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## **Role of Cooperatives in Institutionalization of Custom Hiring Services in Punjab<sup>§</sup>**

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### **Abstract**

The study has examined the role of Cooperative Agro-Service Centres (CASCs) in institutionalization of custom hiring services in Punjab based on the primary data collected from 100 such CASCs spread over the state. The study has established the increasing level of participation of CASCs through their acquisition of sophisticated and costly farm machinery for custom hiring purposes. The involvement of the sample CASCs in providing farm services is increasing over time, in terms of number of beneficiaries and the operated area that got benefitted by the use of custom hired machinery. The financial health of the sample CASCs has been improving steadily with financial support extended to such centres in terms of subsidy on one hand and increasing reach on the other hand translating into increased earnings by way of custom hiring. The study has suggested replication of this model in other states of the country to reduce production cost and human drudgery.

**Key words:** Co-operatives, custom hiring, institutional arrangement, mechanization, Punjab

**JEL Classification:** C81, O17, P13, Q13

### **Introduction**

The inadequacy of farm power and machinery with the farm-operators, and particularly with the marginal and small farmers, has always been perceived as one of the major impediments to increasing agricultural production and productivity. It has been envisaged that farmers can benefit from technological developments in terms of large machines performing farm operations. But, these machines being costly remain out of the farmers' reach (Sharma *et al.*, 2005). The custom hiring services have the peculiarity of spreading the equipment ownership costs over a larger area. The farm

size, availability of labour and custom services, crop selection and cultural practices, all affect the selection of an optimum equipment set and ultimately the number of equipments crucial for farm operations. It was advocated that custom hiring services have enough scope for providing better implements to their clients at competitive rates (Ranade *et al.*, 2006; Kulkarni, 2009).

To provide machinery on custom hiring basis to farmers on time and at reasonable rates, the establishment of Agro-Service Centres was suggested. A landmark step in this direction was the setting up of agro-service centres in Punjab in the year 1972, with the twin objectives of providing self-employment to educated youth and custom hiring services to the resource-poor farmers in Punjab. But, over time, these got phased out due to farmers owning individually the small-powered machines. However, the new farm equipment, such as laser levellers, which are highly costly, has low annual use and requires high-power

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**Table 1.** Selection of cooperative agro-service centres (CASCs) in Punjab

Districts	No. of districts	CASCs selected per district	Total CASCs
Ludhiana, Bathinda, Ferozepur, Hoshiarpur and Moga	5	6	30
Amritsar, Jalandhar, Kapurthala, Patiala, Fatehgarh Sahib, Gurdaspur, Sangrur, Faridkot, Mansa, Mukatsar, Fazilka, Tarn Taran, Nawanshahar and SAS Nagar plus Ropar*	14+1*	5	70

\*The total sample drawn was of 5 CASCs per district, whereas 3 from Ropar and 2 from SAS Nagar keeping in view the number of CASCs in these districts.

tractors have become the demand of the modern efficient agriculture. The Punjab State Farmers Commission took the initiative to strengthen the Primary Agricultural Cooperative Societies (PACS) by providing one-time capital assistance as subsidy to own the costly machines and equipment and work as Cooperative Agro-Service Centres (CASCs).

The model of evolving primary agriculture cooperative societies in villages into agricultural machinery custom hiring service centres, successfully demonstrated in several villages of Punjab has the potential to be replicated in other states. The model in Punjab focuses on reducing capital investment on machinery and making available latest machinery to small farmers through these centres. In Punjab, where landholding of 62 per cent of farmers is below 4 acres and the fixed cost per acre due to heavy investment on machinery was above ₹ 6,000 per acre, the model has been considered a boon in helping them sustain agriculture and wriggle out of the debt trap by reducing input cost (Anonymous, 2010). In the state, the operations of the Agro Machinery Service Centres have been generating profits to the extent of 2-30 per cent of the annualized costs. Also, the hiring-in of machinery services from these centres has been found cheaper by 16 per cent and 35 per cent as compared to the hiring-in from private operators and self-owning of machinery, respectively (Sidhu and Vatta, 2012).

