

FIELD APPRAISAL REPORT TMA MALAKWAL

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



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1. INSTITUTIONAL DEVELOPMENT

1.1 BACKGROUND

TMA Malakwal 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

Due to agricultural potential of the region a Mandi town was founded in 1920 by the British Government. This was named as Mandi Bahauddin because of a nearby small village Pindi Bahauddin. i.e. Mandi near Pindi Bahauddin. Later on, due to the expansion of Mandi Bahauddin, Pindi Bahauddin merged in the town and became a part of Mandi Bahauddin Town.

Initially Mandi Bahauddin was declared notified area or committee in 1920. In 1937, it was declared as a small town committee. Because of its population and revenue given to the government, it is given the name of Municipal committee in 1941.

1.3.2 Location

Mandi Bahauddin lies on 30°-26' North latitude and 73°-37' East longitude at a distance of about 75 kilometres from Gujrat in North West direction and about 25 kilometres from Phalia in North.

Mandi Bahauddin is well connected with road network. It has good linkages with Sarai Alamgir, Kharrian and Gujrat in east and Phalia, Sargodha and Malikwal in south west direction.

1.3.3 Area/Demography

Total area of the district is 2,673 square kilometres or 663,650 acres with a population of 1,160,552 as per DCR 1998.

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		
Mandi Bahauddin District	2,673	1,160,552	594,127	566,425	104.9	434.2	15.2	6.7	846,114	1.87

Malakwal Tehsil	759	299,111	152,657	146,454	104.2	394.1	10.5	6.6	240,546	1.29
Mandi Bahauddin Tehsil	759	461,545	235,223	226,322	103.9	608.1	24.6	6.7	324,815	2.09
Phalia Tehsil	1,155	399,896	206,247	193,649	106.5	346.2	7.9	6.7	280,753	2.10

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

1.4 TMA/TOWN PROFILE

1.4.1 Municipal Status

Malakwal was declared as small town in 1924 and raised to the level of Town Committee in 1928. After the implementation of Punjab Local Government Ordinance 2001, it was given the status of TMA.

1.4.2 Location

Malakwal is town in Mandi Baha-ud-Din district in the Punjab province of Pakistan. The town is located at 32°55'0N 72°24'0E at an altitude of 452 metres (1486).

1.4.3 Area/Demography

Malakwal tehsil spreads over an area of 759 square kilometres with a population of 299,111 (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			
Malakwal	31,258	15,588	15,670	22,734	1.89	6.7

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
1	Ashfaq Ahmad	TMO	17-05-2007	LCS	B.A	3 Years
2	Khalil ur Rehman (Addl. Charge)	TO (I&S)	25-09-2008	PHED	Diploma in Civil Engineering	25
3	Muhammad Riaz Gondal	TO (F)	27-08-2008	LCS	M.A.	23

4	Muhammad Riaz Gondal (Addl. Charge)	TO (R)	27-08-2008	LCS	M.A.	23
5	Khalil ur Rehman (Addl. Charge)	TO (P)	25-09-2008	PHED	Diploma in Civil Engineering	25

1.6 INSTITUTIONAL ASSESSMENT

The ID team assessed the institutional capacity of TMA Malakwal 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 Malakwal is headed by Ch. Ghulam Hussain Bosal an elected Tehsil Nazim. His education is B.A and he belongs to Tiba Manik Bosal, a village 30 km away from Malakwal. After devolution, he was elected as Tehsil Nazim Malakwal in 2005.

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 Malakwal under the supervision of Tehsil Nazim, Ch. Ghulam Hussain Bosal would benefit optimally from PMSIP municipal institutional development and infrastructure development initiatives.

1.6.2 Office of Tehsil Municipal Officer

Tehsil Municipal Officer, Ashfaq Ahmad, an officer from LCS cadre / service joined TMA Malakwal on 17-05-2007. 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	Office Superintendent / Admn. Officer	1	1
3	Computer Operator	1	1
4	Senior Clerk	1	1
5	Junior Clerk / Complaint Clerk	1	1
6	Naib Qasid	1	1
7	Chowkidar	1	1

A. Complaint Cell

TMA complaint cell has been established as per PLGO 2001. Complaint cell board is placed at the main gate of TMA Office. There is no separate room, telephone line and official available for Complaint Cell. However, a complaint register is being maintained by Senior Clerk of TMO Branch to register the complaints without any track record. 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 Malakwal 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.

