

Proceedings of the Managing Director
Present. Er. P.C. Vijayakumar.
Kerala Water Authority
Thiruvananthapuram.

Sub:- Implementing uniform procedural orders in KWA. Orders issued.

KWA/HO/AM-16/RM

Dated 12.5.2005

Ref:- Resolution No. 6866 dated 12.4.2005 of KWA.

The duties and responsibilities of various cadres of officers in KWA are laid down in Kerala Water Authority (Duties of Employees) Regulations, 1999. The Regulations, however, does not specifically mention the duties and responsibilities of officers and staff engaged in the revenue sector other than the Meter readers and Meter Inspectors. Moreover, there is no uniform set of procedure orders followed in KWA in revenue collection activities. The absence of well defined duties and responsibilities and uniform set of procedures makes it difficult for proper monitoring and coordinating of revenue activities at various levels. In view of the deficiencies stated above, it was felt necessary to make the provisions of the Regulations more explicit and transparent and to draw out uniform procedures in revenue activities. Accordingly, draft procedural orders were placed before the Authority in its 264th meeting held on 29.10.2004 and the Authority vide Resolution no. 6752 mooted to implement the same in KWA. The draft was then circulated among the Trade Unions of KWA, conducted detailed discussions with them on the proposed draft and final proposals incorporating their suggestions and modifications were placed before the Authority for approval. The Authority vide resolution no.6866 dated 12.4.2005 resolved to implement the final procedural orders in KWA with immediate effect.

In the light of the above, the final procedural orders and duties and responsibilities of revenue related staff appended along with are issued for implementing in KWA with immediate effect.


Managing Director.

Copy to all CEs/SEs/EEs

Copy to PA to MD/PA to AM/PA to TM/ CA to CE (HRD &GI)/CA to SAO/ IA I&II.

Steps to Be Taken to Ensure Recovery of Revenue Due

1. Targets to be set for Regions/Circles/Divisions/Sub Divisions/Sections/Meter Inspectors/Meter Readers for raising demand/collection of revenue based on the possible potential revenue to be arrived at based on number of connections, types of connection and average consumption of water. Potential of each Division should be crosschecked considering the water produced and supplied to the Division. Until flow meters are fixed, this could be arrived based on the capacity of pumps in the processing unit, normal transmission loss, etc.
2. The Executive Engineers shall work out the potential revenue and communicate the same to SEs/CEs/Revenue Monitoring Cell on or before 15th of April for fixing realistic targets for the every year.
3. Regional Revenue Officers to monitor and report independently about the targets and achievements directly to Accounts Member. They shall be part of Revenue Monitoring Cell stationed at the Regional Offices reporting directly to the Accounts Member.
4. Revenue Monitoring Cell shall identify possible revenue leakages and suggest corrective measures to set the systems right.
5. The Assistant Engineers/Meter Inspectors/Meter Readers shall be responsible for raising correct demands according to the classification of the consumer, monthly consumption, and purpose for which water is used.
6. The Assistant Executive Engineers should review the progress of revenue demand/collection according to the targets set and take remedial action wherever required and shortfall in targets shall be communicated in writing to the Assistant Engineers/Meter Inspectors/Meter Readers.
7. The Executive Engineers shall review the progress of revenue/demand on a monthly basis and take corrective steps like calling for explanation of the Assistant Executive Engineers/issuing written memos/call periodical meetings/conduct motivational programmes to the revenue staff wherever required. They shall report on the progress made by the Division on Revenue Demand/collection to the Superintending Engineers along with steps taken by them to improve performance of the revenue staff.
8. Similarly, the Superintending Engineers shall conduct monthly review meetings of the Executive Engineers and take corrective steps wherever required to ensure that the Divisions achieve the targets set for revenue demand/collection.
9. The Chief Engineers shall review the progress made by the regions divisions under their control and take steps wherever required to improve performance of the concerned officers. They shall report the progress made to the Revenue Monitoring Committee meeting to be held every month on the 1st Monday of the month.
10. The Revenue Monitoring Committee shall review the progress of revenue demand/collection in the monthly meeting and report on the achievements/short fall along with steps taken by the Committee to the Board.
11. The Revenue Monitoring Cell shall be responsible to implement all the directions issued by the Board/Managing Director intended to bring about better demand raising/collection of revenue.