At present, there are 1045 Agro-Service Centres in the state, of which 208 are in the private sector and 837 are in the cooperative sector. These centres provide custom hiring services to the needy farmers at competitive rates. In this back drop, the present investigation has been carried out to examine the role of Co-operative Agro-Service Centres (CASCs) in institutionalization of custom hiring services in Punjab.

## Data and Methodology

### Selection of Cooperative Agro-Service Centres

The agro-service centres operating in all the 20 districts of Punjab in 2011-12, formed the primary sampling units for the present study. At the second stage, a list of all the cooperative Agro-Service centres was procured from the Punjab State Farmers Commission, Chandigarh. In consultation with the Commission, a total of 100 CASCs were purposively selected. The selection of the cooperative agro-service centres was done on the basis of release of subsidy in each sample district (Table 1).

### Data Collection

The information pertaining to sources of purchase of machinery and implements, income and expenditure from custom hiring and other services provided, etc. was collected from the sample agro-service centres by personal interview method. The data have been presented by the descriptive statistics such as measures of central tendency and dispersion.

## Results and Discussion

There is a need of radical restructuring to make technology dissemination reach the resource-deficient marginal and small farmers. Various innovative institutional arrangements have been evolved from time to time to make the system farmer-driven. It is pertinent to discuss the concept of institutionalization of agricultural structure in respect of Agro-Service Centres in the cooperative sector of Punjab. The pre-requisite for the development is the acquisition of the farm assets and machinery. The subsidy provision to CASCs also scales up the process of institutionalization. The

fundamental step for enumerating the success of any organization is to evaluate its physical and financial performance.

### Procurement of Tractors and other Implements by CASCs

The mechanization of agriculture has assumed greater importance for increasing agricultural production and productivity by efficiently and effectively utilizing scarce resources and costly farm inputs improving timeliness, and reducing labour cost and human drudgery. Agriculture in Punjab has been transformed from subsistence farming, to mechanized farming using mainly inanimate power sources like tractors, diesel engines, electric motors, etc. The establishment of custom hiring facilities has great potential for adoption of mechanization systems and enhancing economic viability. The marginal and small farms cannot enjoy the benefits of mechanization through individual ownership. Custom hiring of farm

machinery and power is the only means by which they can reap the benefits of farm mechanization.

The perusal of Table 2 reveals that all the sample agro-service centres owned tractors. Prior to the year 2009, the number of CASCs owning tractors stood at 12. With the purchase of tractors by 21 CASCs in 2009 and 48 CASCs in 2010, the number of tractor-owning CASCs increased to 81. The number of CASCs purchasing tractors in 2011 and 2012 was 16 and 3 respectively. One tenth of the CASCs surveyed owned more than one tractor. The study has also revealed results that 96 sample agro-service centres owned laser levellers. It was noticed that the number of CASCs having laser levellers prior to 2009 was only 10 and it increased to 76 in 2010.

As many as 73 sample agro-service centres owned rotavators also. The number of CASCs owning rotavators prior to 2009 was 10; it increased to 62 by 2010. It was found that 56 sample agro-service centres

**Table 2. Pattern of ownership in respect of tractor, machinery and farm implements with the CASCs in Punjab, 2009-12**

Name of machinery/implement	Prior to 2009	2009	2010	2011	2012	Total
Tractors	12 (6)	21 (1)	48 (1)	16 (2)	3	100
Laser levellers	10	21	46	17	2	96
Rotavators	10	16	36	9	2	73
Ploughs	11	10	27	8	-	56
Plankers	4	7	16	8	-	35
Sprayers	4	1	2	2	-	9
Disc harrows	18	19	11	9	-	57
Two disc harrows	12	9	4	2	-	27
Three disc harrows	8	2	3	3	-	16
Cutters	8	3	4	1	-	16
Bund maker	6	8	12	2	-	28
Zero drill	14	1	1	-	-	16
Drill	21	8	6	-	-	35
Trolley	7	3	13	2	-	25
Levellers	7	3	4	2	-	16
Disc bund maker	4	1	2	2	-	9
Happy seeder	-	2	6	2	-	10
Potato seeder	6	-	-	-	-	6
Potato digger	3	-	-	-	-	3
Generators	1	1	1	-	-	3
Paddy planters	-	2	2	-	-	4