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 PIMSIP 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 Malakwal has constituted following Monitoring Committees to assist the house and improve the working of TMA:

1. By Laws Committee
2. Monitoring Committee (General Administration)
3. Monitoring Committee (Infrastructure & Services)
4. Monitoring Committee (Regulation)
5. Monitoring Committee (Planning & Coordination)
6. Code of Conduct Committee
7. Insaaf Committee
8. Accounts Committee
9. Monitoring Committee (PDSSP & Works)
10. Holding of Fair Committee

The proceedings of each meeting are recorded and maintained by the Tehsil Council Officer. Convener of each committee is elected amongst the members of the committee through voting.

F Trainings

Field visit of TMA Malakwal 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 Malakwal 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	Irfan Ahmad	Council Officer
2	Abdul Razzaq	Assistant Tehsil Council
3	Samiullah	Computer Operator
4	Wasim Raza	Junior Clerk
5	Muhammad Shafique	Accounts Clerk
6	Rafaqat Ali	Junior Clerk
7	Muhammad Arshad	Junior Clerk
8	Syed Dedar ul Hassan	Junior Clerk
9	Yasir Adnan	Junior Clerk

PIPs for TMO Office:

After in-depth discussions, the following Performance Improvement Plan is proposed for the office of TMO in TMA Malakwal. 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.

PIP Tasks	PMDFC Interventions	Performance Indicators
(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 nonexistent in TMA Malakwal. 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 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	2	-
3	Draftsman	1	1
4	Building Inspector	1	1
5	Junior clerk	1	1
6	Naib Qasid	1	1

There is acute shortage of staffing in TMA Malakwal. The post of TO (P) is lying vacant for long. There are two posts for sub engineer that are lying vacant. The additional charge is handed over to TO (I&S) for the Planning office. The planning activities are hampered due to the shortage of staff.

Mapping

TMA has a base map that needs updation. They also have water supply map but it is not up to scale and also need 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 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 Malakwal. 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 for developing the services database. 	<ul style="list-style-type: none"> • Basic maps prepared • Database of infrastructure developed and thematic maps prepared.
(vi) Preparation of action plan	<ul style="list-style-type: none"> • PMDFC will arrange for data collection, analysis and prioritisation of development and capacity projects. 	<ul style="list-style-type: none"> • Number of development / capacity projects executed out of prioritised 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 by-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	Legal Advisor	1	1
3	Assistant	1	-
4	Inspector	1	1
5	Senior Clerk	1	1
6	Junior Clerk	1	1

Tehsil Officer (Finance), Muhammad Riaz Gondal has an additional charge of TO (R). Without TO(R), assignments of regulation wing get delayed, causing inconvenience to the general public.

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 Malakwal. 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)

<u>PIP Tasks</u>	<u>PMDFC Interventions</u>	<u>Performance Indicators</u>
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

Muhammad Riaz Gondal, Tehsil Officer (Finance) an officer from LCS cadre / service joined TMA on 27-08-2008. 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	TO (F)	1	1
2	Accountant	1	1
3	Accounts Clerk	1	1
4	Cashier	1	1
5	Junior Clerk	1	1
6	Tax Inspector	2	2
7	Senior Clerk	5	2
8	Junior Clerk / Water Rate Clerk	1	1
9	Junior Clerk	5	2
10	Naib Qasid	1	-