12. The Revenue Monitoring Cell/Internal Audit shall be empowered to conduct spot inspections and check whether the classification of the consumers/meter reading/status of meter is being reported correctly by the Meter Readers/Meter Inspectors.
13. The Assistant Engineers/Meter Inspectors/Meter Readers shall be collectively responsible for the reported loss of revenue by the Revenue Monitoring Cell/Internal Audit and the Assistant Executive Engineer/Executive Engineer shall deduct the losses of revenue to the Authority from their salaries as the case may be in the ratio of 20% Assistant Engineers, 30% meter inspectors 50% meter readers.
14. Any failure by the Executive Engineer/Assistant Executive Engineer to recover the losses from the salaries of the concerned officers shall be recovered from the salaries of the Executive Engineer/Assistant Executive Engineer after three months of the reporting of the losses.
15. The fact of the loss reported/recovered from the officers shall be one item of agenda in the monthly Revenue Monitoring Committee meeting and shall be reported to the Board.
16. The ward/area allotted to meter readers shall be rotated every six months and should be transferred out from the Section/ Sub Division every three years.
17. Revenue Monitoring Cell to finalise the demand statement for Government Departments/Local Self Government institutions after obtaining the latest information about the claims pending from the Divisions.
18. Superintending Engineers/Executive Engineers/Asst. Executive Engineers as the case may be to take special interest in the recovery of long pending over dues from industrial consumers/other such high consuming consumers. They shall write letters to the institutions, approach them personally, and report the action taken by them to the Chief Engineer who shall intervene in deserving cases. In case of failure on the part of all the officers up to Chief Engineer, the matter may be reported to the Accounts Member, who shall take up the matter with the management of the institution/Government as the case may be. Any failure to report such outstanding cases to the Accounts Member by the Chief Engineers and similarly at each level shall be viewed seriously and action taken against the erring officers.
19. The meter readers/meter inspectors shall be rotated in the Wards every six months and transferred out the Sub Division after three years.
20. The available staff in all cadres like meter readers, meter inspectors, clerks, upper division clerks, etc., who are to be posted to revenue work shall be identified in the Authority as a whole and suitably deployed wherever required immediately. The Clerks/Upper Division Clerks who have not worked in Revenue shall be identified immediately and deployed for revenue work for a minimum period of one year each.

Instructions to Meter Readers

1. Meter Readers function as the Public Relations Officers of the Kerala Water Authority and therefore conduct themselves honestly, with utmost integrity and with loyalty and at the same time empathetic to the problems faced by the consumers.
2. They (meter readers) are responsible to take meter reading in respect of 1600 or 1200 meters in respect of urban areas or rural areas as the case may be in a period of two months.
3. They shall raise demand according to the correct applicable classification determined according to the purpose for which the water is consumed. Any change in the status of the consumers observed during his/her visit to the premises (for example a consumer who had obtained connection for domestic purpose might open a shop/hotel in the same compound) shall be reported immediately to the Assistant Engineer in charge through the Meter Inspectors.
4. They are responsible to report the status of meters correctly. Meters not working shall be reported immediately along with the report of meter reading. Any failure to report the not working meters will be considered as a serious lapse on their part and they shall be held personally responsible for any short recovery of revenue.
5. They shall see that the bills, cut off notices etc are served promptly.
6. They shall persuade the consumers to pay the dues and inform them about the penalties and additional fine that the consumers have to pay in case of default in payment of charges.
7. They shall listen to the complaints/suggestions of the consumers patiently and report them to the Assistant Engineer on a daily basis to enable early redressal of complaint.
8. They shall be personally responsible for revenue loss if any that may occur to the Authority due to wrong classification, failure to report not working meters, change of classification not taking prescribed no. of readings etc., if found subsequently by the MI, AE. They shall be liable to compensate the loss caused to Authority proportionately from their pay as per rules.

Instructions to Meter Inspectors

1. The Meter Inspectors shall conduct periodical inspection of water meters to ensure proper maintenance and correctness of meter readings.
2. They should inspect at least 10% of the readings taken by the meter readers and report to the Assistant Engineers.
3. During their visit, they shall report on the condition of the meter, the purpose for which water is consumed, whether there are more than one dwelling unit in the premises, whether there is a shop/hotel or any other commercial unit attached to the house, etc., independent of the meter reader's record.
4. Shops/Hotels/hostels/apartments/multi storied buildings/industrial buildings, etc., where the chances of water consumption is more, the Meter Inspectors shall be visiting every month and report on the condition of the meters.
5. They (meter inspectors) shall be personally responsible for the revenue loss, if any that may occur to the Authority due to wrong classification, meter not working, meter reading not taken regularly, etc., if found subsequently either by the Assistant Engineer/Revenue Monitoring Cell/Internal Audit or otherwise. The loss caused to the Authority, if any because of failure on part of the Meter Inspector to detect and report such revenue leakages shall be recovered from their salary as per rules.
6. The Meter Inspectors shall list out major defaulters, issue cut off notices against them, effect disconnection and keep proper records of such activities and produce the same on demand for verification by authorized persons.

