

FIELD APPRAISAL REPORT TMA BHAKKAR

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



December-2008

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1. INSTITUTIONAL DEVELOPMENT

1.1 BACKGROUND

TMA Bhakkar 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 of Bhakkar derives its name from the district headquarters town probably named after Bhakkar Khan alias Bhako, one of the early settlers. The Bhakkar district was created in 1982 after slicing the area from district Mianwali of which it was a part as a sub-division. Besides sub-division Bhakkar, sub-divisions Kallurkot and Mankera were also established to constitute the new district. Moreover, Darya Khan has been carved out as independent Tehsil or sub-division from Bhakkar sub-division in the wake of the re-shuffling of newly created district.

1.3.2 Location

Bhakkar is situated on the eastern bank of the river Indus at a distance of about 70 miles towards south of Mianwali. The town is connected by road and rail with Mianwali, Darya Khan, Jhang, Muzzafargarh and Multan.

1.3.3 Area/Demography

The total area of the district Bhakkar is 8,153 square kilometres with a population of 1,051,456 as per DCR 1998. It comprises four tehsils namely: Mankera, Kallurkot, Bhakkar and Darya Khan.

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		
Bhakkar District	8,153	1,051,456	543,661	507,795	107.1	129	16.0	6.6	665,884	2.72

Bhakkar Tehsil	2,427	424,488	219,038	205,450	106.6	174.9	16.2	6.9	265,405	2.80
Darya Khan Tehsil	1,719	233,410	121,303	112,107	108.2	135.8	23.4	6.5	146,799	2.76
Kalur Kot Tehsil	2,239	223,676	115,350	108,326	106.5	99.9	16.1	6.6	147,158	2.49
Mankera Tehsil	1,768	169,882	87,970	81,912	107.4	96.1	5.4	6.3	106,522	2.78

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

1.4 TMA/TOWN PROFILE

1.4.1 Municipal Status

Bhakkar was raised to the level of Municipal Committee in 1971-72. After the implementation of Punjab Local Government Ordinance 2001, it was given the status of TMA.

1.4.2 Location

It is bounded on north by Mianwali district, on the east by Khushab and Jhang districts. On the south lies district Layya and on the west is Dera Ismail Khan district with river Indus in between these two districts.

1.4.3 Area/Demography

Bhakkar tehsil spreads over an area of 2,427 square kilometres with a population of 424,488 (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			
Bhakkar	68,896	35,917	32,979	41,934	2.96	6.9

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	Ghulam Akbar Khan	TMO	14-01-06	LG & CD	M.A.	24 Years
2	Abbas Serwar Naqvi	TO (I&S)	24-04-08	LCS	BSC (Civil Engineering)	20 Years

3	Furrukh Abbas Khan	TO (F)	07-02-06	LCS	M.COM	3 Years
4	Sumair Intizar Cheema	TO (R)	14-04-08	LCS	MA	3 Years
5	-	TO (P)	-	-	-	-

1.6 INSTITUTIONAL ASSESSMENT

The ID team assessed the institutional capacity of TMA Bhakkar 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 Bhakkar is headed by Amjad Ali Kohawar an elected Tehsil Nazim. He comes from a veteran and respected political family of Bhakkar. He is a Law graduate of Punjab University and belongs to Kotla Jam, a village 9-10 km away from Bhakkar city. Before devolution, he was the Member Zila Council, Bhakkar. In 2005, he was elected as Tehsil Nazim Bhakkar.

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 Bhakkar under the supervision of Tehsil Nazim, Amjad Ali Kohawar would benefit optimally from PMSIP municipal institutional development and infrastructure development initiatives.

1.6.2 Office of Tehsil Municipal Officer

Tehsil Municipal Officer, Ghulam Akbar Khan, an officer from LG&CD cadre / service joined TMA Bhakkar on 14-01-06. 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	2	2
3	Legal Advisor	1	1
4	Junior Clerk	1	1
5	Driver	1	1
6	Naib Qasid	2	2
7	Chowkidar	4	4
8	Sweeper	2	2

9	Mali	2	2
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A. Complaint Cell

TMA complaint cell has been established as per PLGO 2001. It is located near TMO office and also provided with separate telephone line. A complaint register is being maintained to keep track of reported complaints. It is observed that some complaints are also 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 formal 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 Bhakkar 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 Bhakkar has constituted following Monitoring Committees to assist the house and improve the working of TMA:

1. Accounts Committee
2. Works & Services Committee
3. Regulation Committee
4. Planning Committee
5. Code of Conduct Committee
6. Sanitation 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 Bhakkar 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, TMO has nominated only three staff members for computer training.

