

PMDFC

Government of Punjab established PMDFC, as a separate agency for municipal development in the province with the technical and financial assistance of the World Bank. It was incorporated under section 42 of the companies Ordinance 1984 as a non-profit organization. Since 1998 it has been working as a civil society organization.

The General Body and Board of Directors of the Company, predominantly comprising the civil society, are the main steering and policy making authorities. P&D, Finance and LG&CD, Departments among others have highest level representation on these bodies. Company is headed by a Managing Director (MD) assisted by four General Managers who are in charge of Finance & Administration, Engineering, Procurement and Institutional Development wings.

Punjab Municipal Services Improvement Project (PMSIP)

The Govt. of Punjab has initiated this project with the help of the World Bank through PMDFC. The objective of the project is to improve the viability and effectiveness of urban services provided by the participating Tehsil Municipal Administrations (TMAs) and to make such improvements sustainable and replicable in others.

Complaint Tracking System (CTS)

CTS is a system established under institutional development activities for complaints registration, its tracking and resolution. The primary objective of introducing CTS in the TMAs was to enhance TMAs' efficiency in addressing citizens' complaints by streamlining the complaint registration and tracking system where all complaints are recorded centrally.

List of Partner TMAs of CTS

• A.P.Sial	• Bahawalnagar
• Attock	• Bhakkar
• Bhalwal	• Burewala
• Chakwal	• Chichawatni
• Chiniot	• Ferozewala
• Daska	• Gojra
• Dunyapur	• Hassanabdal
• Fateh Jang	• Khanpur
• Hazro	• Layyah
• Jhelum	• Malakwal
• Kasur	• Mandi Bahauddin
• Kot Moman	• Noorpur Thal
• Liaquatpur	• Okara
• Lodhran	• Renala Khurd
• Mailsi	• Sarai Alamgir
• P.D.Khan	• Sargodha
• Sambrial	• Sillanwali
• Shorkot	• Vehari
• T.T.Singh	

Situation Analysis

The situation of complaint cell before the intervention of PMDFC was; the TMAs did have a culture of entertaining citizens' complaints but the process was informal and unstructured. Mostly complaints were registered with the relevant officials through informal means e.g. acquaintance, elected officials, public pressure etc. TMA staff reported that they get most of the complaints verbally and they were entered in the complaint register later on. The complaints received in this fashion were satisfied on adhoc basis depending on the leverage of complaint. TMA officials had no structured way to gauge the performance of complaint addressing system as there was no record of either the complaints or the response time.



With the establishment of CTS, complaints redressal has become efficient which is visible as city has become clean than ever due to quick response to solid waste collection complaints.

Muhammad Tahir

(Comments of a complainant TMA Daska)

Need for CTS

Section 188 of PLGO 2001 Says:

“Every District Government, Tehsil Municipal Administration, Town Municipal and Union Administration shall set up a complaint cell for redressal of grievances within the ambit of their responsibilities under this ordinance”

It is clear from the prior situation of complaint registration that Although the culture of complaint resolution was prevailing at TMAs but the complaint tracking and problem identification culture was missing, so it was needed that a system should be established where each complaint should be ensured to be registered and it would be easily tracked. Every citizen should have easy access for complaint registration and he could track his complaint and could know the status of his complaint any time.



Implementation Process

A standardized complaint register, designed by PMDFC, was placed at the central complaint cell established at TMAs that is easily identifiable through a visible board placed outside the office. The complaint cell is also provided with telephone line to facilitate the complaint registration over the phone without walking in to the office. Every complaint, whether received in writing or verbally, is recorded in the specifically designed



complaint register by a designated complaint cell in charge. Each recorded complaint has a unique number already printed on the complaint slip. The complaint slip has two parts, one kept in the complaint cell for the record and the other given to the relevant TMA official responsible for the complaint resolution. The complainant also receives the complaint number for the follow up, if required. Once the complaint is resolved by the relevant TMA staff, he returns his part of the complaint slip to the complaint cell with his remarks and the complaint cell in charge updates the complaint register accordingly. The complainant may inquire the status of his complaint at any time just by calling the complaint registration office with reference to his complaint number. This process ensures the

