<b>90</b>	<b>15</b>	<b>6</b>	<b>0</b>	<b>239</b>
Derajat	CRBC	40	40	100	0	9	0	40
LJC	Sargodha	2	2	100	1	50	0	2
<b>Grand Total</b>		<b>1782</b>	<b>1254</b>	<b>70%</b>	<b>197</b>	<b>16%</b>	<b>92</b>	<b>1254</b>

### Comments

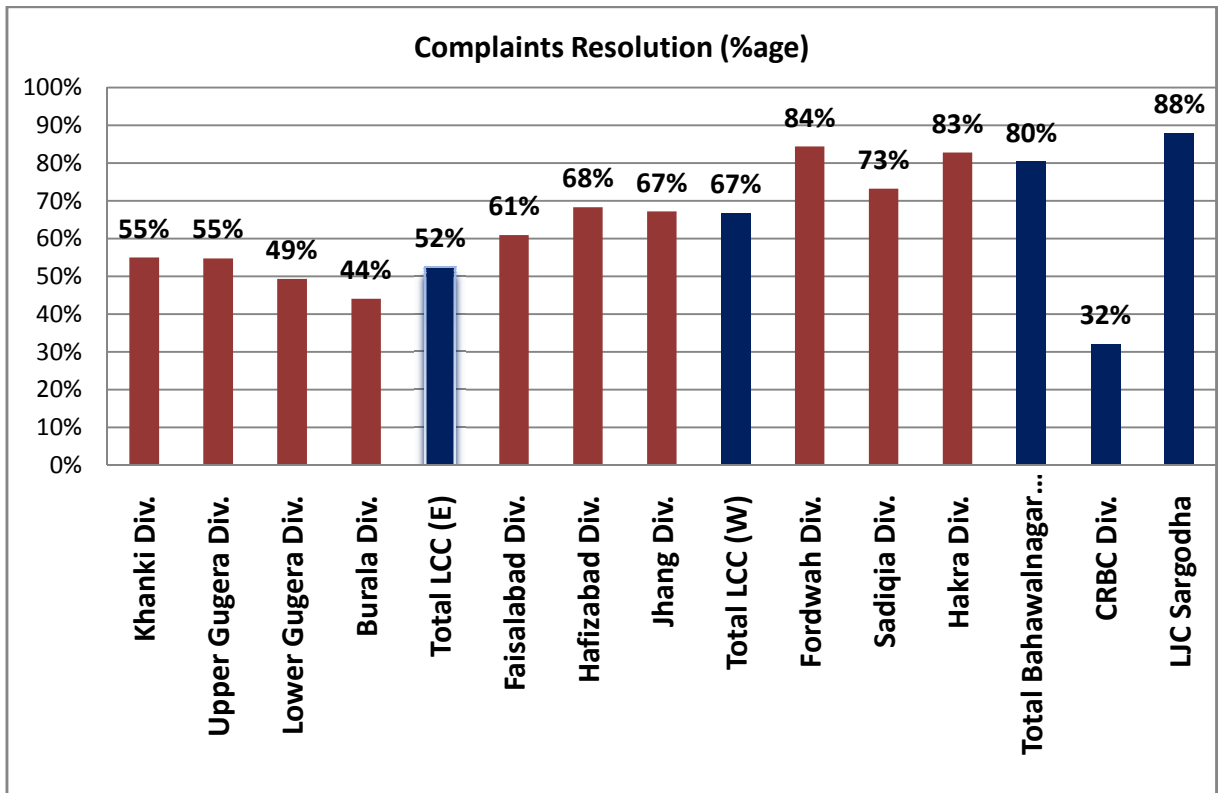
- Table-7 reveals that the tendency of disposing of identified / detected water theft cases in LCC(East) is higher (73%) than of 63% in LCC(West). Due to initiation of action (cases reporting to police and levying special charges/tawan against the offenders)hasresulted into improvement in water supply at tails.
- The achievement towards the registration of cases against the culprits is not encouraging which needs to be looked upon.
- Incidence of water theft cases reported to Police in Bahawalnagarand CRBC out of which only 6% and 9% got registered.PoorPolice 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.
- The intra-Divisional status of water theft cases indicates that the police action for arrestation of culprits remained very poor in all AWBs particularly in Bahawalnagar and CRBC whereeven single arrest was not made. Similaris the situations in Jhang.
- The above data further reveals that Bahawalnagar and CRBC is the best performing where 90-100% detected cases reported to police followed by LCCEast73% then LCCWest(63%). The overall achievement is encouraging (70%).

