

FIELD APPRAISAL REPORT TMA BUREWALA

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



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1. INSTITUTIONAL DEVELOPMENT

1.1 BACKGROUND

TMA Burewala 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

Vehari is a relatively new district. It was created in June 1976. Previously it used to be a Tehsil of Multan district. Since Multan was a large district in terms of area, it was difficult to administer it. Therefore, Vehari was separated from Multan district and raised to the status of a separate district.

Literally Vehari means low lying riverine settlement. It is situated on the right bank of river Sutlej, in the heart of Nili Bar, the bluish tinge of the water of the Sutlej. The construction of Pakpattan Canal from Sulemanki Head Works on the Sutlej and the launching of Nili Bar colony project in 1925; considerably added to the population of the district. The ancient history of the area is not well recorded except for the fact that this riverine tract formed the state of Fatehpur during the time of the Mughal King, Akbar, the Great. It was ruled by Fateh Khan of Joya family who founded and gave his name to the town of Fatehpur. Fatehpur still exists at a distance of 15 Kilometres to the south of Mailsi. Some remains of archaeological value are found in this town.

1.3.2 Location

The district borders Bahawalnagar and Bahawalpur on the South, Sahiwal and Khanewal on the North, Pakpattan on the East, and Khanewal and Lodhran on the West.

1.3.3 Area/Demography

The district covers a total area of 4,364 square kilometres. Its population is 2,090,416 as per DCR 1998. It has three Tehsils/TMAs.

3. Vehari
4. Burewala
5. Mailsi

The demographic details of the district are as:

Tehsil	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		
Vehari	1,430	654,955	339,996	314,959	107.9	458.0	14.4	6.8	413,446	2.74
Burewala	1,295	730,583	378,127	352,456	107.3	564.2	20.8	7.0	473,006	2.59
Mailsi	1,639	704,878	365,689	339,189	107.8	430.1	12.6	7.0	442,356	2.78

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 in 2001.

1.4.2 Location

Burewala is located at a distance of about 84 miles from Multan, and is situated at the old historical Delhi Multan road. It is the last settlement of District Multan and is surrounded by Sahiwal District on three sides. The branch railway-line connecting Lahore with Lodhran passes through Burewala and as such Burewala is connected by rail with Pakpattan, Arifwala and Vehari and later on to Lodhran on Multan Karachi line. By pass road is connected with Sahiwal via Chichawatni and Arifwala and have a link with Multan via Jahanian.

1.4.3 Area/Demography

Burewala tehsil spreads over an area of 1,295 square kilometres with a population of 730,583 (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			
Burewala	152,097	78,726	73,371	86,311	3.39	7.1

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	Aleem-ud-Din Ghauri	TMO	13-06-2008	LG & CD	BSc Hon. (Agriculture)	25 years
2	Mr. Abdul Ghaffar	TO (I&S)	01-01-2008	PHED	Diploma in Civil Engineering	20 Years
3	Mr. Waseem	TO (F)	9-12-2004	LG & CD	B. Com, MA (Political Science)	18 Years
4	Mr. Abdul Majeed	TO (R)	26-06-2008	LG & CD	MSc Agriculture	34 Years
5	Vacant	TO (P)	-	-	-	-

1.6 INSTITUTIONAL ASSESSMENT

The ID team assessed the institutional capacity of TMA Burewala 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 Burewala is headed by Ch. Usman Ahmed Warraich an elected Tehsil Nazim. He comes from a veteran and respected political family of Burewala. He was elected as Member District Council, Vehari in 1998. After devolution, he was elected as Tehsil Nazim Burewala in 2001 & 2005, which testifies to his good standing with people of his area.

From the very outset, he took keen interest in PMSIP. He has been very cooperative and proactive in all PMSIP activities. Being a seasoned politician he is well aware of basic needs of Burewala in term of infrastructure and institutional development of TMA.

PMDFC team met the Nazim and discussed his plans and vision for Burewala. His foremost priority is to improve the efficiency of delivery of municipal services. For the purpose, he suggested PMDFC to intervene in infrastructure sectors with special focus on water supply, street lights, sewerage and roads. He also discussed problems & possible suggestive measures regarding institutional development of TMA

In short, PMDFC expects that TMA Burewala under the supervision of Tehsil Nazim, Ch. Usman Ahmed Warraich would benefit optimally from PMSIP municipal institutional development and infrastructure development initiatives.

