

FIELD APPRAISAL REPORT TMA BAHAWALNAGAR

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



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1. INSTITUTIONAL DEVELOPMENT

1.1 BACKGROUND

TMA Bahawalnagar 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 town of Bahawalnagar is the head quarter of the district. Old name of Bahawalnagar was Rajanwali/Ubbha. It was named Bahawalnagar in 1904 after Bahawal Khan-V, the ruler of the Bahawalpur state comprising the present districts of Bahawalpur, Bahawalnagar and Rahim Yar Khan.

1.3.2 Location

District Bahawalnagar lies between 20-51 to 30-22 north latitudes, and 72-17 to 73-58 east longitude. It is bounded on the north by districts of Okara, Pakpattan and Vehari, on the east by Ferozepur and Ganganagar districts of India, on the south by Indian state of Bikanir and on the west by Bahawalpur district. River Satluj forms the north-western boundary of the district.

1.3.3 Area/Demography

It covers an area of 8,878 square kilometres. Length of the district from north-south is 128.5 kilometres and width from east west 69 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		
Bahawalnagar District	8,878	2,061,447	1,067,411	994,036	107.4	232.2	19.1	6.7	1,373,747	2.41
Bahawalnagar Tehsil	1,729	541,553	282,987	258,566	109.4	313.2	24.7	6.6	367,367	2.31
Chishtian Tehsil	1,500	498,270	256,122	242,148	105.8	332.2	20.5	6.7	326,790	2.51
Fort Abbas Tehsil	2,536	285,596	147,371	138,225	106.6	112.6	12.1	6.9	195,476	2.25
Haroonabad Tehsil	1,295	381,767	196,155	185,612	105.7	294.8	22.1	7.1	258,276	2.32

Minchinabad Tehsil	1,818	354,261	184,776	169,485	109.0	194.9	10.6	6.2	225,838	2.68
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Source: District Census Report 1998, Population Census Organization, Statistics Division, Government of Pakistan, Islamabad.

1.4 TMA/TOWN PROFILE

1.4.1 TMA Status

After the implementation of Punjab Local Government Ordinance 2001, it was given the status of TMA.

1.4.2 Location

Bahawalnagar is one of the important cities of the former Bahawalpur state and is the connecting link for Fort Abbas and Meleod Ganj, two important Mandis (markets), with the main Karachi – Peshawar Railway line, which passes through Samasatta.

Bahawalnagar is a small town with narrow roads. The main road of the town runs through the city and the railway colony. On the eastern side, it leads to grain market and on the south – west it connects the city to the road running towards Haroonabad. The road on the western side alongwith the railway line connects the city with Chistian and Hasilpur.

1.4.3 Area/Demography

Bahawalnagar tehsil spreads over an area of 1,729 square kilometres with a population of 541,553 (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			
Bahawalnagar	111,313	57,779	53,534	74,533	2.39	7.0
Donga Bonga	22,472	11,549	10,923	13,894	2.87	7.3

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	Muhammad Arshad Virk	TMO	17-05-08	LCS	BA	18 Years
2	Mushtaq Ali	TO (I&S)	20-08-08	LCS	Diploma in Civil Engineering	32 years

3	Muhammad Aslam Nadeem	TO (P)	12-04-08	LCS	BSC - UET	14 years
4	Muhammad Shahbaz Cheema	TO (F)	10-06-08	LCS	B.COM	18 years
5	Haji Muhammad Azam	TO (R)	1-12-07	LG & CD	MSC Agriculture	30 years

1.6 INSTITUTIONAL ASSESSMENT

The ID team assessed the institutional capacity of TMA Bahawalnagar 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 Bahawalnagar is headed by Syed Qalander Husnain Shah an elected Tehsil Nazim. He comes from a veteran and respected political family of Bahawalnagar. He is post graduate in business administration.

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 as well as of institutional development of TMA.

In short, PMDFC expects that TMA Bahawalnagar under the supervision of Tehsil Nazim, Syed Qalander Hussnain Shah would benefit optimally from PMSIP municipal institutional development and infrastructure development initiatives.