**Table 8 - Water Theft Cases under process Crop Kharif 2012 (up to Aug.)**

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 initiated
LCC(East)	Khanki	460	460	100	222	48	32	460
	Upper Gugera	826	818	99	93	11	4	818
	Lower Gugera	225	225	100	111	49	5	225
	Burala	409	409	100	127	31	3	409
	<b>Total</b>	<b>1920</b>	<b>1912</b>	<b>99</b>	<b>553</b>	<b>29</b>	<b>44</b>	<b>1912</b>
LCC(West)	Hafizabad	415	337	81	24	7	57	108
	Faisalabad	1040	867	83	299	34	20	867
	Jhang	306	306	100	46	15	13	263
	<b>Total</b>	<b>1761</b>	<b>1510</b>	<b>86</b>	<b>369</b>	<b>24</b>	<b>90</b>	<b>1238</b>
Bahawalnagar	Fordwah	549	534	97	19	4	0	534
	Sadiqia	408	183	45	3	2	0	183
	Hakra	917	246	27	34	14	10	246
	<b>Total</b>	<b>1874</b>	<b>963</b>	<b>51</b>	<b>56</b>	<b>6</b>	<b>10</b>	<b>963</b>
Derajat	CRBC- D.G Khan	121	121	100	45	37	30	121
LJC	Sargodha	1	1	100	0	0	0	1
<b>Grand Total</b>		<b>5677</b>	<b>4507</b>	<b>79%</b>	<b>1023</b>	<b>23%</b>	<b>174</b>	<b>4235</b>

## 6. COMPLAINTS RESOLUTION

**Fig. IV**



- The progress of complaint resolution regarding water distribution / channels operation in LCC West is better (67%) than that of LCC East (52%).
- The intra divisional status of *complaint resolution* in AWBs LCC(E)&(W) reveals that the performance of Buralain East, Faisalabad in LCC(West) and Sadqia Division in Bahawalnagar is lower than the average performance of the respective AWB.
- The best performer is LJC and BWN having complaints resolved 88% and 80% 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 53 to 75% in LCC(E), 64 to 74% in LCC(W) and 4 to 14% in CRBC.
2. Due to this paradigm shift from decrease to increase, additional resource generation of almost Rs.200Million has been made available which will be utilized for the up-keep and maintenance of irrigation infrastructure, leading to sustained equitable water distribution and improved tails.
3. An amount of Rs. 345 and 185 Million recovered PIDA Share from LCC East & West respectively. The aggregate PIDA Share of all AWBs received amounts to Rs. 641 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 69% to 79%.
5. Two Financial Firms hired during 2008 but no audit could be conducted. The Audit of LCC East, LCC West and LJC Circle have now been managed and got conducted which was pending for the last 3 years.
6. All the stakeholders have been brought on board. Meetings were also held with the public representatives and civil Authorities seeking their assistance to improve the Abiana recovery as well as water distribution.
7. As per provisions in the PIDA Rules and also advised by Legal Advisor, the pending amount is to be recovered by Board of Revenue. Meeting convened under the direction of Managing Director PIDA and district wise/ crop-wise pendency (Rs. 687.215 Million) have been conveyed to the Member (Taxes), Board of Revenue, Punjab. Chief Executives, AWBs have also been directed to submit shareholders list to DCO's as per their requirements. Evidently by activating this dead issue huge pending amount would be recovered.
8. A case has been initiated and submitted to Managing Director PIDA for hiring of external Auditors for conducting Audit of all AWBs for the year 2010-11.



## **8. ISSUES/ CONSTRAINTS**

1. Lack of legal provision and back up support to proceed against the defaulters/delinquents. Resultantly the field officers are currently handicapped to initiate action against culprits.
2. Interruption in FO tenures and prolonged Administrative period which leads to inconsistency and dis-continuity in the reforms process.
3. Neither there is effective internal audit system in vogue at FO Level nor post-audit have been conducted for years long. This lack of financial management has led to irregularities and poor financial control.
4. 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.
5. 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 inequitable distribution and theft of water.
6. 6% Incentive only for Lambardar (Abiana Collector) and there is no incentive for FO Management Committee as well as KhalPanchayat.

## **9. WAY FORWARD**

1. *Appropriate provision needs to be made 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. *Conduction of internal audit of FOs at AWB level as well as the yearly external audit through the External Auditors by timely hiring of Audit Firms.*
4. *Strict vigilance/surveillance is required in abiana collection and its disbursement at AWBs and FO level.*
5. *Good coordination and cordial relationship between the PIDA and PID formation is required. 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.*

6. *Effective role of Police Department is inevitable to proceed against those involved either in the water theft or defaulting in abiana recovery.*
7. *Filling of vacant posts particularly at AWB level and uniform criteria for the recruitment of staff at various level.*
8. *The performance of AWB Derajat, D.G Khan is the worst of all. Persuance from Chief Executive and Field Managers is required for improving abiana recovery.*
9. *The recovery for the current crop Rabi 2011-12 in LCC East and West is at low profile 44% and 34% respectively. The performance of AWB Bahawalnagar and LBDC Sahiwalis comparatively better and todate recovery for current crop is 62%.*
10. *In addition to recovery, PIDA Share Rs. 141 Million is also pended. Pursuance from Chief Executives AWBs and Field Officers is required to ensure deposition of pended PIDA Share.*
11. *Strict vigilance/ surveillance needs to be exercised in the field for improving the abiana recovery and sustained equitable distribution. Nevertheless to mention the **crop wise consolidated abiana recovery has been improved from 65% to 73% during the last year (2011-12).***