Duties of LDC's/ UDC's (Revenue)

1. LDCs/ UDCs attached to revenue units shall be responsible to maintain the CPL. connections in computerised centers per month and 1200 connections per month in computerised centers.
2. They shall post the meter readings/ generate bills of the connection assigned to them route wise other wise.
3. They shall see that the meter readings of the consumers are posted in the CPL on the very same day of receipt of reading sheet/ book.
4. They shall ensure that the reading sheet/ book are duly verified by the MI/ AE before posting the same.
5. They shall generate bills only on the day preceding the day on which the next visit is due to the consumer premises.
6. They shall bring to the notice of the AE/ AEE erroneous/ abnormal meter readings noticed and get them verified before posting in CPL.
7. They shall keep a separate list of ND/ industrial/ bulk consumers and produce them for verification on demand.
8. They shall list out the number of not working meters and furnish monthly report to the HC/JS
9. They shall list out the details of defaulters and issue cut of notices to them promptly.
10. They shall prepare a list of long pending arrears/ severed connections and report to the HC/JS for initiating revenue recovery.
11. They shall get written orders of AE/AEE to recast bills/ to make correction in CPL.
12. They shall be responsible to act as cashiers whenever the duty is assigned to them.
13. They shall be responsible to verify the scroll and bring to the notice of the AE/ AEE remarks regarding adjustment in billing/ collection
14. They shall hand over the amount to the HC/JS promptly on closing of collection.
15. They shall maintain a honest/ fair/ cordial approach to the consumer and listen to their complaints with empathy.
16. They shall be personally responsible for the loss if any that may occur to the Authority. due to lapse on their part to perform the duties such as non posting of prescribed no. of readings, wrong entry regarding classifications, non preparation and submitting of reports etc and such loss shall be compensated by recovery from their pay and allowances as per rules.

PIC's/ JS's (Revenue)

1. They shall have the supervisory control over the ministerial staff attached to revenue centers
2. They shall distribute the meter reading sheets/ books to the ledger clerk according to route assigned or otherwise.
3. They shall ensure that the meter readings are posted to CPL without any delay
4. They shall see that the bills are generated by the billing clerks on the day preceding the day on which the next visit is due to the consumer's premises.
5. They shall make random verification of the bills generated before issue to consumers.
6. They shall keep a consolidated record of ND/I/Bulk connections under the sub-Division/ Section.
7. They shall keep a record of not working meters at any time/ furnish a monthly report to the AE/AEE.
8. They shall list out the details of not turned out consumers during any month and take action to realize revenue due from them.
9. They shall prepare the DCB statement of the section/ sub-Division with reference the PIC/ bills generated and report promptly to AE/AEE.
10. They shall keep a record of Govt: / Institutions / Departments and take follow up action to revenue recovery.
11. They shall be responsible for the safe of custody cash / timely remittance of cash to sub divisions / Treasury as per the rules in force.
12. They shall verify the closing / opening receipt No. of transaction every day and bring discrepancies if any to the notice of the AE / AEE.
13. They shall keep record of complaints received / settled and produce the same for verification.
14. They shall keep fair / honest and cordial approach to the consumers and listen to their complaints with empathy.
15. In non-computerized revenue centers they shall keep in custody the receipts Books (CB1) /maintain proper record of inflow /outflow of the same.
16. They shall be personally responsible for the loss that may occur to the Authority on account of supervisory lapses and such losses may be compensated by recovery from the pay and allowances proportionately as per rules.

Functions and Responsibilities of Revenue Officer/ Divisional Accountant.