1.6.2 Office of Tehsil Municipal Officer

Tehsil Municipal Officer, Muhammad Arshad Virk, an officer from LCS cadre / service joined TMA Bahawalnagar on 17-05-2008. TMO is the focal person in TMA. He is also the Principal Accounting officer of TMA. His responsibilities include coordination of activities of all Tehsil offices and execution of sanctioned policies of TMA. During the field appraisal, ID team discussed the following issues related to the office of TMO:

Staff Position in TMO Office

S. No.	Post	Sanctioned Strength	Existing Strength
1	Tehsil Municipal Officer	1	1
2	Office Superintendent	1	1
3	Head Clerk	1	1
4	Computer Operator	1	1
5	Assistant	1	-
6	Senior Clerk	3	2
7	Store Keeper	1	1
8	Junior Clerk	5	3

9	Imam Masjid/Khadim Masjid	4	4
10	Driver	1	1
11	Naib Qasid	4	4
12	Chowkidar	1	1

A. Complaint Cell

TMA complaint cell has been established as per PLGO 2001. The complaint cell is not provided with telephone line. A complaint register is being maintained to keep track of reported complaints. It is observed that most of the complaints are received through verbal communication and are being resolved by TMA staff without keeping any formal record. Response time has not been fixed. Furthermore, TMA has not developed any reporting mechanism from concerned staff to TMO regarding disposal of complaints. The complaint tracking system under PMSIP is expected to effectively streamline the TMA Complaint System.

B. Dissemination of Information

TMA Bahawalnagar has made some basic institutional arrangements for dissemination of information to the citizens. Information is shared at TMA office Notice Board, through “Munad” 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 Bahawalnagar has not constituted any Monitoring Committees to assist the house and improve the working of TMA.

F Trainings

Field visit of TMA Bahawalnagar 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 Bahawalnagar 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	M. Aslam Nadeem	TO (P&C)

2	Shahbaz Cheema	TO (F)
3	M. Ramzan	Tax Clerk
4	Ghulam Qadir	Computer Operator
5	M. Akbar Shad	Senior Clerk

PIPs for TMO Office:

After in-depth discussions, the following Performance Improvement Plan is proposed for the office of TMO in TMA Bahawalnagar. 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 complaint center SOPs. • Provide system for complaints tracking and analysis. 	<ul style="list-style-type: none"> • Number of complaints registered / resolved (by type of problem/location) on municipal services.
(ii) TMA website	<ul style="list-style-type: none"> • Provide template for website design. • Finance the cost of website development and initial hosting. • Training of TMA staff for regular update of websites. 	<ul style="list-style-type: none"> • Website contents are updated regularly.
(iii) Training needs assessment of TMA staff by TMO	<ul style="list-style-type: none"> • Formation of training calendar • Make requisite arrangements for trainings. 	<ul style="list-style-type: none"> • Number of TMA staff trained under each TO.
(iv) Performance Management System (PMS)	<ul style="list-style-type: none"> • Performance management indicators for service delivery/capacity building interventions • Mechanism for collection of performance indicators data • Format of monthly/periodic reports 	<ul style="list-style-type: none"> • Collection of baseline values • Agreement on target values • Compliance with the agreed target values against each indicator • Periodic data collection on core indicators for service delivery & capacity building • Submission of periodic reports on performance indicators

1.7 TEHSIL OFFICER (Planning) OFFICE

Like all TMAs in Punjab the very concept of Town planning is nonexistent in TMA Bahawalnagar. 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.

Detail of Posts in Planning Office

S.No	Post	Sanctioned Strength	Existing Strength
1	Tehsil Officer (Planning)	1	1
2	Building Inspector	1	1
3	Junior Clerk	2	1
4	Naib Qasid	1	1

As is evident from the above table, all of the posts are filled. The TO(P) is a Planning graduate from City and Regional Planning department, UET. But he is incapacitated due to shortage of staff. Very important post of Sub Engineer and Drafts man is not sanctioned. The planning office has to rely upon building inspector and clerks. Therefore activities severely hampered in TMA Bahawalnagar. All records are manually maintained and no analysis of data is performed.

