

FIELD APPRAISAL REPORT TMA LAYYAH

**Prepared by;
Punjab Municipal Development Fund Company**



December-2008

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1. INSTITUTIONAL DEVELOPMENT

1.1 BACKGROUND

TMA Layyah has applied for funding under PMSIP. After initial desk appraisal, PMDFC field team visited the TMA for assessing its institutional and engineering capacity.

1.2 METHODOLOGY

Appraisal is based on interviews with TMA staff, open-ended and close-ended questionnaires and agency record. Debriefing sessions and discussions were held with Tehsil Nazim, TMO, TOs and other TMA staff.

1.3 DISTRICT PROFILE

1.3.1 History

Layyah derives its name from a wild short stature shrub of fuel-wood commonly known as Layyan (Tamarisk dieica). Since the area was first covered by the shrubs (Layyan), this name was accorded by the local population. The district name is also spelled as Leah. Layyah was given status of district on July 1, 1982, prior to that it was a Tehsil of Muzaffargarh district.

1.3.2 Location

Layyah district falls in newly created civil division of Dera Ghazi Khan. It lies between 30°- 45' to 31°- 24' north latitudes and 70°- 44' to 71°- 50' east longitudes. It consists of a semi rectangular block of sandy land between the Indus and Chenab rivers in Sindh Sagar Doaba.

1.3.3 Area/Demography

The total area of the district is 6,291 square kilometres with a population of 1,120,951 as per DCR 1998. It comprises three sub-divisions of Layyah, Karor Lal Esan and Choubara with 722 revenue estates.

The demographic details of the district are as:

Admn. Unit	Area (sq.km.)	Population 1998							Population 1981	1981-98 Avg. annual growth rate (%)
		Both sexes	Male	Female	Sex ratio	Population density/sq. km.	Urban proportion	Avg. HH size		
Layyah District	6,291	1,120,951	579,009	541,942	106.8	178.2	12.9	7.3	666,517	3.10
Choubara Tehsil	2,755	161,010	83,664	77,346	108.2	58.4	-	7.6	94,572	3.18
Karor Lal Esan Tehsil	1,824	368,899	189,183	179,716	105.3	202.2	10.4	7.3	226,311	2.91

Layyah Tehsil	1,712	591,042	306,162	284,880	107.5	345.2	17.9	7.3	345,634	3.20
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Source: District Census Report 1998, Population Census Organization, Statistics Division, Government of Pakistan, Islamabad.

1.4 TMA/TOWN PROFILE

1.4.1 Municipal Status

Layyah was raised to the level of Municipal Committee in 1987. After the implementation of Punjab Local Government Ordinance 2001, it was given the status of TMA.

1.4.2 Location

In its north, falls the newly established district of Bhakkar, which was formerly a sub division of Mianwali district. River Indus runs in its west across which lies district of Dera Ghazi Khan. District Jhang lies in the east and district Muzaffargarh in the south.

1.4.3 Area/Demography

Layyah tehsil spreads over an area of 1, 712 square kilometres with a population of 591,042 (as per DCR 1998).

The detail of CO Unit is as:

CO Unit	Population 1998			Population 1981	1981-98 Avg. annual growth rate (%)	Avg. HH size
	Both sexes	Male	Female			
Layyah	72,319	37,138	35,181	51,482	2.02	7.6
Chowk Azam	33,541	17,517	16,024	-	-	7.4

Source: District Census Report 1998, Population Census Organization, Statistics Division, Government of Pakistan, Islamabad.

1.5 TMA STAFF PROFILE

Sr. #	Name	Designation	Date of Joining TMA	Service Cadre	Qualification	Experience (years)
1	Muhammad Zubair Wattoo	TMO	16-05-2008	LCS	BA-LLB	-
2	Muhammad Younas Saleem	TO (I&S)	28-08-2008	PHED	Civil Engineer	-
3	Fayyaz Haleem Hashmi	TO (F)	24-06-2008	LCS	BA	-
4	Abdul Majeed	TO (R)	18-10-2007	LG & CDD	FA	-

5	Vacant	TO (P)	-	-	-	-
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1.6 INSTITUTIONAL ASSESSMENT

The ID team assessed the institutional capacity of TMA Layyah for accomplishment of mandatory functions as per PLGO 2001 in general and of (I&S) office for execution of proposed sub-projects in particular.

Based on discussions with the respective TMA staff, the FAR includes the proposed Performance Improvement Plan (PIP) for each TMA office.

1.6.1 Tehsil Nazim

A. Profile

TMA Layyah is headed by Sardar Malik Iftikhar Ahmed Jakhar an elected Tehsil Nazim. He comes from a veteran and respected political family of Layyah. He was Vice Chairman of defunct Zila Council Layyah before devolution system.

From the very outset, he took keen interest in PMSIP. He has been very cooperative and proactive in all PMSIP activities. He discussed in detail about problems and suggestive measures regarding infrastructure interventions and institutional development of TMA.

In short, PMDFC expects that TMA Layyah under the supervision of Tehsil Nazim, Sardar Malik Iftikhar Ahmed Jakhar would benefit optimally from PMSIP municipal institutional development and infrastructure development initiatives.