FINANCIAL COMPONENT

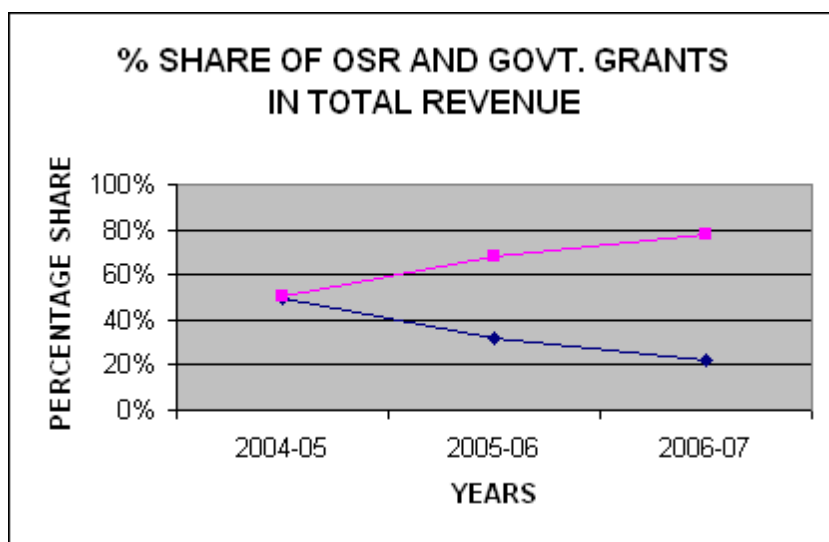
Law requires that no Local Government can pass a deficit budget. The intention is to provide built-in mechanism for fiscal efficiency. This constraint forces a Local Government to either raise revenue or to economize in expenditure or to do both. In general a local government has to maintain within its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

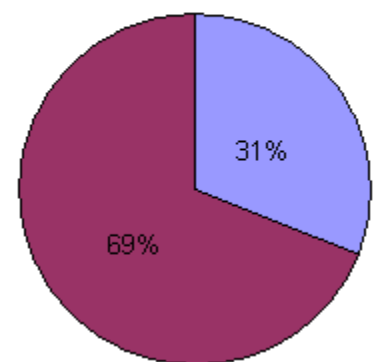
A trend of (OSR) to total revenue is captured in the following table:

Source	2004-05	2005-06	2006-07	Cumulative	
Own Revenue Source	17,150,952	10,706,798	16,495,190	44,352,940	31%
Govt. Grants	17,580,000	22,641,000	58,441,760	98,662,760	69%
Total	34,730,952	33,347,798	74,936,950	143,015,700	100%

Source	2004-05	2005-06	2006-07
Own Revenue Source	49%	32%	22%
Govt. Grants	51%	68%	78%

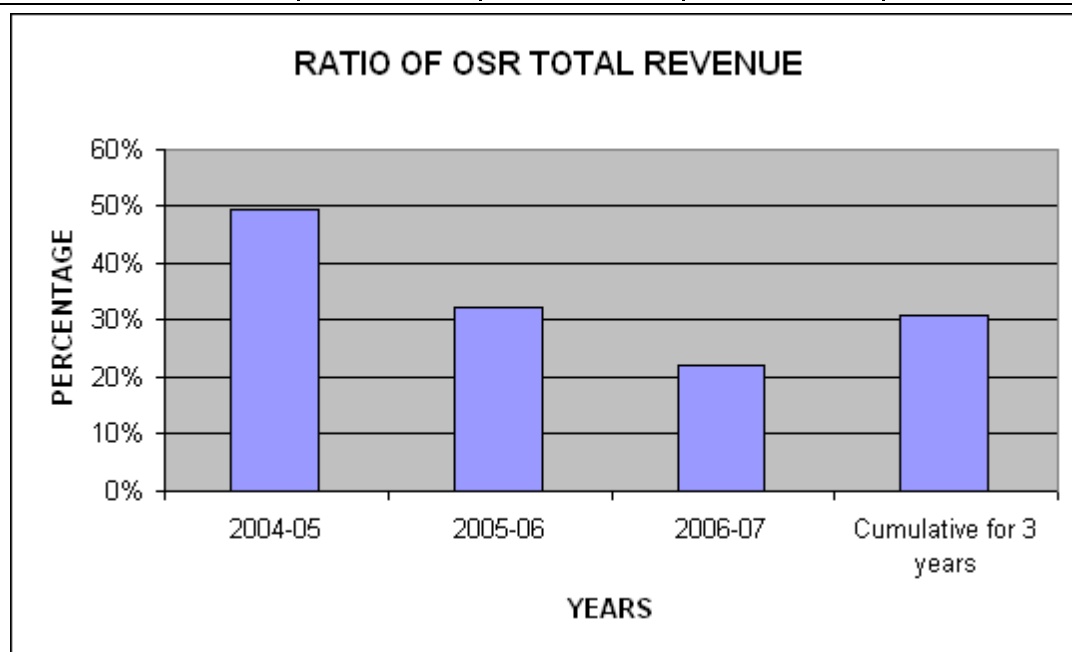


CUMULATIVE REVENUE



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	49%	32%	22%	31%



Ratio of Own Source Revenue (OSR) to total revenue was going down over the years. This decrease in the ratio is due to an increase in Government Grants and decrease in OSR. In 2005-06 OSR went down from the previous year and in 2006-07 it levelled back up again to the level as it was in year 2004-05. In 2004-05 OSR was 49% in 2005-06 it was 32%, and in 2006-07 it was 22%.