Town Planning

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	Yes
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.

Detail of Plans

The number of Plans submitted from 1st July, 2008 to 30th November, 2008 is 17 domestic plans that were approved and 14 commercial plans.

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 Bahawalnagar. 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	<ul style="list-style-type: none"> PMDFC will arrange for satellite images of the TMA. PMDFC will develop standard formats for 	<ul style="list-style-type: none"> Basic maps prepared Database of infrastructure developed and thematic maps prepared.

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

1.8 TEHSIL OFFICER (Regulation) OFFICE

The office of TO (R) is extremely crucial in TMA setup. Its duties include to regulate market & services; issue licences, permits, grant permissions & impose penalties for violation thereof; management of municipal lands, estates, properties, facilities, assets & enterprises vested in TMA. It is also responsible for enforcement of municipal laws, rules and 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	TO (Revenue)	1	1
2	Land Officer	1	1
3	Traffic Inspector	1	1
4	Junior Clerk	1	1
5	Patwari	1	-
6	Naib Qasid	1	1

Tehsil Officer (Regulation), Haji Muhammad Azam an officer from LG & CD cadre/service joined TMA Bahawalnagar on 01-12-07. He has been with the local government since last 30 years.

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 Chichawatni. 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

Tehsil Officer (Finance), Muhammad Shahbaz Cheema an officer from L.C.S cadre/service joined TMA Bahawalnagar on 10-06-2008. He is also taking basic computer classes being organized by PMDFC for TMA staff. 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	ATO (F)	1	-
3	Accountant	1	-
4	Assistant Accountant	2	2
5	Head Cashier	1	-
6	Accounts Clerk	1	1
7	Cashier	1	1
8	Taxation Officer	1	-
9	Assistant	1	-
10	Junior Clerk	4	4
11	Muharar Slaughter House	1	1
12	Water Carrier	1	1
13	Sanitary Worker	1	1
14	Naib Qasid	6	6

FINANCIAL COMPONENT

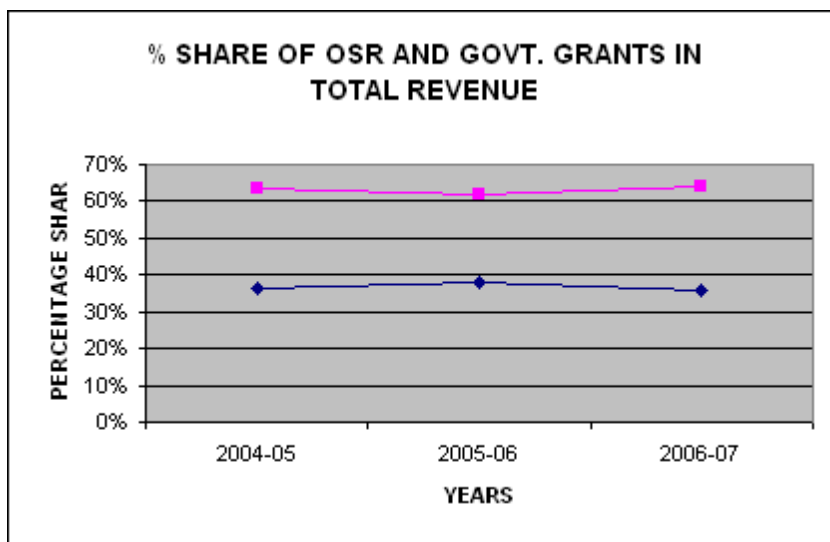
Law requires that no Local Government can pass a deficit budget. The intention is to provide built-in mechanism for fiscal efficiency. This constraint forces a Local Government to either raise revenue or to economize in expenditure or to do both. In general a local government has to maintain within its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