Seven Easy Steps to adopt CTS

- Step 1: Allocate Separate Office / Desk
- Step 2: Place PMDFC's designed complaint register at the cell
- Step 3: Provide a telephone at complaint cell
- Step 4: Install a sign board
- Step 5: Appoint an official to record complaints
- Step 6: Nominate an In charge of the cell
- Step 7: PMDFC will provide hands-on trainings to TMA officials

registration and tracking of all the complaints, thus keeping TMA staff accountable to the TMA management as well as the citizens. Hands-on trainings were provided to the complaint cell in charge by PMDFC. TMAs were asked to adopt the public awareness campaign through electronic and print media and hoisting banners at public places. Reporting form was provided to TMA. Monthly report on the given format, verified by the complaint cell in charge is prepared by the complaint cell official. Monthly report is submitted to the TMO and the Tehsil Nazim. A copy of the report is to be sent to PMDFC.

Computerized Complaint Tracking System

Computerized complaint tracking system was initiated in 19 year I partner TMAs on August 2008 and in 9 year II TMAs in April 2010. Computerized complaint tracking software was developed in-house. A Computerized complaint tracking software along with computer & printer was provided to TMAs. In this connection hands on trainings were provided to TMA staff to run computerized complaint tracking system.



Benefits of CTS to TMA administration

The feedback from TMAs indicates that CTS is the major factor behind the improvements in the organization of complaint related information in the TMAs. CTS has helped TMAs to effectively track and follow up all complaints. This has led to increased citizens' confidence in the complaint resolution system as the number of complaints registered in TMAs has increased. Positive impact of CTS on the complaint resolution has been observed

Benefits of CTS

- Systematic Organization of complaint information
- Enhanced public satisfaction with the complaint redressal system
- Improved system for instantly checking the complaint status
- Efficient redressal of complaints
- Standardization of complaint resolution time

in most of the first year partner TMAs. CTS has improved the complaints registration system, it has also improved the complaint follow up mechanism. It is reported that beside registration and tracking of complaints, CTS is being used for identification of problem areas in the TMAs. This has been the major use of CTS data besides its direct use as a complaint registration system.

Analysis of Complaints Data:

Comparison of Complaint Data since Introduction of CTS

Monthly reports of complaints received from the TMAs are analyzed by type and location of problem. Following table shows the percentage of problems by sector registered by TMAs since the establishment of CTS.