According to the data of OSR and the Government Grants, it is evident that TMA Malakwal's OSR is fluctuating. In absolute terms OSR was Rs. 17m, 10m and 16m in FY 2004-05, 2005-06 and 2006-07 respectively. From the above data we can see that TMA Malakwal is relying heavily on Government Grants and is struggling to increase its OSR. In 2004-05 OSR and Government Grants were almost at a same level. Rent of shops and Building, Cattle Mandi, Adda and Parking Fee, Advertisement Fee, and Tax on Transfer of Immovable Property (TTIP) are the strong areas of OSR collection.

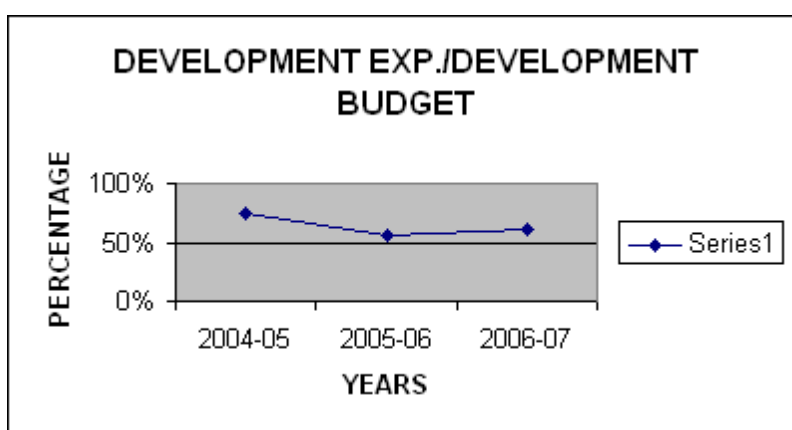
Following table shows comparative analysis in the development and non-development expenditures over the years.

BUDGET ESTIMATES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	14,629,200	13,020,888	15,620,000	43,270,088	26%
Development Expenditures	44,293,483	38,105,424	41,483,590	123,882,497	74%
Total Expenditures	58,922,683	51,126,312	57,103,590	167,152,585	100%

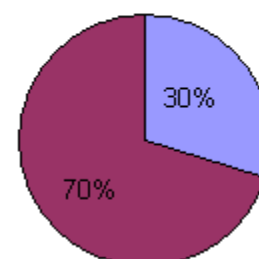
ACTUAL EXPENDITURES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	9,669,757	10,700,078	13,904,583	34,274,418	30%
Development Expenditures	33,310,200	21,393,178	25,200,256	79,903,634	70%
Total Expenditures	42,979,957	32,093,256	39,104,839	114,178,052	100%