1. Revenue Officers shall be the overall in charge of the billing and collections of the divisions which they are posted.
2. In places where ROs are not in position, the DA shall be the overall in charge of billing and collection.
3. The RO / DA shall acquaint themselves fully with KWA WS & S Act / KWA WS Regulations and give advise to Exe. Engineers on matters relating to billing/ collection/ settlement of complaints.
4. They shall inspect the subordinate offices and check the registers/ records to ensure correct accounting of transactions.
5. They shall verify the performance of the meter readers/ meter inspectors/ billing clerks/ supervisory staff and recommend action against erring officers.
6. They shall exercise proper control over the subordinate offices in revenue matters and give appropriate directions for the smooth functioning of revenue centers.
7. They shall ensure that proper route allocations are made and meter readings are done as per rules.
8. They shall keep sub-division wise record of connections under all categories.
9. They shall keep a separate list of ND/ Industrial/ bulk/ flat type connections under the division.
10. They shall identify and take action to replace the faulty meters under the division.
11. They shall take special efforts to recover revenue from Government departments/ institutions/ local bodies.
12. They shall monitor the issue of cut of notice/ dis-connection effected/ revenue recovered and report to the Exe. Engineer.
13. They shall ensure that all directions from HO related to revenue are communicated to subordinate offices and are strictly complied with.
14. They shall be responsible to send the DCB statements and other reports to Head office within the due dates.
15. They shall furnish a monthly report of performance to the RMC
16. They shall be responsible to attend cases involving consumer litigation in the Hon. Courts or Forums.
17. They shall conduct section level weekly review meetings with the revenue staff and Assistant Engineer and fortnightly meeting with the Sub Division revenue staff and Asst. Exe. Engineer.
18. They shall be personally responsible for supervisory lapses and such loss will be compensated by recovery from their salary proportionately as per rules.

to the Assistant Engineers

1. The Assistant Engineers shall be responsible for the raising of correct demand and recovery of the revenue due from the consumers coming within the realm of their section.
2. They (Assistant Engineers) are the Public Relation Officers of the Kerala Water Authority and shall therefore conduct themselves with utmost loyalty, integrity, and sincerity. At the same time, they shall empathize with the consumers and shall accord utmost importance to their grievances.
3. They shall maintain an updated list of the consumers falling under their area allocated to them and make it available to the officers as and when called for. The data shall have full details of the consumer like, name, identification number, house number, address, classification, purpose for which water is consumed, whether the meter is working, what is the outstanding balance due from the consumer, etc. This data is in addition to the data that may be available to the Engineer in the consumer ledger maintained in the office.
4. Every year, the Assistant Engineer shall work out the target for the area falling under his/her jurisdiction based on the potential arrived at based on the number of connections, type of connections, average consumption, etc., and intimate the same to the Executive Engineer along with a copy to the Revenue Monitoring Cell.
5. They shall conduct periodical inspection of the premises of the consumers and counter check the facts reported by the Meter Readers/Meter Inspectors. Any deficiency/discrepancy noticed by them shall be reported immediately to the Executive Engineer along with a copy to the Revenue Monitoring Cell.
6. They shall conduct inspection of the large consumers every month and ensure that the meters are functioning without any complaint.
7. They shall send demand notices to the consumers at correct time after ensuring that the demands are correct and according to the laid down terms and conditions of water supply.
8. They shall ensure that fines/interest are demanded on all defaulting cases and ensure that the amounts are recovered without allowing any remission at his level. Complaints if any shall be attended to only at the level of Executive Engineer.
9. The Assistant Engineers are personally responsible for the correct demand/recovery of revenue/fines and other charges and shall be liable to pay the revenue loss, if any, as per rules, that may occur to the Authority as a result of their failure to detect/report the leakage of revenue by way of wrong classification, not functioning meter, not raising demand, not raising demand for fine/interest or other charges. The Executive Engineer shall recover the losses, if any, reported to have happened due to the failure on part of the Assistant Engineer from his/her salary from next month itself.

ties of Assistant Executive Engineer.

