

**Report On
Three days Residential Training on “Organizational Management & Abiana Assessment and
Collection” for FOs from Nara, Ghotki Feeder and Left Bank Canals AWBs**

@ SIDA Secretariat Hyderabad

From 6 to 8 November 2018



***Organized By:
Social Development Cell, Transition Wing SIDA
Sindh Water Sector Improvement Project***

Introduction:

The province of Sindh has embarked on a major reforms and established Sindh Irrigation and Drainage Authority (SIDA) in 1997 for improvement of water management in Sindh through Participatory Irrigation Management (PIM). After the establishment of SIDA, three Area Water Boards (AWBs) were established i.e. Nara Canal Area Water Board (NCAWB), Ghotki Feeder Canal Area Water Board (GFCAWB) and Left Bank Canal Area Water Board (LBCAWB) which are functional and working independently.

In this connection the World Bank started Sindh Water Sector Improvement Project (WSIP) to address the issues of equal & equitable water distribution and user satisfaction within the hydrological boundaries of SIDA in Sindh province. This project also covers the component of Community Development and Capacity Building, so the trainings are essential activity to develop the capacity of FOs so that they can perform effectively.

The overarching project objective is to improve the efficiency and effectiveness of irrigation water distribution in three AWBs (Ghotki, Nara and Left Bank), particularly with respect to measures of reliability, equity and user satisfaction. This would be achieved by: (a) deepening and broadening the institutional reforms that are already underway in Sindh; (b) improving the irrigation system in a systematic way covering key hydraulic infrastructure, main and branch canals, and distributaries and minors; and (c) enhancing long-term sustainability of irrigation system through participatory irrigation management and developing institutions for improving operation and maintenance of the system and cost recovery. The improved water management would lead to increased agricultural production, employment and incomes over about 1.8 million ha (about 30% of the irrigated area in Sindh), which is one of the poorest regions of the country.

Social Development Cell Transition Wing SIDA organized a three days residential training from 6 to 8 November 2018 on Organizational Management and Abiana Assessment and Collection for representatives of FOs from Nara, Ghotki and Left Bank Canal Area Water Boards. The training was conducted at SIDA Secretariat Hyderabad. Representatives from following FOs participated in the training.

S.No:	Name of FO	Area Water Board
01	Duthro-1 minor	Nara Canal AWB
02	KGM minor	Nara Canal AWB
03	Kahu Vesro Minor	Nara Canal AWB
04	Panjtana minor	Left Bank Canal AWB
05	Imam Wah Distry	Left Bank Canal AWB
06	Machhehry minor	Left Bank Canal AWB
07	Hadachhhar minor	Left Bank Canal AWB
08	Bori Upper Minor	Ghotki Feeder Canal AWB
09	Qadirpur Minor	Ghotki Feeder Canal AWB
10	Dilwaro minor	Ghotki Feeder Canal AWB

The field staff of SIDA and Area water Boards also participated in the training.

Day 1st 06 November 2018

PROCEEDINGS

Recitation of Holy Quran & Introduction of participants

The training started with the Recitation of verses from Holy Quran by Mr. Abdul Wasay Sheikh AEN for FOs, SIDA. After that all participants introduced themselves.

Objectives of Training:

By: Ms. Farzana Syed Social Development Specialist SIDA

Ms Farzana Syed Social Development Specialist SIDA explained in detail about the aim and objectives of training. She said that the capacity building component of the project is very essential component; the main role of our field teams is to assist and support the FOs for their capacity building, and provide technical assistance to FOs, as the FOs may perform their role as strengthened institutes, and manage their routine business in organized way. She further said that there are main four responsibilities of farmer organizations as per Sindh Water Management Ordinance 2002, which are equitable water distribution from head to tail, proper channel operation and maintenance, abiana assessment and collection and conflict resolution.

She said that Farmer Organizations should be well trained to perform these responsibilities properly. Social Development Cell of SIDA has planned various activities for capacity building of representatives of FOs like as basic and specialized trainings at FOs level; exposure visits of FOs to FOs within Area water Boards and other Area Water Boards and nominations of FO representatives for national and international trainings. Various Basic and specialized trainings were organized for FOs in three Area Water Boards. First time in WSIP project this three days residential training is organized as member of FOs can be more trained through detailed residential training and practical field visit to learn abiana assessment.

Introduction of Irrigation reforms & Participatory Irrigation Management

By: Ms Farzana Syed SDS SIDA

Ms. Farzana informed the participants about irrigation system and institutional reforms in irrigation system in detail. She said that the irrigation system of Pakistan is one of the largest integrated irrigation networks in the world. The system gets irrigation water mainly from Indus River and its tributaries. The salient features of the system are three major storage reservoirs (Dams) namely Tarbella & Chashma on river Indus and Mangla on river Jhelum, with the present total live storage of about 12.5 MAF.