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

Source	2004-05	2005-06	2006-07
DEV	75%	56%	61%



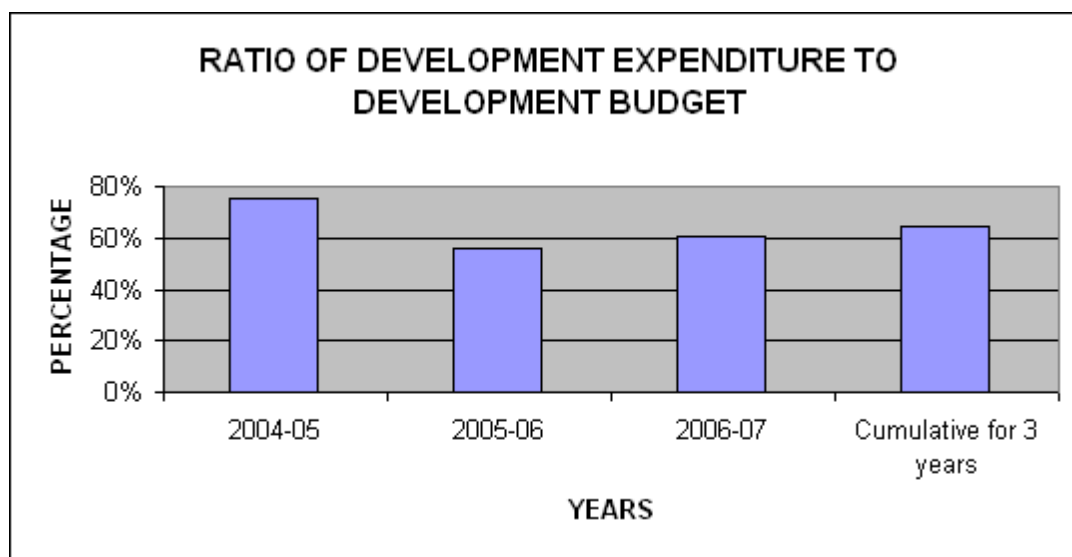
CUMULATIVE EXPENDITURES



From the table above it is evident that TMA Malikwal is within its budget estimates for current expenditures for the Years 2004-05, 2005-06, and 2006-07. Keeping non-development expenditures within budget estimates show a great strength on TMA's part. These funds can be used for other purposes as well as for O&M and other development schemes. As far as development expenditures are concerned, TMA is within its budgeted amount and is utilising about 75% of its total budget allocated for development.

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	75%	56%	61%	64%



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	-
2	Sub-Engineer	3	2
3	Draftsman	1	1
4	Head Clerk	1	-
5	Senior Clerk	1	1
6	Junior Clerk / Typist	1	1
7	Fireman Incharge	1	1
8	Tracer	1	1
9	Naib Qasid	1	1

Water Carrier Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Water Carrier	5	4

Water Supply Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Tube Well Operator	1	1
2	Plumber	1	1
3	Chowkidar	1	1

Gardening Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Mali	1	1

Fire Brigade Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Fireman Incharge	1	1

Sanitation Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Sanitary Inspector	1	-
2	Electrician	1	1
3	Sanitary Workers	53	53
4	Tractor Driver	2	2
5	Baildar	1	1

Assistant Tehsil Officer (Infrastructure & Services), Mandi Baha-ud-Din, Khalil-ur-Rehman, an officer from PHED cadre/service has an additional charge of TO (I&S) & TO (P) Malakwal since 25-09-2008. 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.

PIP Tasks	PMDFC Interventions	Performance Indicators
(i) Development of skills in	• PMDFC to arrange training	• Number of PC-I to PC-V

preparation of PC-I to PC-V.	sessions to train TMA staff for the preparation of PC-I to PC-V. <ul style="list-style-type: none"> • PMDFC to review the PC-I to – PC-V prepared by TMAs. 	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

Malakwal is connected to main towns such as Mandi Bahuddin and Bhera with provincial highways. Important roads that pass through the town are MandiBahaud din road, Bhera road, Gojtra road, Rukan road, Inner By pass, Chalpur road and Islam Nagar road.

Mandi Bahuddin Road enters the town from North-East at Chungi Chowk, crosses Railway Chowk and the main bazaar and end at Khawara Phattak Chowk. From this Chowk Miani-Bhera Road goes South-West after crossing Mid Mor. Another Provincial Highway Gojra Road starts at Islampur Chowk and goes South-East of the town.

District roads such as Rukan Road, Chalpur Road connects the town with small towns or villages. Islamnagar Road goes South from Miani Chowk and crosses Gojtra By-Pass at Islampura Chowk.

There are two Level Crossings in the town: Khawara Phattak that is an important point of communication as many provincial and district roads go from this point. Sheran Wala Phattak provides access to localities residing along Eidgah Road to north part of the town. Although, there are many road crossings to regulate traffic in the town, they are not well maintained with traffic lights or proper markings.

Main roads of the town include: Hospital Road, Darbar Road, Abdullah Road, Abdullah Majid Road-Jinnah Chowk, Dakhana Road and Eidgah Road. Most of these roads are in bad shape and need improvement.