1.6.2 Office of Tehsil Municipal Officer

Tehsil Municipal Officer, Muhammad Zubair Wattoo, an officer from LCS cadre / service joined TMA Layyah on 16-05-2008. TMO is the focal person in TMA. He is also the Principal Accounting officer of TMA. His responsibilities include coordination of activities of all Tehsil offices and execution of sanctioned policies of TMA. During the field appraisal, ID team discussed the following issues related to the office of TMO:

Staff Position in TMO Office

S. No.	Post	Sanctioned Strength	Existing Strength
1	Tehsil Municipal Officer	1	1
2	Head Clerk	1	1
3	Stenographer	1	1
4	Computer Operator	2	2
5	Senior Clerk	1	1
6	Junior Clerk	4	4
7	Driver	1	1
8	Naib Qasid	7	7
9	Chowkidar	1	1

A. Complaint Cell

TMA complaint cell has been established as per PLGO 2001. The complaint cell is also equipped with telephone line. A complaint register is being maintained to keep track of reported

complaints. It is observed that most of the complaints are received through verbal communication and are being resolved by TMA staff without keeping any formal record. Response time has not been fixed. Furthermore, TMA has not developed any reporting mechanism from concerned staff to TMO regarding disposal of complaints. The complaint tracking system under PMSIP is expected to effectively streamline the TMA Complaint System.

B. Dissemination of Information

TMA Layyah has made some basic institutional arrangements for dissemination of information to the citizens. Information is shared at TMA office Notice Board, through “Munadi” and TMA arranges announcement of contracts and tenders in the national newspapers through Director General Public Relations. Sometimes, cable TV is also used by TMA to disseminate the information.

TMA does not have a website to share information and public response or feedback. Like other TMAs, there is no reporting system between the TMA and the Provincial Government. Annual budget is the only way of information forwarded to Provincial Government. Because of its inadequate institutional capacity, TMA needs constant overseeing by the Provincial Government. A watchful Provincial Government can ensure better performance from TMAs. The monitoring system for Provincial Government under PMSIP shall be a great help in this regard.

C Performance Management System

PMDFC is introducing Performance Management System in Year – II TMAs. Field assessment of the TMA reveals that data exists in rudimentary form regarding performance indicators on municipal services like water supply, solid waste, street lights and sewerage. However, there is lack of data tracking, updation and reporting culture.

D Community Driven Development

A very important feature of the Devolution Plan is the participation and involvement of non-elected citizens in the development process in their respective local areas. The institutional arrangements for the attainment of this objective are provided through CCBs. Section 98 of PLGO 2001, encompasses the objectives, composition and scope of CCBs as under:

“In every local area, groups of non-elected citizens may, through voluntary, proactive and self-help initiatives, set up any number of Citizen Community Boards. Such Citizen Community Boards shall be set up for the purposes of, inter alia, energizing the community for development and improvement in service delivery, development and management of a new or existing public facility, identification of development and municipal needs, mobilization of stakeholders for community involvement in the improvement and maintenance of facilities.”

A TMA is bound to set apart 25% of its development budget for allocation to CCBs. The unspent CCB allocation in a financial year cannot be expended on any other development or non-development activity. The unspent CCB balance continues to accumulate and becomes available for CCB allocation in the next financial year. A TMA can provide up to 80% funds for a CCB scheme and the remaining 20% are to be arranged by CCB itself.

In spite of this convenient availability funds for development, citizens are not making best of this opportunity. Apart from reluctance of citizens to provide 20% matching funds, the laborious and cumbersome CCB rules and non-proactive attitude of the concerned local government staff are partly responsible for substantial under-utilization of development funds available through this innovative, participatory, pro-citizens development initiative.

The Government of the Punjab, being cognizant of this issue, has taken up the matter with National Reconstruction Bureau (NRB). PMDFC shall also facilitate the citizens in PMSIP partner TMAs to take up CCB schemes through its Social Mobilization Consultant.

E Monitoring Committees

Section 67 of PLGO lays down the functioning and powers of the Tehsil Council. Clause (vii) to clause (xii) of the same section deal with the election/constitution of monitoring committees as under:

- (vii) to elect Monitoring Committees of the Tehsil Council to monitor the working of the Tehsil Municipal Administration and the provision of municipal services;
- (viii) to ensure that Monitoring Committees perform their functions in a non-intrusive manner without interfering in the day to day working of the relevant offices of the Tehsil Municipal Administration and do not assume a command and control role;
- (ix) to review the reports of the Monitoring Committees and make appropriate recommendations to the Tehsil Nazim;
- (x) to elect a Code of Conduct Committee which shall be responsible for enforcing the code of conduct for regulating the conduct of the members of the Tehsil Council;
- (xi) to elect an Insaaf Committee for interaction with the Insaaf Committee of the Zila Council
- (xii) to elect Tehsil Accounts Committee to review the audit reports of the accounts of Tehsil Municipal Administration.

Tehsil Council Layyah has constituted following Monitoring Committees to assist the house and improve the working of TMA:

1. Monitoring Committee for Sanitation & Works
2. Code of Conduct Committee
3. Insaaf Committee
4. Accounts Committee

Convener of each committee is elected amongst the members of the committee through voting.