Diversion of River waters into off taking canals is made through barrages, which are gated diversion weirs and a system of link canals. The main canals, in turn deliver water to branch canals, distributaries and minors. Then watercourses get their due share of water through outlets in the irrigation channels.

Sindh province has a vast irrigation & drainage network and it is one of the primary beneficiaries of Indus basin irrigation system with three gigantic Barrages that divert about 48 MAF of water annually to the 14 main canal commands in the province. These canal systems have an aggregate length of 13325 miles and serve a gross command area of about 14.4 million acres. There are also about 42000 watercourses. The irrigation system in Sindh has 3 barrages and over 20.000 km of larger and smaller canals. In 1997 the Government of Sindh started reforms in the management of the entire irrigation system with the passage of an act by the Sindh Assembly.

THE GOALS OF THE REFORMS IN SINDH ARE:

- To improve the equity and availability of surface irrigation water to the farmers especially those in the tail end of the infrastructure.
- To restore the reliability of water delivery to the farmers to diminish the cost for Government.
- An important way to implement the reforms is through increase of farmers' participation in the management of the irrigation and drainage at all levels.

EXPERIENCE IN OTHER PARTS OF THE WORLD:

- Similar changes in the management of the irrigation and drainage systems are being undertaken with positive results in other parts of the world, such as Turkey, India (Andhra Pradesh), Mexico, Nepal, Sri Lanka and China.

HOW TO IMPLEMENT THE REFORMS?

The Irrigation Department is being gradually transformed into a series of autonomous bodies. The Sindh Irrigation and Drainage Authority (SIDA), established in 1997. Three Area Water Boards and about 400 FOs have been established so far. A Regulatory Authority (RA), still to be established.

SIDA:

SIDA is the first tier in the new system of organizations running the irrigation system. SIDA's main tasks are Distribution of the Indus waters over the three main canals, operation and maintenance of the major drains. Also Flood protection infrastructure along the river Indus, establishment of the envisaged institutional system for the irrigation and drainage system. Further, SIDA is supervised by a Board in which farmers play an important role. Besides there will be independent specialists on the Board, e.g. on agriculture, social development, finance, rural sociology, irrigation and drainage etc.

AWBs

The second tier of the water management system consists of Area Water Boards (AWBs). On three main canals in Sindh, Area Water Boards (AWBs) have been formed so far. The area water boards will be responsible for the operation and maintenance of the main and branch canals. The distribution of water to the Farmers Organizations and other water users in their command area, Collection of Abiana from Farmers Organizations, collection of Abiana and other revenue in those areas where no Farmers' Organization exist. A Board in which farmers are represented will manage the AWBs. The director will report to the Board

FOs:

The third tier of the system consists of Farmers' Organizations (FOs). FOs are established on the distributaries and minors. The FOs are responsible for the water distribution in the distributaries to the farmers, maintenance of the distributaries, minors and water courses, the collection of water charges (Abiana) from the farmers and Payment to the AWBs for the water the FOs receives from the AWBs. The FO will be governed by a General Body consisting of representatives of the farmers. They will also have a Board of Management to run their day to day affairs

THE REGULATORY AUTHORITY:

A Regulatory Authority will be established to supervise the SIDA, the Area Water Boards and the Farmers Organizations. The Regulatory Authority's main tasks are:

- To approve the annual budget plans of the autonomous bodies, and their annual reports, including their audited financial statement.
- To mediate and arbitrate in case of conflict between the autonomous bodies.
- To arbitrate in case of conflict between farmers and their FOs or AWBs. This task will be carried out through Customer Services Committees. These Committees are a kind of a field court of justice.
- A Board consisting of independent experts, without any political office, will govern the Regulatory Authority.

Session on ORGANIZATIONAL MANAGEMENT

By: Bilawal Soho Institutional Specialist SIDA & Mr. Pervez Banbhan A. Manager Transition SIDA

The resource persons informed the participants that The Sindh Irrigation and Drainage Authority (SIDA) is an autonomous organization, taken over the system of Nara Canal, Left Bank Canals (Phulleli & Akram Wah) and Ghotki from irrigation department and now being operated through Area Water Boards under SIDA. The Sindh Irrigation and Drainage Authority (SIDA) has been established in 1997 through SIDA Act 1997.