*Note:* Figures within parentheses indicate the number of societies owning more than one tractor

owned ploughs. In 2010, only 27 CASCs purchased ploughs and in 2011 it was eight, showing that ploughs were still in vogue. A total of 35 sample CASCs owned ploughs. It was noticed that the maximum number of ploughs purchased by the sample agro-service centres was 16 in 2010. It was noticed that the number of sprayers purchased by the sample agro-service centres prior to 2009 was 4 only. The number of CASCs purchasing sprayers was two each in years 2010 and 2011. At the time of the survey, nine CASCs had sprayers.

The survey showed that 57 sample agro-service centres owned at least one disc harrow. The number of sample CASCs owning disc harrows prior to 2009 was 18, another 19 CASCs purchased disc harrows in 2009. It was also revealed that 27 CASCs owned two disc harrows and 16 CASCs had three disc harrows by 2011. A total of 16 per cent of the CASCs owned cutters. The number of cutters purchased by the CASCs was 4 in 2010 and one in 2011. It was found that 28 sample CASCs owned bund makers by 2011 and 16 sample CASCs owned zero drills. Similarly, 35 sample CASCs owned at least one drill. The number of CASCs owning drills prior to 2009 was 21. Another 8 CASCs purchased drills in 2009. The number of cooperative agro-service centres having levellers prior to 2009 was seven. It was found that 25 sample CASCs owned trolleys and 16 sample CASCs owned land levellers.

The results show that 9 sample agro-service centres owned disc bund makers. It can be observed that only 10 per cent of CASCs owned happy seeders. It was found that only three sample agro-service centres owned generators. The number of generators purchased by the sample CASCs prior to 2009, in 2009 and 2010 was one each. The study has revealed that 4 per cent of the sample agro-service centres owned paddy planters. The number of paddy planters purchased by the sample CASCs in 2009 and 2010 was two each. The results highlight the increasing level of participation of Agro-Service Centres through their acquisition of large amount of farm machinery for custom hiring.

### **Use of Owned Funds by CASCs for Purchase of Farm Implements**

The proportion of owned funds used by the cooperative agro-service centres for the purchase of farm machinery and implements is depicted in Table

3. A perusal of Table 3 revealed that the use of owned funds for the purchase of tractors was higher in 2010 (49.5%) and 2009 (41.8%) with average of 39.4 per cent in the study period.

It was found that 42.8 per cent owned funds were used by the CASCs in the purchase of laser levellers. The results revealed that the owned funds utilized in the purchase of ploughs were 89.2 per cent at the overall level. The corresponding figure for ploughs was 94.2 per cent; the reason could be the small quantum of financial resources involved in the purchase. In the purchase of disc harrows, 78.7 per cent of the resources were CASCs-owned.

It was found that 100 per cent owned funds were used for the purchase of equipments like sprayers, bund maker, disc bund makers, happy seeder, potato seeder, potato digger, generators and paddy planters. The amount of owned funds used for the purchase of cutter and zero drill was 66 per cent and 89.9 per cent in 2009 and prior to 2009, respectively. The amount of owned funds for purchase of cutter was 100 per cent each in the rest of the years. The amount of owned funds used for the purchase of levellers was estimated as 55 per cent in 2009, while in the remaining years, it was 100 per cent. It was found that most of the farm machinery were purchased by the CASCs from their owned funds, which shows their sound financial health.