F Trainings

Field visit of TMA Layyah reveals that there is a dearth of I.T skills in the TMA. The staff in Engineering, Finance, Planning and Regulation offices can perform better through effective I.T. training. PMDFC is of the view that I.T training for TMA staff will be an important step towards the computerization of office records and will result in efficient office automation systems. Analysis of data will become easy and errors in record keeping would decrease to a considerable extent. Moreover, I.T skills are also essential for PMSIP interventions like Financial Management System, Complaint Tracking System etc.

PMDFC aims to develop the human resource base of its partner TMAs and considers improvement in service delivery inconceivable without a strong human resource base. TMA staff with right skills set can be expected to provide timely, cost-effective and reliable services to citizens.

In view of the above and on the request of TMA Layyah for basic computer training for its staff, PMDFC will fund computer training for the following TMA staff, at a local Computer Training Institute:

Sr. No.	Name of Trainee	Designation
1	Muzamil Sohail	Junior Clerk (General Branch)
2	Gohar Jamal	Junior Clerk (I&S Branch)

PIPs for TMO Office:

After in-depth discussions, the following Performance Improvement Plan is proposed for the office of TMO in TMA Layyah. These interventions are envisioned for the first year and further capacity interventions would be initiated in the subsequent years provided TMA qualifies for PMSIP funding in year two and onward.

<u>PIP Tasks</u>	<u>PMDFC Interventions</u>	<u>Performance Indicators</u>
(i) Citizens' complaint cell	<ul style="list-style-type: none"> • Provide standard design of the Complaint center. • Provide Standard Operating Procedures (SOPs) for the Complaint center. • Provide hands on training for the implementation of complaints center SOPs. • Provide system for complaints tracking and analysis. 	<ul style="list-style-type: none"> • Number of complaints registered / resolved (by type of problem/location) on municipal services.
(ii) TMA website	<ul style="list-style-type: none"> • Provide template for website design. • Finance the cost of website development and initial hosting. • Training of TMA staff for regular update of websites. 	<ul style="list-style-type: none"> • Website contents are updated regularly.
(iii) Training needs assessment of TMA staff by TMO	<ul style="list-style-type: none"> • Formation of training calendar • Make requisite arrangements for trainings. 	<ul style="list-style-type: none"> • Number of TMA staff trained under each TO.
(iv) Performance Management System (PMS)	<ul style="list-style-type: none"> • Performance management indicators for service delivery/capacity building interventions • Mechanism for collection of performance indicators data • Format of monthly/periodic reports 	<ul style="list-style-type: none"> • Collection of baseline values • Agreement on target values • Compliance with the agreed target values against each indicator • Periodic data collection on core indicators for service delivery & capacity building • Submission of periodic reports on performance indicators

1.7 TEHSIL OFFICER (Planning) OFFICE

Like all TMAs in Punjab the very concept of Town planning is non-existent in TMA Layyah. TMA is not equipped for carrying out spatial plans, plans for land use and zoning, the functions entrusted to it under section 54 of PLGO.

The office of TO (P) is a very crucial office in TMA setup. It has been allocated the following business:

1. Prepare spatial plans for the tehsil/town in collaboration with Union Administrations including plans for land use and zoning;
2. Exercise control over land use, land sub-division, land development and zoning by public and private sectors for any purpose including agriculture, industry, commerce, markets, shopping and other employment centres, residential, recreation, parks, entertainment, passenger and transport freight, and transit stations;
3. Building control;
4. Execute and manage development plans;
5. Develop and manage schemes including site development in collaboration with District Governments and Union Administrations;
6. Compile information provided by Union and Village Councils of prioritized projects in the tehsil/town; and
7. Maintain municipal records and archives.

Following Table compares the available posts and filled posts.

Staff Position in TO (P) Office

S.No	Post	Sanctioned Strength	Existing Strength
1	Tehsil Officer (Planning)	1	-
2	Sub Engineer	1	-
3	Head Clerk	1	1
4	Draftsman	1	1
5	Chowkidar	1	1

The TMA Layyah has the acute shortage of staff. The post of TO (P) is lying vacant for last four years. The additional charge is with TO (I&S). There is no post of building inspector. There is one sub engineer who has to look after responsibilities of building inspector. In fact, all of the activities of planning office are hampered due to non-availability of staff.

Mapping

TMA has a base map that needs updation. They also have a water supply map but it is not up to scale and also needs updation. Tehsil map with the TMA also is an old out-dated one.

Building Control

For building control activities residents submit requests with a plan and other requisite documents. Building inspector visits the site and checks if the plan is according to the site/location. Building by-laws have been developed but not notified. There is a requirement that residents after completion of their buildings get a completion certificate from planning office, TMA, but it rarely occurs. There is a need of such mechanism that residents have to get the completion certificate. All the records are manually maintained.

Status of plans by Planning Office:

One of the functions of TO (P) in PLGO is managing coordination activities and CCB schemes; liaison with neighbouring Tehsils and Union/Village councils; support to Union /Village councils. At the moment, progress in collection/analysis of data or coordination in development activities in Tehsil is quite slow.