As per institutional reforms in irrigation system the channels upto distributary/minor level have been transferred to the farmer organizations (FOs) through irrigation & drainage management transfer agreement (IDMT) under Sindh Water Management Ordinance 2002. The irrigation management of canal at province level is to be organized on participatory basis by establishment of Area Water Boards (AWBs) on Canals.

After institutional reforms in irrigation systems three institutions SIDA, AWBs and FOs have been formed through Sindh Water Management Ordinance 2002 which manage irrigation system from canals to WCA level. The responsibilities and functions of these institutions are as under:-

Task and responsibilities of SIDA

- Supply water from the Barrage to the Canals. These canals will be operated by Area Water Boards.
- Levy water charges from the Area Water Boards and other water users.
- Construct, operate and maintain irrigation, drainage and flood protection infrastructures.

- Manage the transition process, to promote the formation, growth and development of the AWBs and FOs into self supporting and financially self sustaining entities.

Functions of Area Water Board

- To operate and maintain the parts of the irrigation system conferred on it including but not limited to main canals and branch canals.
- To carry out flood protection and maintain infrastructure within its command area.
- To promote the formation, development and growth of the FOs in its command area into self supporting and financially self sustainable entities.
- To monitor equity in water distribution and measures for preventing water theft.
- To monitor and review O&M plan of FO Channels.
- To review, supervise and assist the assessment and collection of Abiana by FOs.
- To prepare and implement of rotational program of channels with consultation of FOs.
- To assess and support FOs in technical matters related to O&M of the channels.
- To ensure better response to emergencies.

Functions of Farmers Organizations

- To operate & maintain the parts of distributary/minor
- To ensure equitable and judicious distribution of water including small and tail end farmers
- To assess and collect the Abiana.
- To maintain the books of accounts
- To ensure dispute resolution

Offering knowledge about organizational management, the resource persons explained the aim and objectives of an organization, the growth of an organization in different levels. Mr. Bilawal Soho explained in detail that the organizations are formed to achieve a particular goal and for achieving that goal the strategy is planned.

He explained that how the organizations plan their strategies and started activities to achieve their goal. He said that monitoring and evaluation is must to access and analyze the progress of organization. He briefly introduced the process of monitoring and evaluation. He said that the main responsibilities of an FO are equitable distribution of water from head to tail, Abiana assessment and collection and channel operation & maintenance. It is prime responsibility of FO to get their channel's due share of water from canal and assure the availability of due share of water to each outlet from head to tail. He highlighted the Role and Responsibilities of an FO and emphasized to the members to perform their role with responsibility.

Responsibilities of Farmers Organization:

1. Operation & Maintenance of the Channel
2. Water acquirement, equitable distribution & ensured supply from head to tail
3. Better management to control the salinity & water logging
4. Collection of Abiana & other payable charges and payments to the concern Area Water Board (AWB) as per agreement.
5. Resolution of conflicts of concern farmers
6. Record keeping of all activities
7. Better planning for development of the organization
8. Monitoring & evaluation of all activities
9. Coordination & collaboration with stakeholders

He urged the members to develop the linkages with line departments, and different organizations because the strong communication and linkages with other organizations is essential for a reputable organization. Mr. Soho said that the basic things, like FO office, updated organizational, financial and technical record and required staff are very necessary for FO. He explained in detail that what kind of record of organizational, financial and technical matters must be available and updated at the office of FO.

Basic Record for Farmer Organizations

Organizational Record	Financial Record	Technical Record
Register of all Khatedars	Receipts Book	Field Book
Membership Register	Voucher File	Field Khasro
Membership Forms	Cash Book	Jamabandi Book
Minutes Book	Ledger	Billing Book
Outward Register	Cheque Book	Karia Register (Record of Right)
Inward Register	Abiana Register	Deh Map
Stock Register	Bank Statments	Command Plan (Map) of all Watercourses
Visitor Book	Audit File	Command Plan (Map) of Channel
Staff Register	Business plan file	D-Statement
Regulations of FO & Copy of SWMO-2002		C-Statement
Assets Register		L-Statement
Share Lists		Cross Section
List of Commercial Water Users		Inventory List
Letter head of FO		List of Trees and plants
Notification / Registration Certificate of FO		
Copies of WCA registration certificates		
File of general correspondence		

GROUP ACTIVITY AND GROUP PRESENTATIONS

After detail sessions on Organizational Management, Mansoor Umer Khanzada AEN SIDA conducted a group activity. Three groups were formed and it was informed to the participants that how a four years business plan of FO will be made to carry out routine business of FO smoothly. What are key steps for strengthening of FO?

The detail discussion with each others, the group members prepared their presentations. Following were the main points of their presentations.