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 Bhakkar 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	Malki Javaid	Junior Clerk (General Branch)
2	Adnan Qadir	Junior Clerk (General Branch)
3	Malik Sultan	Junior Clerk (Rent Branch)

PIPs for TMO Office:

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

PIP Tasks	PMDFC Interventions	Performance Indicators
(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 non existent in TMA Bhakkar. 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	1
3	Head Clerk	1	1
4	Draftsman	1	1
5	Record keeper	1	1
6	Sr.clerk	1	1
7	Naib Qasid	2	2

At present there is no TO(P) in the office.

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 Bhakkar. 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 prioritization of development and capacity projects. 	<ul style="list-style-type: none"> • Number of development / capacity projects executed out of prioritized list.

1.7 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	1
2	Tax Officer	1	1
3	Head Clerk	1	1
4	Senior Clerk	3	3
5	License Inspector	1	1
6	Junior Clerk	2	2
7	Rent Clerk	1	1
8	Water Rate Inspector	1	1
9	Water Rate Clerk	3	3
10	Bill Distributor	1	1
11	Naib Qasid	1	1

Tehsil Officer (Regulation), Sumair Intizar Cheema joined TMA Bhakkar on 14-04-08. He is relatively new and inexperienced in local government system but he is a keen learner and is striving to regulate the office.

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 Bhakkar. 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.

1.8 TEHSIL OFFICER (Finance) Office

Mr. Furrakh Abbas Khan, Tehsil Officer (Finance) an officer from LCS cadre/service joined TMA Bhakkar on 07-02-2006. 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	Assistant Accountant	1	1
4	Accounts Clerk	3	3
5	Junior Clerk	1	1
6	Cashier	1	1
7	Naib Qasid	1	1

FINANCIAL COMPONENT

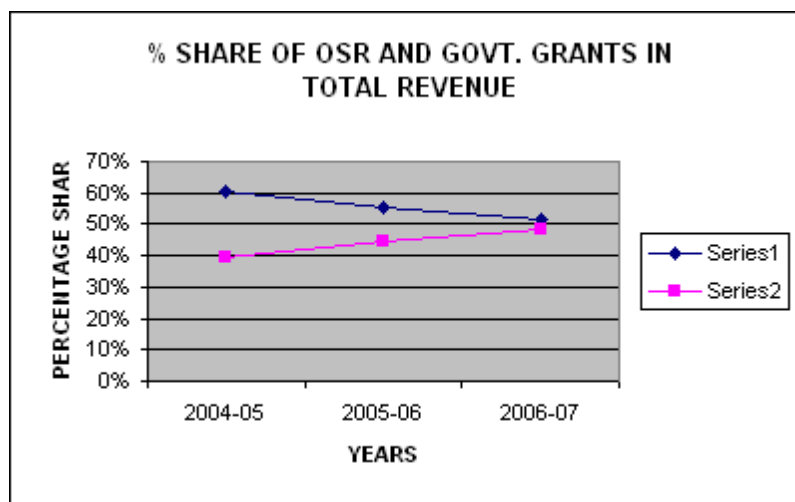
Law requires that no Local Government can pass a deficit budget. The intention is to provide built-in mechanism for fiscal efficiency. This constraint forces a Local Government to either raise revenue or to economize in expenditure or to do both. In general a local government has to maintain within its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

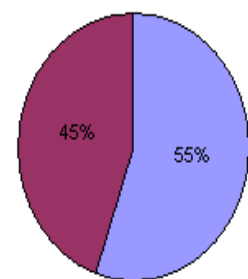
A trend of (OSR) to total revenue is captured in the following table:

Source	2004-05	2005-06	2006-07	Cumulative	
Own Source Revenue	53,967,133	56,480,000	65,725,000	176,172,133	55%
Govt. Grants	35,584,000	45,868,000	62,016,000	143,468,000	45%
Total	89,551,133	102,348,000	127,741,000	319,640,133	100%

Source	2004-05	2005-06	2006-07
Own Source Revenue	60%	55%	51%
Govt. Grants	40%	45%	49%