Qualified TO Planning	No
Spatial Planning	
Spatial plan	No
Land use map	No
Zoning map	No
Base map	No
Development Planning	
Development Plan	
Annual Development Planning and Budgeting	
Annual Development Program and Budget	Yes
Prepared with UC and TMC input	No
Prepared with regard to data base	No
Presence of data base or data collection	No
Long term Annual Development Programming and Budgeting	
Long term Dev. Program and Budget	No

During the discussions it was revealed that the Planning office needed detailed information on the characteristics and requirements of all land uses, physical, spatial and economic activities that might guide the future shape of the city. But this requires up to date maps. Maps like land use and services are not available with the TMA and the one available is obsolete and outdated. Topographical maps that are essential for efficient infrastructure and city management are non-existent.

Plan formulation:

Development plans are made without taking into account real data and actual needs. The absence of data reflects in uninformed prioritization of plans. Moreover, ignorance of ground realities results in piecemeal development.

After detailed discussion with TO (P) staff, the following Performance Improvement Plan is proposed for the office of TO (P) in TMA Layyah. These interventions are envisioned for the first year and subsequent capacity interventions would be initiated after progress of capacity projects in the TMA subject to the continuous eligibility of TMA for PMSIP funding.

<u>PIP Tasks</u>	<u>PMDFC Interventions</u>	<u>Performance Indicators</u>
(v) Setting up of GIS, mapping of services and developing a database of services.	<ul style="list-style-type: none"> • PMDFC will arrange for satellite images of the TMA. • PMDFC will develop standard formats for services data collection. • PMDFC will provide necessary training to TMA staff on mapping services on TMA maps. • PMDFC will provide necessary training to TMAs 	<ul style="list-style-type: none"> • Basic maps prepared • Database of infrastructure developed and thematic maps prepared.

	for developing the services database.	
(vi) Preparation of action plan	<ul style="list-style-type: none"> • PMDFC will arrange for data collection, analysis and prioritization of development and capacity projects. 	<ul style="list-style-type: none"> • Number of development / capacity projects executed out of prioritized list.

1.8 TEHSIL OFFICER (Regulation) OFFICE

The office of TO (R) is extremely crucial in TMA setup. Its duties include to regulate market & services; issue licences, permits, grant permissions & impose penalties for violation thereof; management of municipal lands, estates, properties, facilities, assets & enterprises vested in TMA. It is also responsible for enforcement of municipal laws, rules and bye-laws governing the functioning of TMA. Prevention of encroachments on public lands and places; prosecution and follow up of criminal, civil and recovery proceedings and regulation of affixing of signboards and advertisements are some other important functions of Tehsil office Municipal Regulation.

Staff position in TO(R) Office

S.No	Post	Sanctioned Strength	Existing Strength
1	Tehsil Officer (Regulation)	1	-
2	Assistant	2	2
3	Junior Clerk	1	1
4	Naib Qasid	2	2

As is evident from the above table, an important post of Tehsil Officer (Regulation) is lying vacant, and currently, Abdul Majeed an officer from LG&CD cadre / service is incharge of Regulation Wing.

By amendment in PLGO in June, 2005 TMAs have been empowered to introduce ticketing system for municipal offences specified in Eighth Schedule. There is an incentive package in the ticketing system. Twenty-five percent of fine proceeds go to the collecting inspector; 25 % to Regulation office maintenance and remaining 50 % to TMA. The same incentives have been provided to inspectors from fine proceeds imposed by courts in offences specified in Fourth Schedule.

In consultation with TO (R) staff, the following Performance Improvement Plan is proposed for regulation wing in TMA Layyah. These interventions are envisioned for the first year and subsequent capacity interventions would be initiated after progress of capacity projects in the TMA subject to the continuous eligibility of TMA for PMSIP funding in subsequent year.

Performance Improvement Plan (PIP)

PIP Tasks	PMDFC Interventions	Performance Indicators
Development of data base of: <ul style="list-style-type: none"> • legal cases for proper monitoring • advertisement and signboards • Licenses and permits • Municipal estates and properties 	PMDFC to provide software / hardware for building up data base.	<ul style="list-style-type: none"> • %age reduction in pendency in legal cases compared with last FY. • %age increase in revenue compared with last FY.

1.9 Tehsil Officer (Finance) Office

Tehsil Officer (Finance), Mr. Fayyaz Haleem Hashmi, an officer from LCS cadre / service joined TMA Layyah on 24-06-2008. TMA is currently maintaining its books of account manually. There is a scope for computerized accounting software, which will enhance the working capacity of TMA.