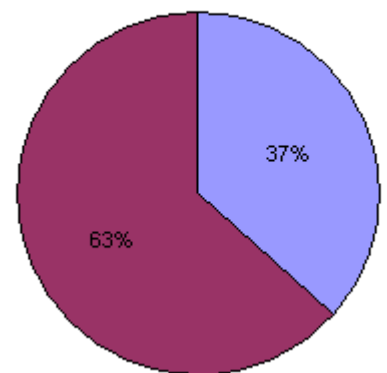
A trend of (OSR) to total revenue is captured in the following table:

Source	2004-05	2005-06	2006-07	Cumulative	
Own Source Revenue	24,638,296	26,678,978	45,844,496	97,161,770	37%
Govt. Grants	43,103,000	43,103,000	81,936,000	168,142,000	63%
Total	67,741,296	69,781,978	127,780,496	265,303,770	100%

Source	2004-05	2005-06	2006-07
Own Source Revenue	36%	38%	36%
Govt. Grants	64%	62%	64%

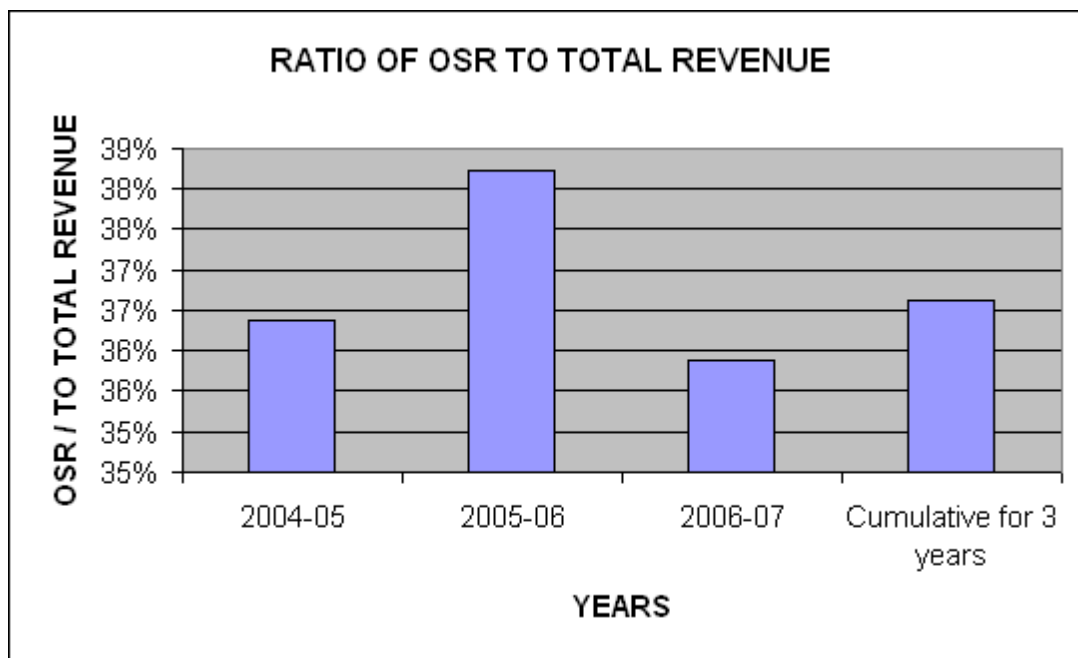


CUMULATIVE REVENUE



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	36%	38%	36%	37%



Ratio of Own Source Revenue (OSR) to total revenue is consistent over the years in TMA Bahawalnagar. TMA is working hard to increase its OSR which is evident from 2006-07 in which there was a sharp increase in it. In 2004-05 OSR was 36% in 2005-06 it was 38%, and in 2006-07 it was 36%.

According to the data of OSR and the Government Grants, it is evident that TMA Bahawalnagar is consistently increasing its OSR. In absolute terms OSR was Rs. 24m, 26m and 45m in FY 2004-05, 2005-06 and 2006-07 respectively. From the above data we can see that TMA is relying more on the Government Grants and is striving to increase its OSR which shows fiscal efficiency. 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 in which Bahawalnagar is showing an increase in its revenue over the years.