### **Subsidy Given by Punjab State Farmers Commission**

One of the main objectives of the Punjab State Farmers Commission is to curtail the purchase of costly farm machinery by the farmers so as to save them from the debt trap. The importance of new technology can be viewed from the example of happy seeder which helps to sow wheat in the standing rice stubbles. This not only stops rice-straw burning, but also helps improve soil fertility by incorporation of organic matter in the soil. But, its cost is very high and it is economically not viable for landholders due to its limited and seasonal use. During 2009-10 wheat crop season, the Punjab State Farmers Commission had introduced the machine for large-scale demonstrations. Besides that straw-balers were also introduced to bind the straw and supply the same to small bio-mass power plants and for co-generation of power by the sugar mills (Anonymous, 2010). The modern machinery thus

**Table 3. Proportion of owned funds used in the purchase of tractors, machinery and implements by CASCs in Punjab**

(in per cent)

Particulars	Prior to 2009	2009	2010	2011	2012	Average
Tractors	28.5	41.8	49.5	18.0	30.5	39.4
Laser levellers	32.7	51.5	52.5	17.5	-	42.8
Rotavators	46.7	61.1	55.2	24.6	42.9	51.2
Ploughs	100	72.2	91.5	100	-	89.2
Plankers	100	89.8	92.7	100	-	94.2
Sprayers	100	100	100	100	-	100.0
Disc harrows	80.8	84.0	81.6	62.9	-	78.7
Cutter	100	66.0	100	100	-	92.3
Bund maker	100	100	100	100	-	100.0
Zero drill	89.9	100	100	-	-	92.0
Drill	100	87.4	78.0	-	-	91.9
Trolley	100	33.3	84.6	100	-	84.0
Levellers	100	55.0	100	100	-	89.0
Disc bund maker	100	100	100	100	-	100.0
Happy seeder	-	100	100	100	-	100.0
Potato seeder	100	-	-	-	-	100.0
Potato digger	100	-	-	-	-	100.0
Generators	100	100	100	-	-	100.0
Paddy planters	-	100	100	-	-	100.0

curtails the use of natural resources, especially water, by using laser levellers and rotavators. Besides, the cost of labour and diesel is reduced to a large extent and productivity of crops is augmented due to the judicious use of various costly inputs. This helps in reducing the debt load on the farming community as their dependence on the purchase of machinery with their own funds tends to decline. The machinery purchased by the small farmers generally remains under-used and this adds to the cost of cultivation and maintenance. In order to achieve this objective, the Punjab State Farmers Commission has been providing subsidy to the CASCs for the purchase of costly machinery for the use of farmers on custom hiring basis. The subsidy has promoted the purchase of machinery by the CASCs as they can avail subsidy up to 33 per cent of the total amount spent on the purchase of machinery. The subsidy provision acts as a safeguard against the risk involved in under-usage of machinery purchased by the CASC in the initial years. This helps in reducing the burden of the interest to be paid on the borrowed funds to the extent of 33 per cent.

The data pertaining to subsidy revealed that nearly 89 per cent of the CASCs availed almost full subsidy of 33 per cent on the purchase of machinery to the extent of ₹ 10,00,000. The Punjab State Farmers Commission has gone a long way in promoting custom hiring in the Punjab state by providing subsidy to the CASCs. This has prompted the CASCs to purchase modern farm machinery. This is amply clear from the extent of subsidy being availed by the sample CASCs in Punjab (Annexure I).

It was also noted that with passage of time the number of farmers availing custom-hiring services is picking up. This will have demonstration effect also on the fellow farmers and the prevalence of custom-hiring services is bound to increase in future. This has become possible with the concerted efforts of the Punjab State Farmers Commission on popularizing the use of modern and costly machinery, particularly through custom-hiring services in Punjab. This will go a long way to improve the economic status of the farmers, particularly of marginal and small landholders in the state.

