

FIELD APPRAISAL REPORT TMA NOORPUR THAL

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



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1. INSTITUTIONAL DEVELOPMENT

1.1 BACKGROUND

TMA Noor Pur Thal 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

The district is named after its most important city, Khushab. The word Khushab is derived from two persian words 'Khush' and 'Aab' meaning good or pleasant potable water.

There are different legends about the origin of this name. For instance, one local tradition ascribes it to Sher Shah Suri who happened to drink water from river Jhelum which now flows at a distance of about 3 kilometers from the city of Khushab. He found the river water refreshing, sweet and invigorating. His instant response was to call it 'Khush Aab'.

1.3.2 Location

The district consists of three tehsils, Khushab, Noorpur, and Quaidabad, as well as a sub-tehsil Noshehra. The town situated on the right bank of the Jhelum River. It is linked with Chakwal district on the northern side and with Pind Dadan Khan tehsil of Jehlum District. Towards east is river Jhelum which separates it from Tehsil Shahpur of Sargodha district and on the western side it is bounded by Mianwali and Bhakar district.

1.3.3 Area/Demography

The average length of the district from north to south is about 116 kilometres. While its breadth from east to west is about 56 kilometres. The district comprises an area of 1, 627, 688 acres or 6,511 square kilometres.

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		
Khushab District	6,511	905,711	451,439	454,272	99.4	139.1	25.3	6.2	641,366	2.05

Khushab Tehsil	4,011	731,028	363,178	367,850	98.7	182.3	29.3	6.2	516,183	2.07
Noorpur Tehsil	2,500	174,683	88,261	86,422	102.1	69.9	8.6	6.2	125,183	1.98
Quaidabad Tehsil	-	-	-	-	-	-	-	-	-	-

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

1.4 TMA/TOWN PROFILE

1.4.1 Municipal Status

Noorpur Thal was raised to the level of Town Committee in 1976. After the implementation of Punjab Local Government Ordinance 2001, it was given the status of TMA.

1.4.2 Location

It is bounded by district Bhakkar in the west and south-western side. Towards south there is Jhang Saddar, on the east is located the district of Sargodha. On the north are the tehsils of Khushab and Qaidabad.

1.4.3 Area/Demography

Noorpur Tehsil spreads over an area of 2,500 square kilometers with a population of 174, 863 (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			
Noorpur Thal	15,091	7,663	7,428	12,911	0.92	7.2

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	Rana Mehboob Alam	TMO	14-06-2008	LCS	M.A. B.Ed	2 Years & 6 Months
2	Sheikh Fida Hussain	TO (I&S)	24-04-2008	PHED	B. Tech (Hons.)	32
3	Vacant	TO (F)	-	-	-	-

4	Vacant	TO (R)	-	-	-	-
5	Vacant	TO (P)	-	-	-	-

1.6 INSTITUTIONAL ASSESSMENT

The ID team assessed the institutional capacity of TMA Noorpur Thal 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 Noor Pur Thal is headed by Al-Haj Malik Said Rasool Silhal an elected Tehsil Nazim. He comes from a veteran and respected political family of Noorpur Thal. He is Law graduate and belongs to Adhi Sargal a village of Noor Pur Thal Tehsil, district Khushab. After devolution, he was elected as Tehsil Nazim 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 Noorpur Thal under the supervision of Tehsil Nazim, Al-Haj Malik Said Rasool Silhal would benefit optimally from PMSIP municipal institutional development and infrastructure development initiatives.

1.6.2 Office of Tehsil Municipal Officer

Tehsil Municipal Officer, Rana Mehboob Alam, an officer from LCS cadre / service joined TMA Noorpur Thal on 14-06-2008. 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	Establishment Assistant	1	-
3	Steno / Computer Operator	1	-
4	Establishment Record Clerk	1	-
5	Diary Despatch Clerk	1	-
6	Junior Clerk	1	1
7	Procurement Clerk	1	-
8	Driver	1	-
9	Naib Qasid	1	1

A. Complaint Cell

There is no formal complaint cell established by TMA Noorpur Thal. It is observed that 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 Noorpur Thal 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 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 Noor Pur Thal has constituted following Monitoring Committees to assist the house and improve the working of TMA:

1. Finance Committee
2. Development Committee
3. Accounts Committee
4. Insaaf Committee
5. Monitoring Committee (Regulation)
6. Monitoring Committee (Planning & Coordination)

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

F Trainings

Field visit of TMA Noorpur Thal 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. However, due to shortage of staff in TMA, TMO has nominated only one staff member for computer training to be arranged by PMDFC.