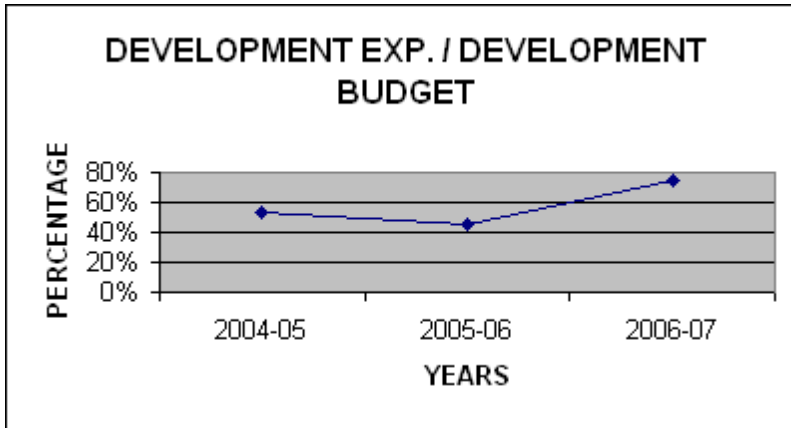
Following table shows comparative analysis in the development and non-development expenditures over the years.

BUDGET ESTIMATES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	67,464,000	65,072,300	73,701,000	206,237,300	57%
Development Expenditures	47,894,000	32,446,700	77,076,000	157,416,700	43%
Total Expenditures	115,358,000	97,519,000	150,777,000	363,654,000	100%

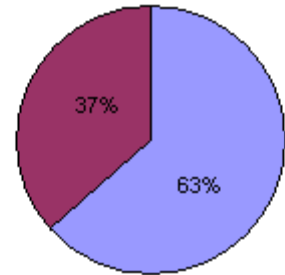
ACTUAL EXPENDITURES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	51,550,570	54,600,750	62,906,034	169,057,354	63%
Development Expenditures	25,716,900	14,636,043	57,350,000	97,702,943	37%
Total Expenditures	77,267,470	69,236,793	120,256,034	266,760,297	100%

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

Source	2004-05	2005-06	2006-07
DEV	54%	45%	74%



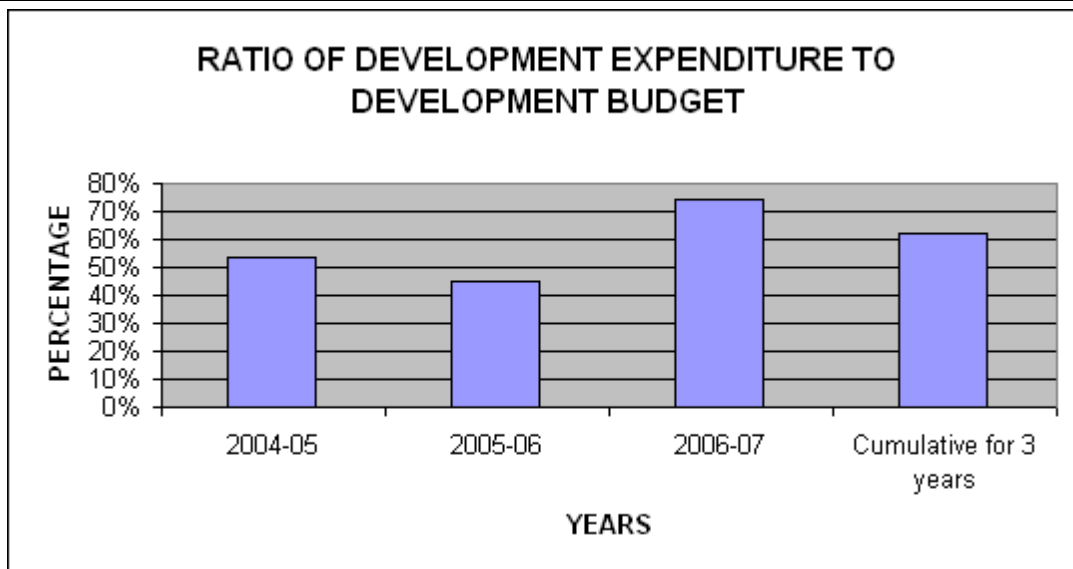
CUMULATIVE EXPENDITURES



From the table above it is evident that TMA Bahawalnagar 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 such as O&M and other development schemes. As far as development expenditures are concerned, TMA is with in the budgeted amount. In 2006-07 TMA utilised around 74% of development funds.