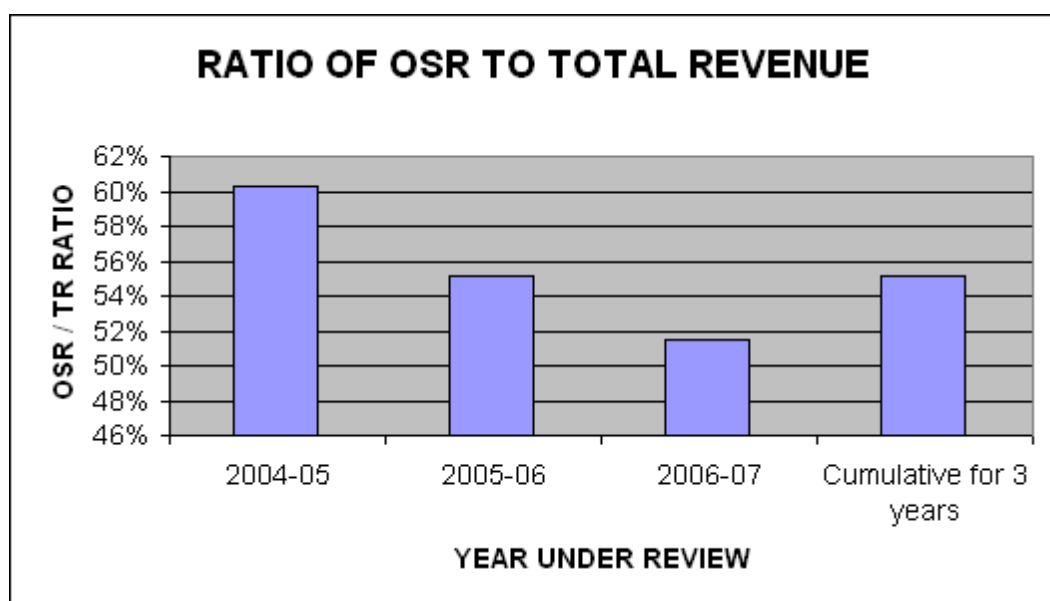


CUMULATIVE REVENUE



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	60%	55%	51%	55%



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 2004-05, FY 2005-06 and 2006-07 In absolute terms OSR was Rs. 53.9 m, 56.4 m and 65.7 m in FYS 2004-05, 2005-06 and 2006-07 respectively. The extraordinary increase in FY 2006-07 was mainly on account of 4 items namely License Fee, Slaughter house, Parking Fee, and Tax on Transfer of Immovable Property (TTIP).

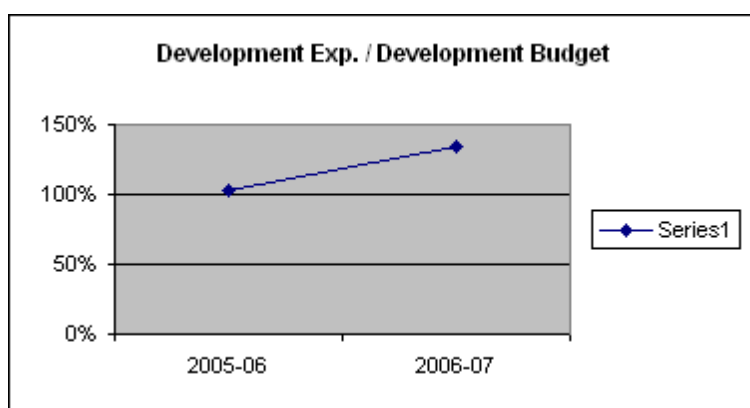
Following table shows comparative analysis in the development and non-development expenditures over the years.

BUDGET ESTIMATES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	0	49,882,000	63,584,000	113,466,000	46%
Development Expenditures	0	58,416,000	74,102,000	132,518,000	54%
Total Expenditures	0	108,298,000	137,686,000	245,984,000	100%

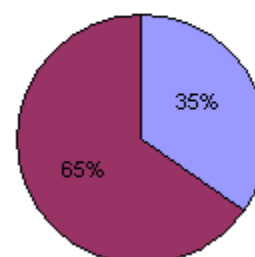
ACTUAL EXPENDITURES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	32,557,871	44,045,000	53,740,000	130,342,871	35%
Development Expenditures	84,248,473	60,246,000	99,119,000	243,613,473	65%
Total Expenditures	116,806,344	104,291,000	152,859,000	373,956,344	100%