Staff position in TO (F) Office

S.No	Post	Sanctioned Strength	Existing Strength
1	Tehsil Officer (Finance)	1	1
2	Accountant	1	1
3	Assistant Accountant	1	1
4	Accounts Clerk	1	1
5	Senior Clerk	1	1
6	Junior Clerk	1	1
7	Naib Qasid	3	3

Receipt Section:

S.No	Post	Sanctioned Strength	Existing Strength
1	Head Clerk (R)	1	1
2	Octroi Superintendent	1	1
3	Tax Inspector	1	1
4	Junior Clerk	5	5
5	Naib Qasid	2	2

FINANCIAL COMPONENT

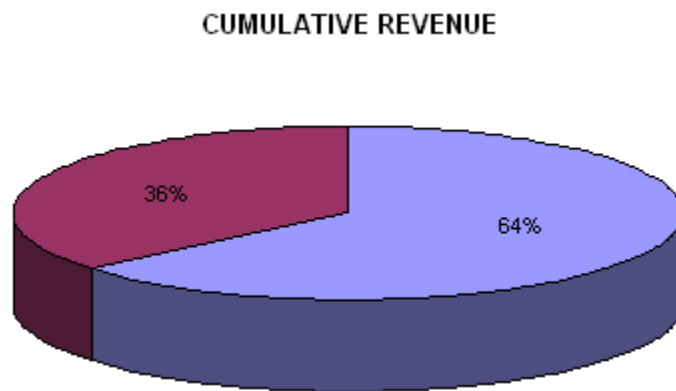
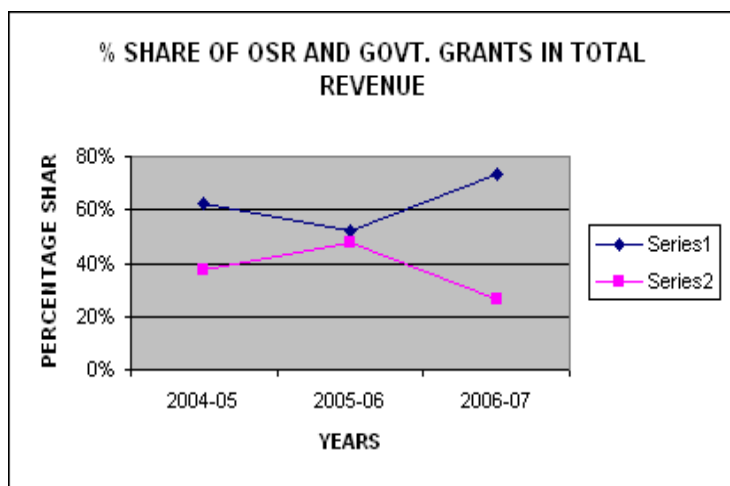
Law requires that no Local Government can pass a deficit budget. The intention is to provide built-in mechanism for fiscal efficiency. This constraint forces a Local Government to either raise revenue or to economize in expenditure or to do both. In general a local government has to maintain within its fiscal limits.

TMA staff is conversant with the budget formulation process but relies predominantly on the historical data for future projections. Monitoring committees are operative and audit is being conducted regularly.

A trend of (OSR) to total revenue is captured in the following table:

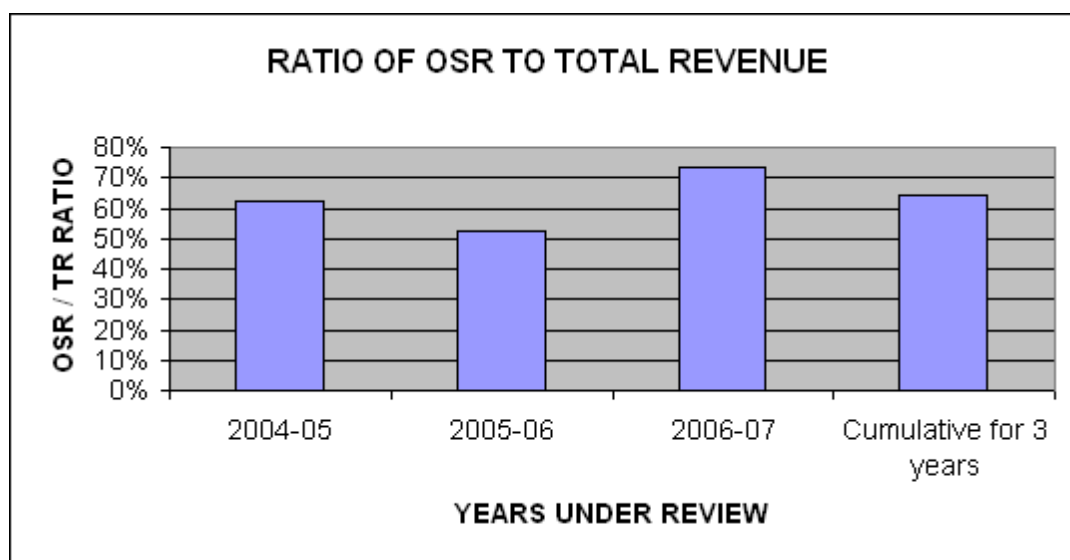
Source	2004-05	2005-06	2006-07	Cumulative	
Own Revenue Source	86,600,000	127,000,000	238,700,000	452,300,000	64%
Govt. Grants	51,700,000	116,300,000	86,800,000	254,800,000	36%
Total	138,300,000	243,300,000	325,500,000	707,100,000	100%

Source	2004-05	2005-06	2006-07
Own Revenue Source	63%	52%	73%
Govt. Grants	37%	48%	27%



Following ratio of own source revenue to total revenue can be calculated from the above data.