**Table 4. Physical performance of sample cooperative agro-service centres in Punjab**

Particulars	2008-09	2009-10	2010-11	2011-12
Per centage of CASCs providing services	22	50	81	100
Beneficiary farmers per CASC				
Average	39	87	123	114
Per cent of member farmers	5	12	20	18
Area covered/ CASC (acres)	138	290	386	408

### Performance of the CASCs

Since a large amount in the form of subsidy is provided by the government for the purpose of institutionalization of custom hiring services, it becomes imperative to examine the performance of CASCs. The physical and financial performance of the sample agro-service centres was therefore studied and the results are presented below.

### Physical Performance

The physical performance of the sample cooperative agro-service centres was evaluated on the basis of certain yardsticks, such as number of societies providing services, number of beneficiary farmers, area covered, etc. and is presented in Table 4. The study revealed that the proportion of sample CASCs providing custom hiring services to the farmers was 22 per cent in 2008-09, which increased to 50 per cent in 2009-10, 81 per cent in 2010-11 and by the year 2011-12, all the CASCs were engaged in provision of custom hiring services. These figures bear testimony to the up scaling of the participation of these societies in delivering services to the farmers.

The average number of farmers, who have availed the services provided by these CASCs turned out to be 39 in 2008-09, which increased to 87 in 2009-10, 123 in 2010-11 and 114 in 2011-12. It was noticed that on an average 5 per cent of the member-farmers had availed the custom hiring services provided by sample CASCs in 2008-09, it increased to 12 per cent in 2009-10 and further to 20 per cent in 2010-11.

It was also revealed that the area covered was 138 acres in 2008-09, which increased to 290 acres in 2009-10, 386 acres in 2010-11 and further to 408 acres in 2011-12. This shows that the momentum of the sample CASCs in providing the services is picking up with time both in terms of number of beneficiaries and the

operated area that got benefited by way of custom hiring services.

### Financial Performance

The financial performance of the sample CASCs is presented in Table 5. The results revealed that average annual income per CASC was ₹ 85984 in 2008-09. The quantum jump was noticed in average income of the sample CASCs. These figures were ₹ 216132, ₹ 302639 and ₹ 327630 for the years 2009-10, 2010-11 and 2011-12, respectively. The figures for the range of income per CASC selected were estimated to be ₹ 2000-770000, ₹ 4000-850000, ₹ 3500-983000 and ₹ 30000-667570 in 2008-09, 2009-10, 2010-11 and 2011-12, respectively.

A perusal of Table 5 revealed that average expenditure of an agro-service centre was ₹ 44271 in 2008-09, which increased to ₹ 190211 in 2011-12. The range of expenditure per agro-service centre was estimated as ₹ 2000-36500, ₹ 500-480000, ₹ 200-516000 and ₹ 15000-420486 in 2008-09, 2009-10, 2010-11 and 2011-12, respectively. The net average annual income was estimated to be ₹ 41713 per agro-service centre in 2008-09. The figures for 2009-10, 2010-11 and 2011-12 were ₹ 106155, ₹ 139759 and ₹ 137419, respectively. The range of annual average net income was ₹ 0-405000, ₹ 1763-370000, ₹ 1689-467000, and ₹ 10000-305165 in 2008-09, 2009-10, 2010-11 and 2011-12, respectively. It clearly showed that the income of the sample cooperative agro-service centres has increased steadily with financial support extended to them in terms of subsidy.

### Conclusions

The study has conducted the performance appraisal of the agro-service centres operative in the cooperative sector of Punjab in providing farm machinery services. An increasing level of participation of agro-service

**Table 5. Financial performance of the sample cooperative agro-service centres in Punjab**

Particulars	(₹/CASC)			
	2008-09	2009-10	2010-11	2011-12
Annual income	85984	216132	302639	327630
Range of annual income	2000-770000	4000-850000	3500-983000	30000-667570
Average expenditure	44271	109977	162880	190211
Range of the average expenditure	2000-36500	500-480000	200-516000	15000-420486
Net income	41713	106155	139759	137419
Range of average net income	0-405000	1763-370000	1689-467000	10000-305165

centres has been revealed through their acquisition of large numbers of farm machinery for custom hiring. The CASCs have been found using both borrowed as well as owned funds for the purchase of farm implements. The subsidy has promoted the purchase of machinery by the CASCs as they can avail subsidy up to 33 per cent of the total amount spent on the purchase of machinery. The subsidy provision acts as a safeguard against the risk involved in under-usage of machinery being purchased by the CASC in the initial years. The income of the sample CASCs increased steadily with financial support extended to such centres in terms of subsidy on one hand and increasing reach on the other hand. This model can also be replicated to the advantage of other less-advantaged states of the nation and is likely to help boost agricultural production in the country.