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

Source	2004-05	2005-06	2006-07
DEV	-	103%	134%



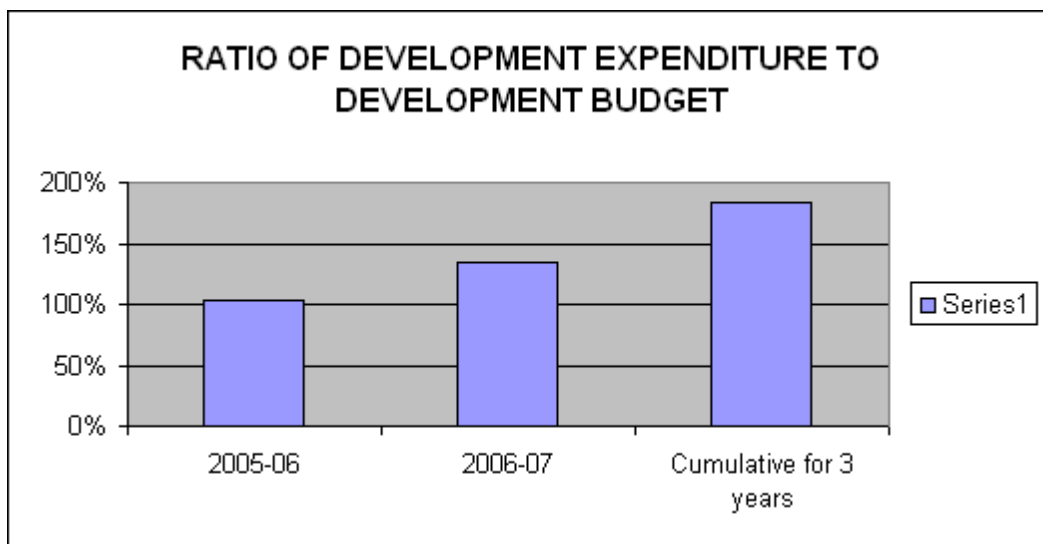
CUMULATIVE EXPENDITURE



From the table above it is evident that there was an upward trend in the current expenditures of the TMA over the years. However it is encouraging to see that TMA is within its budget allocation for non-development expenditures. As far as development expenditures are concerned, TMA Bhakar showed good expenditure management when it was able to utilise all its budget amount for development for 2005-06 and 2006-07. TMA 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 years 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	-	103%	134%	184%



1.9 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	2
3	Head Clerk	1	1
4	Draftsman	1	1
5	Road Roller Driver	1	1
6	Tubewell Operator	4	4
7	Fitter	1	1

8	Tubewell Chowkidar	4	4
9	Line Man	2	2
10	Naib Qasid	2	2

Water Supply Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Operator	4	4
2	Tubewell Chowkidar	23	23

Parks

S.No	Post	Sanctioned Strength	Existing Strength
1	Baidars	26	26

Fire Brigade Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Driver	2	2
2	Lorry Cleaner	1	1
3	Fire Man	4	4

Sanitation Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Sanitary Inspector	1	-
1	Sanitary Supervisor	6	6
2	Water Carrier	14	14
3	Sweeper etc	203	203
4	Driver	5	5

Tehsil Officer (Infrastructure & Services), Abbas Serwar Naqvi, an officer from L.C.S cadre/service joined TMA Bhakkar on 24-04-08. He has vast experience of 20 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.

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

Bhakkar is connected to main towns such as Dera Ismail Khan, Layyah, Darya Khan, Jhang, Noorpur Thal with provincial highways.

Important roads passing through the town are; Jhang road to Darya Khan road, Behal road to Gadola road, Jang road, Awan –Mianwali road, Mulanwali to Bhakkar city road, Niwani Adda to Sial, Shahani, Niwani, Sheikh Rao to Dajal Road, Wadheywali Road, Sheikh Rao to Dajal Road, Wadheywali Road.

Town is divided vertically into two parts by the Mianwali-Layyah branch line of Pakistan Railway. There are two main railway crossings in the town: near Abbad Chowk and Muhammadi Chowk and at Behal Road.

Main roads of the town include: College Road, Umar Farooq Road, Behal Road, Muhammadi Road, Lala Dervesh Road, Girls Model High School Road, Sheikh Rao Road and Main Bazar. Most of the roads do not have drainage facility.

Traffic congestion was observed in major commercial areas such as between GPO Chowk and Qasar-E-Zainab Chowk. 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

Presently, the town is only allowed to turn on 50 % of the street lights due to government instructions as an energy saving exercise.

The existing street light system in Bhakkar is satisfactory and sufficient to fulfill the needs of the town. There are a total of 3000 street lights in which there are 375 Sodium lights, 64 Mercury lights and 2561 Tube lights.

The unserved areas are Mohallah peer Bahar Shah, Mohallah Hassanabad, Mohallah Shah Kamal, Chah Sharmoonwala, Jhukkar and Ahmadabad.

There is only one electrician in town and he is working without requisite tools and equipment.