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	54%	45%	74%	62%



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	TO (I&S)	1	1
2	ATO (I&S)	2	2
3	Chief Officer	1	-
4	Dy Chief Officer	1	-
5	Sub Engineer	6	4
6	Head Clerk	1	-
7	Accounts Clerk	2	-
8	Junior Clerk	1	1
8	Naib Qasid	3	3
9	Electrician	3	3
10	Cooli Electrician	1	1
11	SDC	1	-
12	Junior Clerk	9	2
13	Head Draftsman	1	-
14	Draftsman	2	-
15	Tracer	1	-
16	Sub Engineer	4	1
17	Naib Qasid	5	2
18	Chowkidar	5	3
19	Ferro khalasi	1	1
20	Ferro Printer	1	1
21	Sanitary Worker	2	1
22	Electrician	1	-
23	Truck Cleaner	1	1
24	Plumber	5	1
25	Surveyor	1	-
26	Tube Operator	1	1
27	Oil Man	1	1
28	Sewerman	3	-
29	Driver	2	-
30	Store Munshi	1	1
31	Mali	2	1
32	Project Assistant Sanitation	1	1
33	Project Assistant Electricity	1	1
34	Accounts Clerk	1	1
35	Draftsman	1	1
36	Tracer	1	-
37	Road Roller Driver	1	1
38	Chowkidar	1	1

Water Carrier Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Assistant	1	1
2	Plumber	2	-
3	Clerk	2	1
4	Baidar	1	1

Water Supply Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Supervisor Water Supply	1	1
2	Foreman	1	1
3	Water Supply Operator	73	52
4	Plumber	5	5
5	Electrician	1	1
6	Chowkidar	1	1

Gardening Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Mali	3	3
2	Baidar	17	17
3	Chowkidar	1	1

Fire Brigade Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Superintendent	1	-
2	Head Fireman	1	1
3	Fireman	12	9
4	Driver	3	3

Sanitation Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Chief Sanitary Inspector	1	-
2	Assistant Sanitary Inspector	3	3
3	Sanitary Supervisor	15	10
4	Tractor Driver	5	5
5	Tractor Cooli	12	12
6	Sanitary Worker / Sewerman	304	304

Tehsil Officer (Infrastructure & Services), Mushtaq Ali, an officer from L.C.S cadre/service joined TMA Bahawalnagar on 20-08-08. He has an 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

Bahawalnagar is a border town to the east of Punjab, which is connected to Arifwala, Minchanabad, Haroonabad and Chistian by provincial highways.

The important roads that pass through the town are Arifwala-Bahawalnagar road, Bahawalnagar-Chishtian road, Bahawalnagar –Haroonabad road, Bahawalnagar-Minchanabad road, Railway road and Bahawalnagar-Jal wala road.

There are several crossings (chowks) in the town that regulate the flow of traffic such as: Park Chowk, Karman Wala Chowk, Bahawali Chowk, City Chowk, Minchin Abad Chowk, Muslim Colony Chowk, Hassanabad Chowk, Commerical College Chowk Circular Road. These chowks lack signal lights.

Main roads of the town include: Adda Road, Canal Colony Road, Degree College Road, Gulberg Colony Road, Model Town Main Road, Qasim Road, Tehsil Bazaar Road, Urdu Road, Jail Road, Circular Road, Railway Station To Karman Wala Chowk, Railway Chowk To Chishtian Phatak and Katchery Road. Most of the roads have drainage problem. The major commercial areas are effected by traffic congestion due to encroachments and haphazard parking.

2.2 STREET LIGHTS

According to TMA sources there are 404 mercury lights and only 13 sodium lights that TMA is maintaining in the town. Presently, the town is only allowed to turn on 50 % of the street lights due to government instructions as an energy saving exercise.