Source	2004-05	2005-06	2006-07	Cumulative for 3 years
Ratio I = OSR/TOTAL REV	63%	52%	73%	64%



Ratio of Own Source Revenue (OSR) to total revenue decreased in 2005-06 but it rebounded again in 2006-07. This decrease in ratio was due to an increase in the Government Grants. This ratio reflects the fiscal effort of the TMA and it is evident that, on average, the TMA is making efforts to increase OSR. We can clearly see from the data above that TMA Layyah is making extraordinary efforts to increase the OSR and relying less on the Government Grants which is a positive sign and over the years its OSR has gone up consistently.

OSR registered an increase in FY 2004-05, FY 2005-06 and 2006-07 In absolute terms OSR was Rs. 86 m, 127 m and 238 m in FYS 2004-05, 2005-06 and 2006-07 respectively. The extraordinary increase in FY 2006-07 was mainly on account of Cattle Mandi, Parking Fee, and Tax on Transfer of Immovable Property (TTIP).

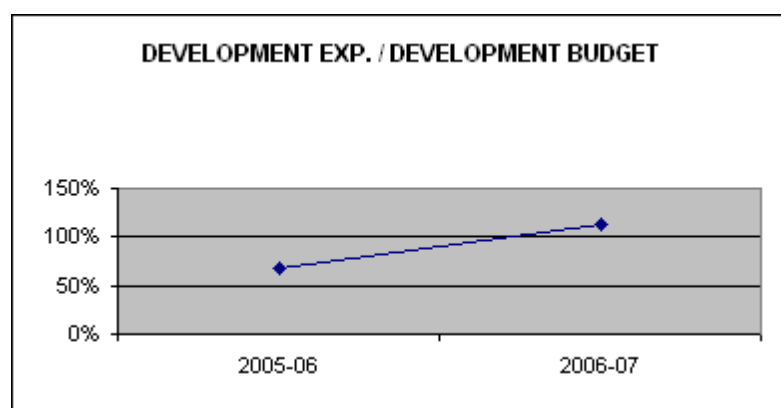
Following table shows comparative analysis in the development and non-development expenditures over the years.

BUDGET ESTIMATES	2004-05	2005-06	2006-07	Cumulative	
				Amount	Percentage
Current Expenditures	0	69,300,000	75,800,000	145,100,000	35%
Development Expenditures	0	68,500,000	199,300,000	267,800,000	65%
Total Expenditures	0	137,800,000	275,100,000	412,900,000	100%

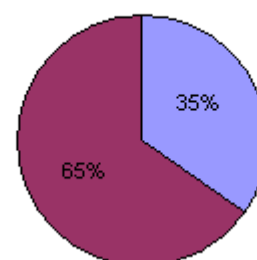
ACTUAL EXPENDITURES	2004-05	2005-06	2006-07	Cumulative	
				Amount	Percentage
Current Expenditures	39,300,000	51,000,000	79,200,000	169,500,000	35%
Development Expenditures	47,000,000	46,800,000	224,800,000	318,600,000	65%
Total Expenditures	86,300,000	97,800,000	304,000,000	488,100,000	100%

**Ratio II =
D.EXP/D.BUDGET**

Source	2004-05	2005-06	2006-07
DEV	-	68%	113%



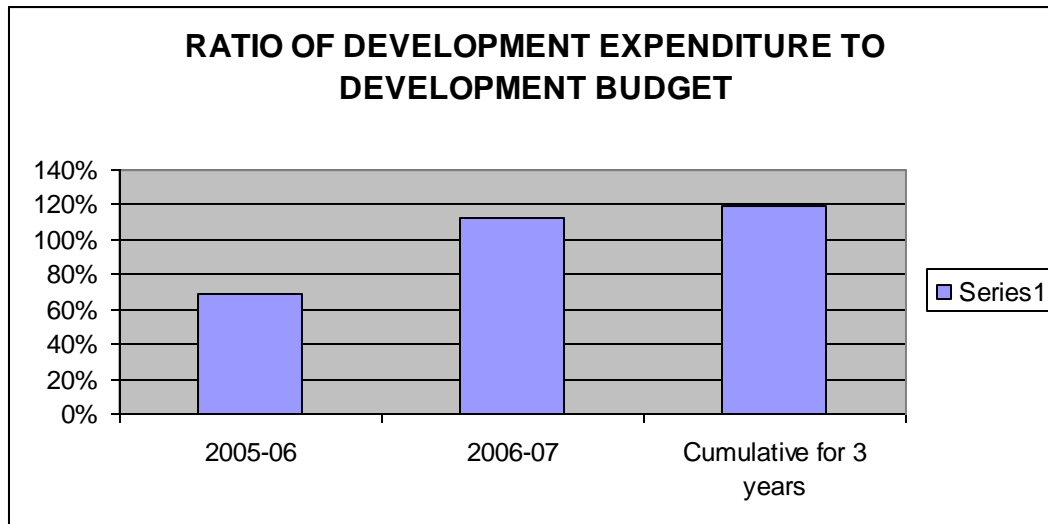
CUMULATIVE EXPENDITURE



From the table above it is evident that there was an upward trend in the current expenditures of the TMA over the years. Non-development expenditures in 2005-06 were within the budgeted amount but in 2006-07 went up. As far as development expenditures are concerned, TMA Layyah remained within budget in 2005-06 but showed an increase in development expenditures in 2006-07 when it not only utilised all the budgeted amount but also the additional funds provided to it during the year. Hence the Development Expenditure to total budget allocation ratio for both the 2006-07 is 100% which is commendable.