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## Annexure I

## Amount of subsidy given by Punjab Farmers Commission to sample CASCs in Punjab

Sr. No.	Name of CASC	Subsidy amount (in lakh ₹)	Sr. No.	Name of CASC	Subsidy amount (in lakh ₹)
1	Sohian Kalan	2.62	51	Bhanoki	3.30
2	Bal Khurd	3.30	52	Nangal Janta	3.30
3	Jalalpura	3.30	53	Ramidi	3.30
4	Harrarian	3.30	54	Khasi Kalan	3.30
5	Abdal	3.25	55	Pabian	2.36
6	Mandi kalan	3.30	56	Swaddi Khas	3.30
7	Pithjo	3.29	57	Phagla	3.22
8	Gill kalan	3.30	58	Jhamat	3.30
9	Phul	3.30	59	Buthari	3.30
10	Kararwala	3.30	60	Bhaini Bhaga	2.98
11	Phullewala	3.30	61	Joga	3.15
12	Sekha	3.16	62	Akalia	3.23
13	Sehja	3.30	63	Kishangarh	3.22
14	Wajidke Kalan	3.30	64	Dodra	3.30
15	Ghunas	3.30	65	Maddoke	3.30
16	Bhaini Mehraj	3.30	66	Chunnuwala	3.30
17	Kot Sukhia	2.97	67	Dhudike	3.30
18	Pakhi Kalan	3.09	68	Mehna	3.29
19	Dhilwan Kalan	3.23	69	Ajitwal	3.30
20	Sandhwan	3.30	70	Nathuwala	3.30
21	Kothe Sainian	3.30	71	Hakimpur	3.30
22	Mana Singh Wala	2.69	72	Mazara	3.27
23	Ferozshah	3.30	73	Mehmoodpur	3.30
24	Booian	3.30	74	Bakhlour	3.30
25	Sanher	3.30	75	Talwandi	3.30
26	Sekhwan	3.30	76	Kotli Sangar	2.97
27	Sukhera Bodla	3.27	77	Seerawali	3.09
28	Haripur	3.30	78	Bura Gujjar	3.30
29	Ghumandgarh	3.30	79	Jaseana	3.30
30	Khamano Kalan	3.30	80	New Gulabewala	3.30
31	Ranwa	3.30	81	Kalbursan	3.30
32	Jameetgarh	3.30	82	Ghamroda	3.30
33	Bal Large	3.30	83	Dittupura	3.30
34	Athwal	3.30	84	Talwandi	3.30
35	Shehzada	3.30	85	Nathu Majra	3.30
36	Bhagowal	3.25	86	Baganwala	3.30
37	Kotli Surat	3.30	87	Mehtot	3.30
38	Purhiran	3.30	88	Kalayan	3.29
39	Chabbewal	3.30	89	Dadogal	3.30
40	Lehli Kalan	3.30	90	Kanganwala	3.29
41	Dhamain Kalan	3.30	91	Ahmadgarh	3.29
42	Rajpur Bhainan	3.26	92	Banbhaura	3.28
43	Phuglana	3.30	93	Kairon	3.20
44	Mothada	3.30	94	Lalpura	3.29
45	Boparai	3.30	95	Laukha	3.27
46	Ghurka	3.30	96	Usman	3.25
47	Lehal	3.30	97	Narli	3.30
48	Haripur	3.30	98	Gharuan	3.30
49	Moli	3.30	99	Gige Majra	3.30
50	Darwesh	3.30	100	Saneta	3.30