Following important roads need street lights: Chistian Road upto Bahawali Chowk, Jail Road, Kachery Road, Bypass Road Minchanabad, Kachery Road, Canal Colony Road, Tehsil Bazar Road, Minchanabad Road etc.

There are three electricians to take care of street light system. They are working without the requisite tools and machinery.

2.3 WATER SUPPLY

Bahawalnagar town has plain land with a minor slope The sub soil water of the town is brackish and unfit for human consumption. Water table is 4 feet below the ground level and is steadily rising. Underground water near Fordwah canal is fit for drinking purpose.

Approximately 75 % 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 i.e. hand pumps / power pumps.

To feed the present water supply system, there are 24 tube wells that are operational and working 18-24 hours/day.

There are two existing under Ground Storage Tanks with total capacity of 65,000 gallons. Four new tanks are under construction which could store 400,000 gallons of water.

There are 6 OHRs in the town. The total capacity of operational OHRs is 250,000gallons. Two are under construction, after completion their collective capacity would be 100,000 gallons.

2.4 SEWERAGE

Topography of Bahawalnagar town is flat. Slope of the town is towards south. Water table is just few feet i.e 4 feet below the ground level. Due to such a shallow level there is salinity and it is difficult to lay sewerage. There is a net work of open drains in the town which creates unhygienic conditions.

The town has areas with choked sewers. There are three disposal stations in the town. Two of them are in good condition while one is in poor condition.

The trunk sewers passing through the town are of sizes 42, 27, 30 and 18 inch.

Areas where flooding occurs are, Eid Gah Road, Disposal Road, Urdu Road and Model Town etc.

Existing disposal and sewer network have completed their designed life.

2.5 SOLID WASTE MANAGEMENT

Solid waste management in Bahawalnagar comprises of primary collection from streets, secondary collection and final disposal. Solid waste generation in Bahawalnagar is 55 tons per day.

Although the existing service delivery level is good in the town but due to shortage of equipment and manpower TMA Bahawalnagar is not capable to serve the entire area of the town. Therefore some parts are poorly served.

There are 5 tractor trolleys, 1 auto loading trolley, 5 wheel barrows and 4 mechanized tricycles for the collection of solid waste. The Tractor Trolleys are very old and need replacement. There is one chief inspector, 12 supervisors, 120 sanitary workers available for sanitary works in the town.

No proper landfill site is available in or out side of the town. Solid waste is dumped in open spaces near Chishtian Railway Line, Minchan Abad Railway Line , By Pass Road Minchan Abad , Jal Wala Road and Railway Ground Eid Gah Road. The solid waste is dumped in open spaces creating total in-sanitary & unhygienic conditions.

2.6 FIRE FIGHTING

There is a separate fire station in Bahawalnagar with one office and a staff room. The staff room also acts as a store and is in good condition. There is only one shed/garage which also acts as a verandah. There is one courtyard and it contain a wash room.

TMA Bahawal Nagar has only one engine which is in very bad condition and fails to perform its function most of the time. It needs complete over-haul and repair. Its model is very old and replacement would be a better option. Its capacity is 5000 liters.

There are two existing fire refill point and are located at Khadam Abad and Fordwah. Both of these are fed by tube wells. The fire incidences in the last three years were 102.

There is one superintendent, 6 fire men, 1 Head fireman and 3 drivers at the fire station.

2.6 PARKS

There are two main parks in the town namely: Sutluj Park and Khalid Maqbool Park.

Sutluj Park

Its total area is about 5.50 acres and is located in the main central area of the town. Its turfing and plantation is good and lighting is provided. In this park there are out door children game like swings, sliding etc, it also contain jogging track fountains and electric lights. Presently, only a boundary wall is present. In addition, the park also houses a district library.

Khalid Maqbool Park

The total area of khalid Maqbool park is 6.25 acres and it is located in Quresh Colony. Its turfing and plantation condition is very poor. It is fortified by boundary wall. Its overall condition is very poor it only contains jogging tracks and walk ways. TMA is interested in developing the park.