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 Noor Pur Thal for basic computer training for its staff, PMDFC will fund computer training for the following official, at a local Computer Training Institute:

Sr. No.	Name of Trainee	Designation
1	Sheikh Hafeez Ullah	Accounts Clerk / Assistant to TMO

PIPs for TMO Office:

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

<u>PIP Tasks</u>	<u>PMDFC Interventions</u>	<u>Performance Indicators</u>
		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 Noorpur Thal. 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.

TO (P) Office

As the Planning office is newly created in the devolved set up, the planning practices are not common with the TMA. The most important function of the planning office is the development control and sanctioning of the building plans.

Detail of Posts in Planning Office

S/No	Post	Sanctioned Strength	Existing Strength
1	TO(P)	1	-
2	Sub-Engineer	1	-
7	Senior clerk	1	-
10	Naib Qasid	1	-

Source: Budget Book

The state of TOP office in Noorpur Thal is very worse as there is no staff available. There are four posts but are lying vacant. There is no development control activity being practiced. The additional charge is with TO I&S. No fees are being collected for building construction and commercialisation.

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 Noorpur Thal. 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>
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(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	Assistant / Tax Recovery Supervisor	1	1
3	Recovery Clerks	8	3
4	Senior Clerk	1	-
5	Junior Clerk	1	1
6	Naib Qasid	8	2
7	Chowkidar	1	-

There is no Tehsil Officer (Regulation) posted in TMA Noorpur Thal.

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 Noorpur Thal. 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

There is no Tehsil Officer (Finance) posted in TMA Noorpur Thal. 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	-
2	Accountant / Assistant	1	-
3	Typist / Diary Despatch Clerk	1	1
4	Naib Qasid	1	1

FINANCIAL COMPONENT

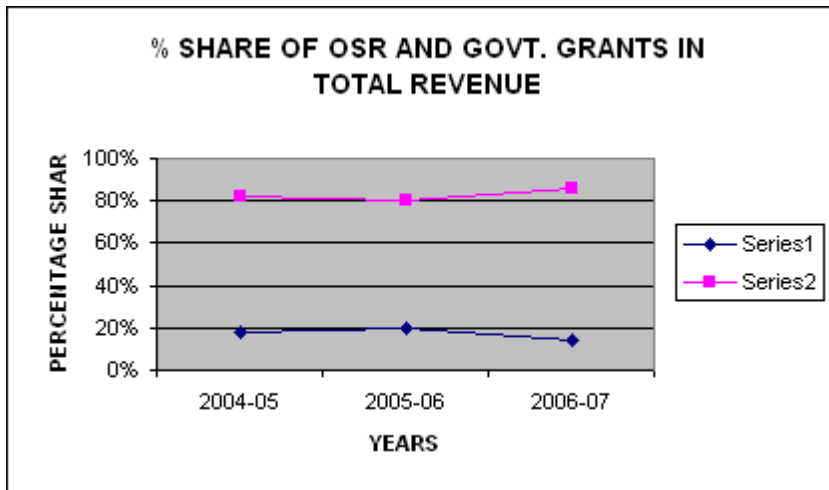
Law requires that no Local Government can pass a deficit budget. The intention is to provide built-in mechanism for fiscal efficiency. This constraint forces a Local Government to either raise revenue or to economize in expenditure or to do both. In general a local government has to maintain within its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

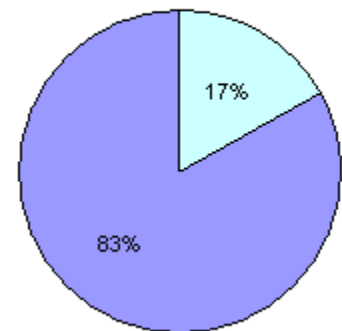
A trend of (OSR) to total revenue is captured in the following table:

Source	2004-05	2005-06	2006-07	Cumulative	
Own Source Revenue	3,535,420	4,016,800	3,043,342	10,595,562	17%
Govt. Grants	15,884,000	16,128,000	18,612,000	50,624,000	83%
Total	19,419,420	20,144,800	21,655,342	61,219,562	100%

Source	2004-05	2005-06	2006-07
Own Source Revenue	18%	20%	14%
Govt. Grants	82%	80%	86%