- Unity is must among members of FO.
- Each member of FO has to work with sincerity and commitment.
- Regular meetings of FO should be conducted.

- Formation of FO office is must.
- Updated record keeping of FO.
- Business plan of each four year's tenure should be prepared.
- Channel operation and maintenance on regular basis.
- 100% Abiana collection and availability of funds for channel O&M.
- Yearly financial audit of FO.
- Linkages with line departments
- Proper Organizational management.
- Control on water theft.
- Equitable distributional of water from head to tail of channel.

DAY 2nd 7 November 2018

ABIANA ASSESSMENT & COLLECTION

By: Qazi Abdul Sattar

On 2nd day of training Mr. Qazi Abdul Sattar delivered a detail session on Abiana assessment and collection. He explained to the participants that Abiana is a charge for

- water for irrigation services
- water charge for non-irrigational purpose
- Kabuli Land
- Naqabooli Land
- Charkhi Kasht
- Mokki Kasht.

He explained that a Farmers Organization can assess the crops for Abiana collection by following methods and steps.

1. Members of the FO do itself
2. FO can employ an Abdar and he do for the FO
3. The representative of each WCA accompanies the Abdar as he does the assessment in command of each watercourse
4. The FO let to AWB do it fully
5. The FO let to AWB do it, but FO has a WCA representative present during the assessment in the command area a watercourse.
6. FO can develop its own system of assessment

Steps of Assessment:

- Each growing season the FO holds a General Body meeting to request each WCA to prepare Abiana Assessment
- Each WCA refers to Its Karia Register
- Each WCA consults its Warabandi Register
- Each WCA uses its Watercourse map supplied by the AWB at the time of IDMTA signing

- The Abdar or someone FO employ, records the assessment in his field book and then prepares the field khasra or cultivation record form
- The Abdar or whoever FO employ gives the field Khasra or cultivation record form to WCA
- The WCA gives their field khasra or cultivation record form to the FO Treasurer
- The FO Treasurer provides a receipt to each WCA for their field khasra or cultivation record form
- The FO Treasurer collects and organizes all WCA field khasra or cultivation record forms
- The FO Treasurer makes copies of the total FO assessment (i.e. for all WCAs) and files one copy in the FO record
- One Copy is presented by the FO Treasurer to the AWB
- AWB issues receipt to the FO for the field khasra or cultivation record forms
- FO Treasurer files AWB field khasra or cultivation record form receipt in the FO record
- AWB prepares, prints, checks. Signs and stamps Jamabandi for each WCA and each FO. AWB files field khasra or cultivation record forms for the FO
- AWB prepares, Signs and stamps the Abiana bill for each FO at the agreed rate of payment (at present it is 60% of the assessment) itemized for each WCA. AWB keeps a copy on file
- FO receives Abiana bills for each WCA in the FO. The Treasurer makes copies of each WCA assessment. Treasurer files these copies in the FO record
- Farmers can view these records in the FO file at any time
- Each WCA can view these records in the FO file at any time
- Each WCA receives its Abiana bills from the FO Treasurer
- Farmers pay their Abiana to the WCA Treasurer
- WCA Treasurer collects Abiana payments from the farmers and gives to each farmer signed and stamped receipt for payment. The Treasurer makes copies of each receipt (or uses a duplicate receipt book and files the duplicate receipt) and gives it to each farmer as proof of payment
- Farmers receive receipts for payment of Abiana
- WCA Treasurer files Abiana payment receipts
- FO Treasurer receives farmers payments from each WCA. Payments are made into the FO Bank Account
- FO Treasurer provides each WCA with a photocopy of the bank receipt for their Abiana payments. WCA files the receipt in their record
- Farmers can see the WCA record at any time
- FO Treasurer pays FO Abiana bills, itemized for each WCA, to AWB by cheque
- AWB receives Abiana payments from FO. AWB checks the records and issues a receipt (signed and stamped) for the FO for total payment. This receipt contains the Abiana payments itemized for each WCA
- AWB files copy of the receipts for each FO in its record
- FO receives Abiana receipt containing itemized WCA payment receipts
- FO Treasurer files FO copy of Abiana receipt and issues copies of receipts to each of the WCAs
- WCA receives copy of its Abiana payment receipt
- WCA files Abiana payment receipt in its record
- FO Board of Management and General Body are able to check AWB records for Abiana assessment and Collection, for their FO, upon request.

For assessment and collection following record is needed.