Year I TMA

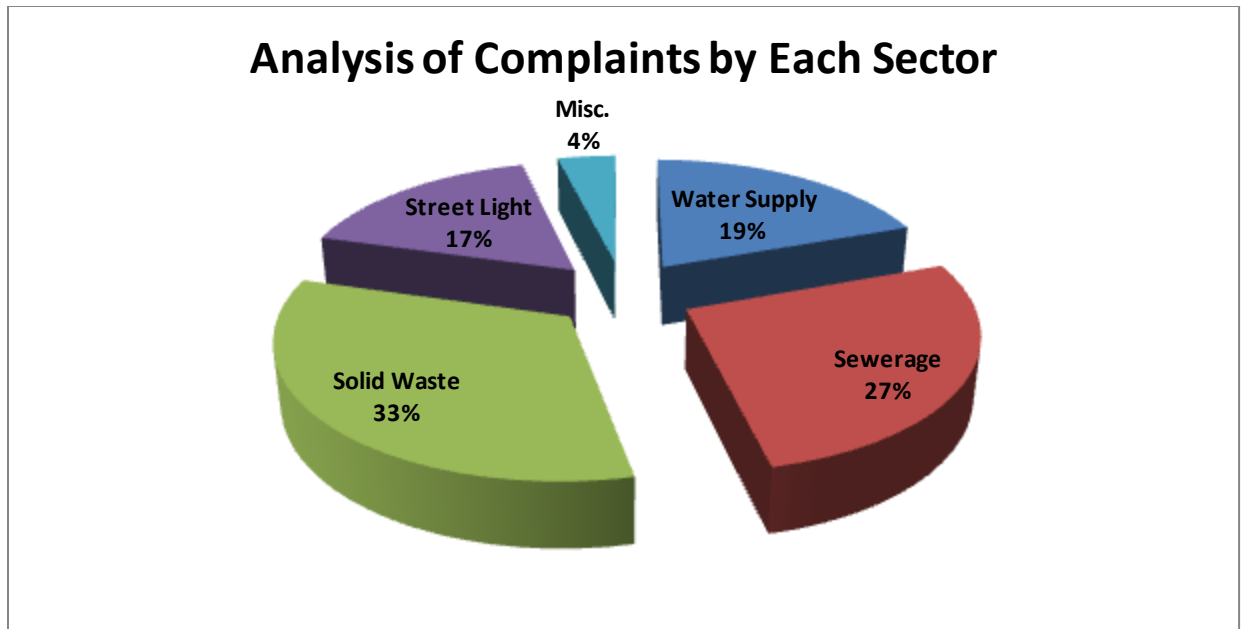
Sr. No	Name of TMA	% of Complaints regarding Municipal Services (Jan 2007-May 2010)				
		Water Supply	Sewerage	Solid Waste	Street Light	Misc.
1	A. P Sial	3	35	42	17	4
2	Attock	33	27	19	19	2
3	Bhalwal	30	21	24	25	1
4	Chakwal	28	20	4	47	1
5	Chiniot	7	40	10	42	1
6	Daska	44	6	32	12	5
7	Dunyapur	24	15	39	13	9
8	Fateh Jang	17	42	2	40	0
9	Hazro	13	3	59	23	2
10	Jhelum	12	56	18	14	0
11	Kasur	30	39	26	1	5
12	Kot Moman	7	70	15	8	0
13	Liaqatpur	11	10	78	1	0
14	Lodhran	0	21	73	6	0
15	Mailsi	17	15	10	56	1
16	P. D. Khan	43	47	3	7	0
17	Sambrial	20	14	16	49	1
18	Shorkot	0	24	63	6	7
19	T.T. Singh	33	7	46	12	1

Year II TMA

Sr. No	Name of TMA	% of Complaints regarding Municipal Services (April 2009-May 2010)				
		Water Supply	Solid Waste	Sewerage	Street Light	Misc.
1	Bahawalnagar	28	28	40	4	-
2	Bhakkar	1	42	46	1	10
3	Burewala	33	9	48	10	-
4	Chichawatni	17	43	24	16	-
5	Ferozewala	-	-	-	-	-
6	Gojra	7	81	5	6	1
7	Hassanabdal	33	19	23	25	-
8	Khanpur	-	76	13	9	2
9	Layyah	1	64	17	15	3
10	M.B. Din	38	49	2	9	2
11	Malakwal	43	18	14	16	9
12	Noorpur Thal	25	75	-	-	-
13	Okara	4	1	76	6	13
14	Renala Khurd	21	19	30	7	23
15	Sarai Alamgir	33	-	33	34	-
16	Sargodha	16	11	50	16	7
17	Sillanwali	-	83	-	17	-
18	Vehari	25	10	31	25	9

Analysis of Complaints by Each Sector

The following chart indicates the level of service delivery provided by TMAs in the main four sectors of water supply, solid waste collection, Sewerage and streetlight. It shows that major complaints (33%) are of solid waste disposal .It means this sector requires more attention to be addressed. Then come sewerage (27%), Water supply (19%) and street light (17%).



Potential Scope of CTS

PMDFC developed complaint training system with software is a tested system. It is developed and improved on the feedback of 37 partner TMAs over period of four years. It is now ready to be adopted by any TMA of the Punjab.