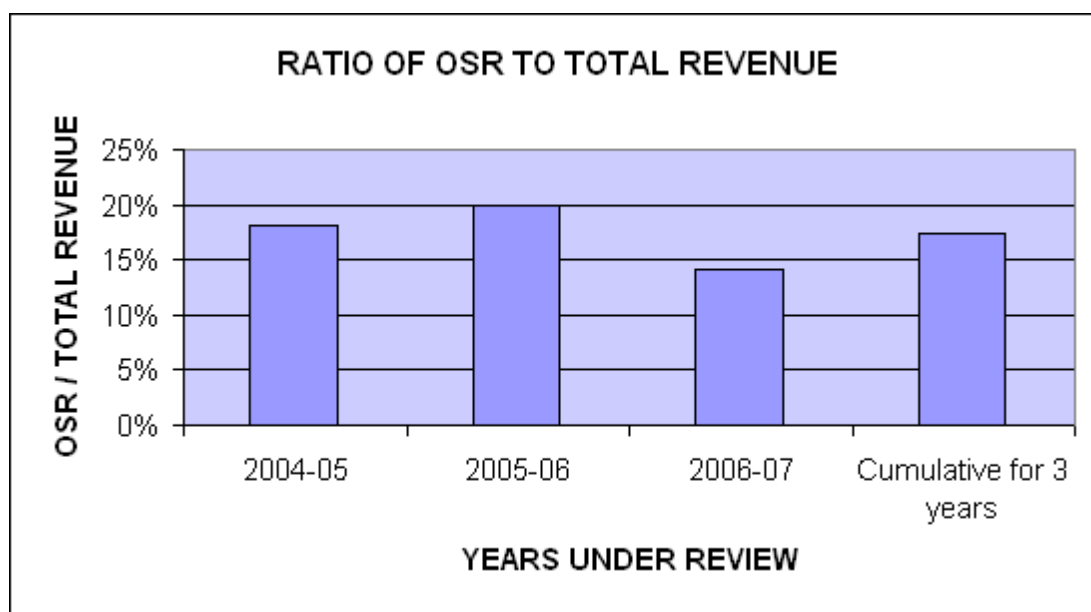


CUMULATIVE REVENUE



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	18%	20%	14%	17%



Ratio of Own Source Revenue (OSR) to total revenue has been decreasing over the years. This ratio reflects the fiscal effort of the TMA and it is evident that, on average, the TMA is making efforts to increase OSR but ratio was going down due to increase in government grants.

OSR registered an increase in FY 2005-06, from FY 2004-05, and in 2006-07 it went down again. In absolute terms OSR was Rs. 3.5 m, 4.0 m and 3.0 m in FYS 2004-05, 2005-06 and 2006-07 respectively. The decrease in FY 2006-07 was mainly on account of 5 items namely Mandi Fee, Teh Bazari Fee, Professional Tax Collection, Water Rate Collection and Tax on Transfer of Immovable Property (TTIP).

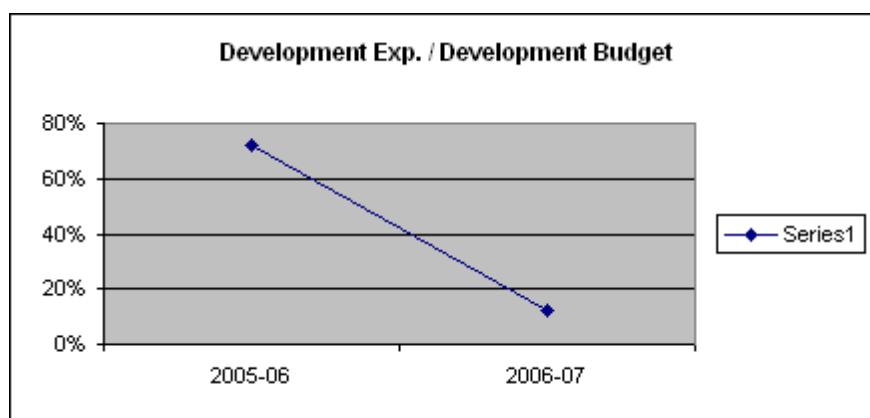
Following table shows comparative analysis in the development and non-development expenditures over the years.

BUDGET ESTIMATES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	-	-	-	0	0%
Development Expenditures	-	39,846,658	35,069,928	74,916,586	100%
Total Expenditures	-	39,846,658	35,069,928	74,916,586	100%

ACTUAL EXPENDITURES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	-	-	-	-	0%
Development Expenditures	0	28,771,099	4,236,000	33,007,099	100%
Total Expenditures	0	28,771,099	4,236,000	33,007,099	100%