- Command Plan
- Field Book
- Field Khasro
- Jamabandi Book
- Abiana Bills
- Abiana Receipts

Group Activity and group presentations

After detail session, three groups were formed and the resource person gave task to the group members about calculation of abiana rates of each crop on a watercourse. The rate and acres of different crops were mentioned on white board for participants. The group members prepared their presentations after detail consultation with each other and presented their presentations.

Views of Mr. Wali Mohammad Naich Managing Director SIDA

On second day during lunch Mr. Wali Mohammad Naich Managing Director SIDA joined the training and discussed in detail with participants. He asked views of participants about training. The participants explained that they are learning very well about organizational management and abiana assessment and collection. They request the MD to continue such trainings for capacity building of FOs.

Mr. Wali Mohammad Naich said that I am very happy to see representatives of FOs in such a wonderful training organized by SDC SIDA with great efforts of SDS SIDA. He said that SIDA become sustainable if our FOs are sustainable. The social team of SIDA and FOs are performing very well. You are elected representatives of your FOs so you have mandate to work better on your channels. Abiana recovery is a challenging task for FOs so please focus on abiana collection. Make more sustainable your FOs as everyone appreciates you. SIDA is always available to help and support the FOs.

DAY 3rd 8 November 2018

Field Visit of Hosree minor for crop assessment

Third and last day of training started with review and learning of last day sessions. After that a field visit was conducted at command of Hosree minor near Hyderabad, where the resource person practically gave training to the participants about crop assessment. He explained through maps and command plan that how crop assessment carried out in the field. The participants asked various questions about crop assessment and survey of land during assessment. The resource person answered the questions in detail.

Training Evaluation:

In the end of training, Mr. Shahnawaz Umrani Institutional Specialist SIDA conducted training evaluation session and distributed cards among the participants and said that each member give their feedback, suggestions and views on the cards. He said that each participant write down their views on the cards about following three questions.

- How were the overall training sessions?
- Your views about trainers?
- How such trainings can be made more effective?

The participants wrote down their views on cards as following.

- Overall training sessions were very good and informative. Trainers were very well prepared and delivered their sessions in a very professional manner.
- Practically field trip for abiana assessment was very informative.
- Such trainings should be arranged for women groups also.
- Officials from concerned departments should be invited in such trainings, as land revenue officials may be invited in abiana assessment trainings.
- Such trainings should be arranged at field level, and all GB members of FO should be invited for such trainings.
- Training material should be provided in CDs or USB, as participants can refer and get information from material after training.
- After getting this training, we become well aware about abiana assessment, which will help us in field.
- All trainers delivered very informative sessions in a very good and friendly environment.
- We are highly thankful to Madam Farzana who arranged such very informative training. Madam delivered very informative sessions about irrigation reforms.
- Get information about organizational management and abiana assessment and collection. Such information will help us to run routine business of FOs smoothly.
- A session about environment should be included in such trainings.
- Some national and international expert trainers may be invited in such trainings as we can get more knowledge.
- Training material should be provided through mail before training, as all members can be actively involved in training.
- Exposure visits should be arranged from one AWB to other AWB.
- Channel O & M sessions should be included in such trainings.

Conclusion remarks by Mr. Saeed Ahemd Jagerani GMT SIDA

In the last, concluding the training sessions Mr. Saeed Ahmed Jagirani General Manager Transition SIDA said that I am very happy to see this active group of FOs. Your concentration and interaction in training show that you got interest in the training and learn more. Mr. Jagirani said that you all are elected representatives of FO, I am very happy to see that day by day more farmers are interestingly participating in participatory irrigation system.

He further said that Transition Wing SIDA has planned to conduct such trainings for FOs to build the capacity of members of FOs. He said that few exposure trips and abroad trainings will also be planned for the members of FOs as they learn more from the experiences of other organizations

who are also working on Participatory irrigation Management. He urged the members to focus the abiana collection.

Views of Mr. Jamal u Din Manghan PD WSIP

In the end Mr. Jamal u Din Manghan Project Director WSIP performed thanks to all the members who participated in the training. He highly appreciated the efforts of Ms. Farzana Syed SDS SIDA to arrange such a wonderful and organized residential training for FOs. He said that we will fully help support SDC SIDA to arrange such event for capacity building of FOs. Mr. Manghan said that FO are performing very well, but only abina recovery in not up to the mark, so FO members should get efforts to improve their abiana collection.

Certificate Distribution

In the last training certificates were awarded to the participants by Mr. Saeed Ahmed Jageeran GM Transition SIDA, Mr. Jamal u Din Manghan PD WSIP and Ms. Farzana Syed Social Development Specialist SIDA.

Event ended with a vote of thanks to and from the chair.

Pictorial View of Three Days Residential Training for FOs at Hyderabad