1. The Assistant Executive Engineer in charge of regular sub division shall be responsible for collection of water charges and prompt remittance of the same.
2. They shall be responsible to set the target of collection of each section considering the number of connections, type of connections, average consumption and arrears outstanding and report the same to the Executive Engineer and the Section/ officers concerned.
3. They shall ensure that proper planning for meter reading / route assignments are done by Assistant Engineer of each section.
4. They shall keep a record of the number of connections, details of connections, type of connections independent of the office records, to be produced to higher officers at any point of time.
5. They shall be responsible to see that meter reading billing and recovery of revenue take place promptly as pre-planned.
6. They shall be responsible to take action against meter readers / meter inspectors who fail to take the required No. of readings / check readings for every month and effect proportionate deduction from their salaries for revenue loss noted/reported.
7. They shall closely monitor the progress in revenue collection during every month and call for explanations / issue memos to the officers responsible for short falls committed.
8. They shall ensure that meter readings of bulk / Industrial consumers are taken monthly and demands raised promptly. They shall keep a separate account of the Industrial/ bulk consumers for that purpose.
9. They shall look into the complaints filed by the consumers regarding water charges and dispose the same within 7 days. Complaints that cannot be settled at their level shall be forwarded to the Executive Engineer for appropriate decision.
10. They shall convene weekly meeting with Assistant Engineers at their level to review the progress in revenue collection and take corrective action in case of shortfall in collection.
11. They shall conduct surprise inspection of meter reading works and submit a report to the Executive Engineer with a copy to RMC giving details of meter inspected by them.
12. They are responsible to implement punitive action against erring Meter Reader/Meter Inspector/ Assistant Engineers wherever dereliction to duty is noted/ reported.
13. They are directly responsible to take action against major defaulters/ disconnection of their service and refer the cases to the Executive Engineer for revenue recovery proceedings.
14. They shall be held personally responsible for loss to Kerala Water Authority on account of supervisory lapse and such loss will be compensated from their salary.

of Executive Engineers in Revenue collection.

1. The Executive Engineers are responsible for the proper planning/ co-ordinating / monitoring and evaluating the revenue activities of the division.
2. They shall fix the collection target of each sub division with regard to the No. of connections/type of connections/ average consumption / supply of water/ arrears outstanding etc and report the target set to the Superintending Engineer.
3. They shall ensure that the revenue activities of the sub divisions like metering/ billing/ collection/ remittance are properly co-ordinated so as to tap revenue that is due to the KWA.
4. They shall closely monitor the progress of collection / convene monthly review meetings with the AEEs / AEs and take corrective action against shortfall in targeted collection. A report of the action initiated may be given to the Superintending Engineer.
5. They are responsible to mobilize the staff at their disposal (Clerks/ Meter Readers/Meter Inspector/ Asst. Engineer/Asst.Exe. Engineer) and utilize their services effectively in the revenue units. They need to perform the role of a team leader.
6. They shall arrange to inspect the revenue centers periodically to ensure that meter reading/billing/collection/ disconnections etc are carried out as per standing instructions.
7. They are responsible to initiate punitive action against erring officers for dereliction of duty wherever noticed/ reported.
8. They are responsible to look into complaints referred to them and take appropriate decision as provided in the Regulations.
9. They shall initiate revenue recovery proceedings against major/ long pending defaulters for recovery of water charges.
10. They shall furnish a monthly report on the action taken to improve revenue recovery to the Superintending Engineer / RMC.

Role of Superintending Engineer in Revenue Collections

1. The Superintending Engineer are responsible for the Co - ordinating / monitoring the revenue activities of the Circle.
2. They shall fix the revenue target of each Division considering the No. of connections / category of connections / Production/ supply of water / average consumption and report to the CE.
3. They shall see that the revenue activities of the Division are well co-ordinated as to tap maximum revenue due.
4. They shall coordinate periodical revenue meetings / evaluate progress / suggest corrective action to make good shortfall noted and report to CE.
5. They shall be responsible to take action against erring officers for dereliction of duty whenever noticed / reputed.
6. They shall ensure that all directions received from the HO / RMC are communicated to sub office and that they are complied with scrupulously.
7. They shall furnish periodical report on as the progress of collection of revenue recovery to the CE.

Chief Engineer's in Revenue Collection

1. They shall have the overall control of the revenue collection under the region
2. They shall set the target of collection of each circle with regard to the number of connection categories / average consumption / Production/ supply of water and report to RMC.
3. They shall coordinate the revenue activities to achieve total potential revenue recovery due to KWA
4. They shall monitor the revenue activities of the region and give appropriate instruction to energize revenue collection.
5. They shall evaluate the performance of the subordinate offices and take appropriate action against lethargic attitude noted / report
6. They shall conduct periodical review meeting and give Performance report to the AM / RMC.
7. They shall ensure that the uniform procedure is followed in respect of revenue activities under the region.
8. They shall convey the directions of MD /AM / Board of Authority / RMC to the subordinate offices and see that the actions are strictly followed

Role of AM in revenue collection

1. The AM shall be in overall control of revenue collection at the apex level.
2. The AM shall be the coordinator of the Revenue Monitoring Committee.
3. The AM shall report the recommendation / suggestion of the RMC in revenue matters to the MD/ Board of Authority.
4. The AM shall communicate the Direction of the MD/ Board to the Chief Engineers for appropriate action.