

will reduce the average pumping rate during the year, but the maximum pumping rates are not very much affected, because a principal advantage of the tubewells is that they are able to provide water during seasons of low canal flow.

Organization and Management

The problem, central to all others, of organization and management is discussed in Chapter 4. We recommend that the Government of West Pakistan mobilize for agricultural development in the project areas around the legal powers already given to its Soil Reclamation Board. The Board should be reconstituted and perhaps renamed—for example, the Land and Water Development Board. Its chairman should be a senior official of the rank of Additional Chief Secretary, and its members should include the Secretary of Irrigation, the Secretary of Agriculture, the Chairman of the Water and Power Development Authority of West Pakistan (WAPDA), and the Chairman of the Agricultural Development Corporation (ADC). To these might be added the Secretary of Labor and Cooperatives, the Secretary for Local Government and Basic Democracies, and a Finance Member. The Board should report to the Minister of Agriculture, Food, and Irrigation, and it should have full powers to delegate to the Project Director in each Project area.

The Board should be generous in delegating to the Project Director. He must have authority to supervise and direct the Project personnel, including seconded officers from the Departments of Irrigation and Agriculture and from WAPDA and ADC. He must be able to make firm agreements for necessary services with these agencies, as well as with the Department of Cooperatives and the Agricultural Development Bank.

Within the Project area, the organization under the Project Director should include staffs for Land and Water Planning, Records and Reporting, and Administration and Supply. There should be services for maintenance and operation of tubewells, water distribution and assessments, reclamation, extension, supervision of credit and marketing facilities, supervision of fertilizer and other supply distribution, in-service training, and research and experimentation. We estimate very tentatively that the number of technically trained senior and junior officers in the first project area should be 60 and 290, respectively.

Most of the junior officers would be directly concerned with various aspects of agriculture and they should have been trained insofar as possible, at the agricultural college level. Because of the present shortage of