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

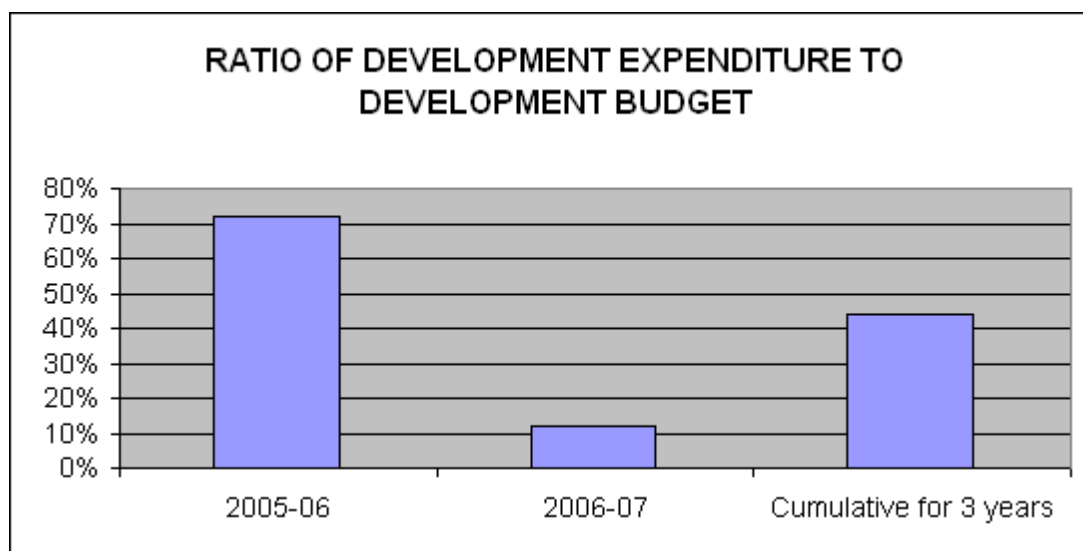
Source	2004-05	2005-06	2006-07
DEV	-	72%	12%



TMA Noorpur Thal was within budgeted development expenditures for the year 2005-06 and in 2006-07 its development expenditures went down significantly

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	-	72%	12%	44%



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	Sub-Engineer	2	-
3	Draftsman	1	-
4	Accounts Clerk	1	-
5	Tracer	1	-
6	Junior Clerk	1	-
7	Driver	1	-
8	Naib Qasid	1	1
9	Sweeper	1	1

Water Supply Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Tubewell Operator	4	4 (Work Charge)

Sanitation Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Sanitary Supervisor	1	1
2	Sanitary Workers	17	17 (11 on daily wages)
3	Sanitation Promoters	3	3

TO (I&S), Sheikh Fida Hussain, an officer from PHED cadre/service joined TMA Noorpur Thal on 24-04-2008. He has vast experience of 32 years of executing various civil engineering assignments. 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

Noorpur Thal is a small remote town surrounded by vast tracts of desert. It is connected to district headquarter Khushab and Bhakkar by provincial highways. The important Provincial and District highways passing through the town are: Bhakkar road, Johak road, By-pass road, Rangpur road, Dhamak road, mekan road, Katimar road.

As Noor Pur Thal is not a planned town its roads are not placed in a planned manner. Most of the roads are narrow and there right- of- way vary along their lengths.

Most of the Mohallas are either fully kacha, unpaved or are partially soled.

2.2 STREET LIGHTS

Overall the town does not have a proper street light system. There are only 43 street lights in the town.

2.3 WATER SUPPLY

Noorpur lies in the heart of Thal desert as such there is scarcity of potable water. Underground water is brackish.

Three tube wells installed 25 km from the town on Chashma-Jhelum link canal are the only source of water supply to the town. Two of the tube wells are operational while one is not.

Therefore, only 30 % of the source is presently being used for water production.

12" dia rising main having 66,000' length carry water from the tube wells and store it into a ground storage tank having 100,000 gallon capacity. Water is again pumped into the town by a 10" dia PVC pipe. Further 8" dia main line carries it into various parts of the town. Most of the distribution network comprises of 3" diameter pipes.

2.4 SEWERAGE

Topography of Noor Pur Thal town is flat. Underground water of the town is brackish. Presently, there is no proper drainage system exists in the town. The town has open drainage system but most of the waste water stays in the form of ponds, in the streets or low lying areas in the town and surrounding areas.

Public Health Engineering Department, Khushab District has initiated a sewerage scheme in Noorpur Thal town. Its estimate is Rs. 21,032,000. It will comprise of a disposal station with pumping machinery, sullage carrier, Force Main, RCC pipe sewer and surface drains.

2.5 SOLID WASTE MANAGEMENT

Solid waste management in Noorpur Thal 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 animal carts and dispose at various locations around the town. Solid waste generation in Noorpur Thal is approximately 4 tons per day.

Presently, TMA has no mechanical equipment to collect solid waste from the town. Only two animal carts are being used for this purpose.

There is one sanitary supervisor, 17 sanitary workers in the town.

No proper landfill site is available in or out side of the town. Solid waste is dumped in open spaces near LBDC Canal on Faisalabad Road, Akbar Road near Cattle Mandi, Akbar Road near Sabri Colony and at Mansoorabad Pond. The solid waste is dumped in open spaces creating in-sanitary & unhygienic conditions.

Although the existing secondary collection service delivery level good in the town but due to shortage of equipment and manpower TMA Noorpur Thal 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.

2.6 FIRE FIGHTING

No fire fighting arrangements in the town. Closest fire fighting arrangements are in Khushab town that is 2 hours distance.

2.7 PARKS

There is no park in the town.