From the above data performance of TMA regarding development expenditure can be studied against budgeted allocation for the same.

Source	2004-05	2005-06	2006-07	Cumulative for 3 years
Ratio II = DEV. EXP/DEV. BUDG	-	68%	113%	119%



1.10 TEHSIL OFFICER (Infrastructure & Services) OFFICE

Infrastructure & Services office is the back-bone of Tehsil Municipal Administration. It is responsible for provision, management, operation, maintenance and improvement of the municipal infrastructure.

Staff position in I & S Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Tehsil Officer (I&S)	1	1
2	ATO (I&S)	2	-
3	Head Clerk	1	1
4	Computer Operator	1	-
5	Sub-Engineer	2	2
6	Assistant	1	1
7	Senior Clerk	1	1
8	Junior Clerk	1	1
9	Driver Road Roller	2	-
10	Work Mistry	2	1
11	Naib Qasid	1	1
12	Chowkidar	4	4
13	Baildar	12	12
14	Mali	4	4
15	Electrician	5	4
16	Assistant Line Man	1	1
17	Helper Electrician	2	1
18	Incharge Library	1	1

19	Naib Qasid	1	1
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Water Carrier Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Water Carrier	25	25

Water Supply Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Water Rate Clerk	1	1
2	Plumber Fitter	1	1
3	Driver Water Supply	3	3
4	Cleaner Water Supply	4	4

Gardening Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Baildar	15	14
2	Mali	3	2

Fire Brigade Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Head Fireman	1	1
2	Driver Fire Brigade	3	3
3	Fire Man	6	6

Sanitation Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Sanitary Inspector	1	-
2	Senior Clerk	1	1
3	Junior Clerk	2	2
4	Sanitary Jamadar	4	4
5	Sanitary Petrol	3	3
6	Sanitary Mate	1	1
7	Tractor Driver	15	14
8	Tractor Cleaner	7	7
9	Disposal Pump Driver	4	4
10	Disposal Cleaner	7	7
11	Sanitary Worker	130	130
12	Sanitary Worker (Work Charge)	33	33

Tehsil Officer (Infrastructure & Services), Muhammad Younas Saleem, an officer from L.C.S cadre/service joined TMA Layyah on 28-08-2008. He has also additional charge of TO (P) since 30-08-2008. The appraisal brought out that there was a shortage of technical equipments like surveying equipments, lab testing equipments, etc.

Neither the progress reports nor any database of infrastructure or contractors is prepared. During the discussions, it was revealed that most of the I&S staff were willing to receive trainings on computer applications, use of modern technical equipments, preparation of project documents (designs & estimates) and operations & maintenance. Most of the office record of TO (I&S) office are manually maintained.

Performance Improvement Plan (PIP)

After detailed discussion with TO (I&S), the following Performance Improvement Plan is proposed.

P I P T a s k s	P M D F C I n t e r v e n t i o n s	P e r f o r m a n c e I n d i c a t o r s
(i) Development of skills in preparation of PC-I to PC-V.	<ul style="list-style-type: none"> • PMDFC to arrange training sessions to train TMA staff for the preparation of PC-I to PC-V. • PMDFC to review the PC-I to – PC-V prepared by TMAs. 	<ul style="list-style-type: none"> • Number of PC-I to PC-V designed and got approved from the competent forum.
(ii) Development of computerized database of municipal services.	<ul style="list-style-type: none"> • PMDFC to help develop data collection. • PMDFC to provide standard template in Excel spreadsheets for data analysis and periodic data updates. • PMDFC to provide necessary training for data collection and periodic data update. 	<ul style="list-style-type: none"> • Number of municipal services for which complete database is developed.

2. INFRASTRUCTURE DEVELOPMENT

2.1 ROADS

Layyah grew along the railway track originally and took linear form in the North-South Direction. With the passing time the city has undergone development where railway track took the central position. The commercial area spread along the major roads and new housing schemes developed facing these roads. Major roads are oblique and curved with varying right of widths between 24-60 ft. The smooth flow of traffic is hindered due to the presence of slow moving traffic and temporary encroachments.

The important roads passing through the town are Kot Addu road, Karore road, Faisalabad road and By pass road.

The roads that are frequently in use but are in extremely bad condition are Sadar Bazar Road, Layyah Minor Road, Shaheen Ali Khan Road, Gulshan Cinema road, Munawar Cinema Road, Shah Nawaz Road, DCO Road and Jaffar Road.

The surface condition of all of these roads is very poor. There are pot holes, broken surface that causes hindrance in smooth flow of traffic. During rains, due to lack of adequate drainage system water stays for days on the roads. This further deteriorates the surface condition. None of these roads have drainage along side.

The roads that are relatively in better condition are; College Road, DCO road, Hospital road and Zila Council road.