Traffic congestion was observed in major commercial areas such as : Mandi Bahuddin Road, Main Bazar etc. Right of way on these roads have been decreased due to encroachment problems, haphazard parking and street hawkers.

There are no proper off-street parking lots in the town. This forces vehicle owners to park on the roads, streets and bazaars. As a result, disorganized and chaotic pattern of parking occurs and reduces road capacity.

2.2 STREET LIGHTS

All the main roads in the town are fully served by street light system. Most of the areas have tube lights.

Malakwal has a street light section that has sufficient sanctioned staff. Presently, one light inspector seat is vacant at the moment.

2.3 WATER SUPPLY

Malakwal town is a plain with slope towards the River Jhelum. The sub soil water of the town is sweet and fit for human consumption. Water table is 20 feet below the ground level.

To feed the present water supply system, there is an only one tube well that is operational and working 8 hours/day. It has 25 BHP BECO motor having 2900 RPM. It was installed at depth 280' and 25 years back. It is located between Railway Chowk and Jinnah Chowk on Thana Road near Thana (Police Station)..

Present operational hours for the tube well are 6 am – 9 am and 1 pm – 3 pm. OHR is filled and water is also supplied directly to the consumers.

An OHR (brick) with 30,000 gallons capacity was installed near tube well on Thanna Road in 1980. It is presently in working condition and is connected with the tube well. It is cleaned 2-3 times per year.

Approximately 25 % of the entire town is served with water supply system whereas rest of the area is without it and people have their own sources of water mostly hand pumps / power pumps.

Rajgan, Kotwali areas are suffering from low pressure as they are located at higher slopes.

2.4 SEWERAGE

Topography of Malakwal town is not flat. Slope is towards north into River Jhelum. Town is partly covered with sewerage network. Most of the town has open drains. There is no disposal station and sewage is disposed into river Jhelum by gravity.

Most of the town is covered by open drains. Main drains in the town finally dispose waste water in the seepage drain flowin at the East part of the town at Shaheen Chowk, Chungi # 2 Chowk. Waste water of Islampura Road, Inner By Pass road and Usman Town collects in a large pond south of Railway Track near Usman Town. Kotli drains are disposed in north of Darbar Road.

2.5 SOLID WASTE MANAGEMENT

Solid waste management in Malakwal comprises of primary collection from streets, secondary collection and final disposal.

After sweeping the streets and roads the sanitary workers carry the solid waste in wheel barrows driven manually and collect at few disposal points. Sanitary workers work in two shifts 6 am – 10 am and 2 pm – 5 pm. Solid waste generation in Malakwal is 15 tons per day. There are 30 wheel barrows, 2 tractor trolleys and 2 animal carts.

One tractor is in bad condition and need to be replaced.

There are no permanent secondary collection points in the town. Although, there are several open collection points as shown in SWM map. Sweepers carry the waste into the three main disposal points in the town or use the waste to fill vacant plots and depressions in the town.

No proper landfill site is available in or out side of the town. Solid waste is dumped in open spaces 1) near river (Damn-e-Khizer Park), 2) Railway Track (near Canal) 3) near High School.

Although the existing secondary collection service delivery level good in the town but due to shortage of equipment and manpower TMA Malakwal is not capable to serve the entire area of the town. As such some areas have good service delivery level whereas other having lesser attention gets poor service.

There is one chief officer, 2 sanitary supervisors and 55 sanitary workers with TMA. Sanitary inspector is on additional charge.

2.6 FIRE FIGHTING

Presently, there is no fire fighting arrangements in the town. Mandi Bahuddin is the nearest place TMA can get help in case of emergency. TMA has one Fire Incharge position sanctioned and filled at the moment.

2.7 PARKS

TMA Malakwal has no park in the town. A private sector park is located near the town at the bank of River Jhelum by the name of Daman-e-Khizer Park. It has an area of 15 acres. There is kids area, swimming pool, canteen, small zoo, maintained grounds and boundary wall. This park attracts people from Jhelum, Gujrat, Mandi Bahuddin, Bhalwal etc. There is an entrance ticket.

Discussions with the owner and developer revealed that he is interested in partnership with TMA for the operation and maintenance of the park as a sharing basis for further development but hasn't received a positive note from them yet.