2.3 WATER SUPPLY

Source of water in Bhakkar town is ground water. Water table is 40 feet below the ground level. Bhakkar is located at the east bank of River Indus.

Approximately 60 % 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. Some areas are partly served with this facility.

To feed the present water supply system, there are 8 tube wells that are operational and working 9.5 hours/day.

There are Seven Overhead Water Reservoirs at different places in the town. All OHRs are in working condition. The total Storage capacity is 205,000 gallons.

2.4 SEWERAGE

Topography of Bhakkar town is flat. Water table is 25 feet below ground level. West part of the town has surface slope towards west into an old river creak. There is 75% coverage of sewerage in the town. Various sewerage schemes were launched in the town by PHED, in order to serve the town with this service.

There is only one disposal station in the town located at Mandi Town. Its condition is generally good. There are two BHP motors of 2900BHP and are working for 24 hours. Ultimate disposal of this disposal is in open fields.

The areas that are unserved are; Satellite town, Akhtarabad, Theemabad, Riaz colony, Irshad colony, Gulsha e Iqbal, Odhi colony, Tufail colony, Pakistan chowk.

Areas where sewerage network have problems are : Mandi Town (Pipes silted and damaged),Chimni Mohallah (Pipes silted and damaged),Mohallah Haiderabad (Pipes damaged),Behal City (Pipes silted),Kotla Jam (Pipes silted),Housing Society Phase-II (Choked),Housing Society Phase-I (Ponding and no final disposal).

2.5 SOLID WASTE MANAGEMENT

Solid waste management in Bhakkar 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 5 am – 3 pm and 3 pm – 6 pm. Solid waste generation in Bhakkar is 36.5 tons per day. Presently, Bhakkar has few collection points and they are not well defined and keep on changing as per need of the sanitation staff.

There are 6 Hydraulic tractor trollys, three walled waste dumps and two steel containers. These are insufficient. There are no wheel barrows to carry waste to secondary points. There are 27 animal carts that carry waste from streets and dump it at the few waste duping points 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 old river creek at Sardar Buksh 2) near old river creek at Lala Dervaish, 3) near old river creek at Jhakar, 4) At Mills road near Wapda Office (Railway Land), 5) At Behal Road near Railway line and 6) In front of Railway Station.

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

Most of the sanctioned posts are filled. There are 198 Sanitary workers include water carriers and donkey cart operators, 5 trolley drivers and 3 Naib Qasids. Number of sanitary workers is sufficient for the town except they are without requisite equipment such as wheel barrows to carry waste.

2.6 FIRE FIGHTING

Fire station is located near TMA office. It includes one office and a staff room comprising of 4 marlas. There are no courtyards or any other space to park the vehicles. Structure of the office is old and dilapidated.

TMA Bhakkar has only one fire engine which is in very bad condition and fails to perform its function most of the time. Although it is in working order but its model is very old and soon a replacement would be a better option. Its capacity is 2200 liters.

There are two refill points in the town located at Mandi Town and Jamil Stadium.

The fire incidences that took place in last three years were 65.

This information depicts that incidence record is being maintained. Most of the fire incidences occurred in a radius of 20 km of the town.

2.7 PARKS

Bhakkar has several parks in the town. Following are parks that are being maintained by the TMA.

Gulshan Riaz

It is located on Jhang road and has an area of 2.5 acres. It is well maintained and has a boundary wall, electricity, walking track and good plantation. It lacks a canteen.

Jamil Park

It is under construction.

Gol Park

It is located on Jhang Chowk and has an area of 0.5 acres. It is in fair condition. Plantation is good. It has a boundary wall, electricity, walking tracks. It doesn't have a canteen.

Gulshan Nazir Park

It is located on Jhang Road and has an area of 2 acres. Overall condition is good. It has a boundary wall, electricity and walking track. It needs improvement in plantation and needs a canteen.

Dhandla Park

It is located in Mandi Town and has an area of 1.5 acres. Overall condition is poor. It has a boundary wall, electricity and walking track. Its plantation is poor and it doesn't have a canteen.

Atta Park

It is located in main city and has an area of 5 kanals. It is in poor condition. It has a boundary wall, electricity and walking track. Its plantation is in poor condition. It does have a canteen.

Following is information about the open places earmarked for parks in the town:

Kohawar Park

It is located in Madni Town. Its total area is about 2.0 acres

Niwani Park

It is located in Mandi Town and has an area 2acres

Awan Park

It is located on Khansar Road in Officers Colony. It is spread over 4 kanals.