Of these roads, DCO office road is one of the main arteries of the town. A number of major institutional activities are located. All these roads give access to the residential areas and bear rigorous commercial activities on either side. Schools, hospitals, government offices, hotels, technical institutions etc. are located in this stretch.

Housing colony No2 road, Attara Hazari road, Dr, Qaisar road Lali Lal road are in good condition. The surface condition is good as these roads are carpeted, with street lights and adequate drainage facility. The uses that are present on the either side are commercial, schools, Food market, institutions.

2.2 STREET LIGHTS

In Layyah all major and secondary roads are provided with street lights. But the secondary roads have partial supply.

Following are the roads with street lights; Multan road, Eid Gah road, Railway road, Choubara road, DCO office road, Behram Khan Road, Gulistan Cinema Road, Sadar Bazaar Road, Layyah Minor Road.

Following are the roads with partial street lights: Lali lal road, Hospital road, Budh Mandi road, College Link Road and Hazari Road.

There are 3988 street lights present in the town.

There are 3 electricians and 2 helpers for the town to maintain street lights. There is no mechanical equipment is available for the maintenance of street lights.

2.3 WATER SUPPLY

Layyah town is a plain with a minor slope, water table is 30feet. Apparently sub soil water of the town is fit for drinking, as there is no color and odor in the water. But PHED reported that the T.D.S value was found 940 of the water tested at 300 ft depth. There are three tube wells in Layyah. Two of the tube wells are non operational and only one is in working condition.

2.4 SEWERAGE

Topography of Layyah town is flat. Water table is 30 feet below ground level. There is 30% coverage of sewerage in the town. The system comprises of four disposal works. These are installed at Budh mandi, Jinnah Park, Gharay Bhun and Housing colony. The condition of these pumping stations is fair.

There are 60 BHP motors installed that are in good condition. The ultimate disposal is in open fields and in river creek.

2.5 SOLID WASTE MANAGEMENT

The solid waste collection system of Layyah is not very well managed and well equipped. Due to lack of facilities i.e. equipment and staff, the waste is collected at every third day from the collection points. The house to house collection is done weekly. Solid waste generation in the town is approximately 35 tons per day. Collection efficiency is approximately 50% of the town. For the sake of collection, the TMA has divided the town in 16 sectors. However, the wastes are not separated before they are collected. Since, the collection is done at third day, the heaps of solid waste are found frequently through out the town.

The scavengers remove the waste from the communal dumps to far off places, but there is no proper place/site for the final disposal.

There are 4 tractor trolleys and 6 containers in Layyah town for the collection of solid waste.

There are 34 donkey carts that are used to collect solid wastes from served areas and dump it at few places in the town. There are 185 sanitary workers and 4 supervisors at the lower level. The post of chief sanitary inspector and other inspectors are vacant. There is shortage of staff both at higher and lower level. Almost 60% of additional staff is required for the effective working of collection and disposal of the waste from the town.

The staff works from 6 am – 2:00 pm. A total of 8 hours are designated to collect waste from different parts of the town.

No proper landfill site is available in or out side of the town. Solid waste is dumped in open spaces like, along railway road, near eid Gah, Budh Mandi, near Bus stand.

2.6 FIRE FIGHTING

There is no separate fire station in Layyah, a small room acts as a fire fighting office and store in TMA office. There is no shed/garage for fire vehicle and it parked in open space.

TMA Layyah has only one engine which is in very bad condition. It needs complete over-haul and repair. Its model is very old and need replacement. Its capacity is 5000 liters

Existing fire refill points are located at water tanki no 1, Mohalla Gujranwala and on Hospital road, Water tanki no2. These are connected with the tube wells. Both of these points are operational and in good condition. The post of fire officer is vacant. There are 6 fire men and one fire head man. There are 3 fire engine drivers.

The overall situation of fire arrangements is un satisfactory in Layyah. There is no proper office building, rather a small room which has now been used as store.

2.7 PARKS

There are five parks in different parts of the town.

1. Family Park:

The total area of this park is 14 kanals. The overall condition of the park is good. It is bounded by a boundary grill. There are various facilities provided within it like jogging track, canteen, water ares, walk ways, electric lights, etc. There are a number of trees planted in the park to provide shade and beauty to it.

2. Jinnah Park:

This park is situated near Sabzi Mandi. The total area of this park is 21 kanals and 6 marlas. It has grassy plots and a number of trees are planted. The park is bounded by a boundary grill. Within the park a number of facilities have provided like, indoor games for the children, jogging track, water areas, walkways, electric lights etc.

3. Manzoor Park:

This park is situated near rescue 15 station. The total area is 6 kanal and 3 marla. It has grassy plots trees and other vegetation in abundance. The people living in immediate vicinity benefit from it. They come for jogging, relaxing and children are attracted towards indoor games. It is a safe place as it is bounded by a grill all around. But it is lacking in a canteen for refreshments. During night it is illuminated by electric lights.

4. Municipal Ladies Park:

The total area of the park is 9 kanal 2 marla and is situated near Masjid kartal. Though it has grassy plots but there are no trees planted. Slides and swings are provided for the children, but they are not in working condition. There is no jogging track provided for ladies rather some walkways have been developed. This park also has a boundary grill and electric lights for night security provided within.