1.6.2 Office of Tehsil Municipal Officer

Tehsil Municipal Officer, Aleem-ud-Din Ghauri an officer from LG&CD cadre / service joined TMA Burewala on 13-06-2008. 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	Stenographer	1	1
3	Audit Clerk	1	1
4	Assistant Record Keeper	1	1
5	Driver	1	1
6	Naib Qasid	4	4
7	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 Burewala 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 Burewala has constituted following Monitoring Committees to assist the house and improve the working of TMA:

1. Tehsil Accounts Committee
2. Taxation / Regulation Committee
3. Works / Infrastructure Services Committee
4. Planning and Coordination Committee
5. Insaaf Committee
6. Code of Conduct Committee
7. Health and Sanitation Committee
8. Nillam / Purchase Committee
9. Women Welfare Committee

10. Agricultural Dev. Committee
11. Bye Laws Sub Committee

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

F Trainings

Field visit of TMA Burewala 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 two officials for basic 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 Burewala 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	Muhammad Shehzad	Computer Operator (I&S)
2	Imran Dawood	Computer Operator (P&C)

PIPs for TMO Office:

After in-depth discussions, the following Performance Improvement Plan is proposed for the office of TMO in TMA Burewala. 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 	<ul style="list-style-type: none"> • Website contents are updated regularly.

<u>PIP Tasks</u>	<u>PMDFC Interventions</u>	<u>Performance Indicators</u>
	update of websites.	
(iii) Training needs assessment of TMA staff by TMO	<ul style="list-style-type: none"> • Formation of training calendar • Make requisite arrangements for trainings. 	<ul style="list-style-type: none"> • Number of TMA staff trained under each TO.
(iv) Performance Management System (PMS)	<ul style="list-style-type: none"> • Performance management indicators for service delivery/capacity building interventions • Mechanism for collection of performance indicators data • Format of monthly/periodic reports 	<ul style="list-style-type: none"> • Collection of baseline values • Agreement on target values • Compliance with the agreed target values against each indicator • Periodic data collection on core indicators for service delivery & capacity building • Submission of periodic reports on performance indicators

1.7 TEHSIL OFFICER (Planning) OFFICE

Like all TMAs in Punjab the very concept of Town planning is non existent in TMA Burewala. 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	1	1
3	Head Clerk	2	2
4	Draftsman	1	1
5	Building Inspector	1	1
6	Jr.clerks	2	2
7	Naib Qasid	2	2

The TO (P) office has all the posts filled except the TO (P). A planner was appointed but now the post is lying vacant for the last 5 months. The additional charge is handed over to ATO. There is one building inspector and one more is hired from I&S office. The building inspectors visit the town every third day and report the building control activities.

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 prioritisation 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 Burewala. 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.

PIP Tasks	PMDFC Interventions	Performance Indicators
(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	TO (Regulation)	1	1
2	Computer Operator	1	1
3	Junior Clerk / Water rate Clerk	1	1
4	License Clerk	3	3
5	Sub Engineer	1	1
6	Head Clerk (Katchi Abbadies)	1	1

7	Tahbazzari Clerk	1	1
8	Legal Advisor	1	1
9	Perokar	1	1
10	Driver	1	1
11	Naib Qasid	4	4

Tehsil Officer (Regulation), Mr. Abdul Majeed an officer from LG&CD cadre/service joined TMA Burewala on 26-06-08. He has been with the local government since last 34 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.

1.8 TEHSIL OFFICER (Finance) OFFICE

Tehsil Officer (Finance), Mr. Waseem an officer from LG&CD cadre / service joined TMA Burewala on 09-12-2004. He has been with the local government since last 18 years. 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 (Finance)	1	1
2	Account Officer / Accountant	1	-
3	Assistant Accountant	1	1
4	Computer Operator	1	1
5	Cashier	1	1
6	Account Clerk	1	1
7	Tax Superintendent	1	1
8	Water Rate Clerk	5	1
9	I-P Clerk	2	2

10	Cattle Fair Clerk	2	2
11	Naib Qasid	22	22
12	Octroi Superintendent	1	-
13	Assistant Octroi Superintendent	1	1
14	Octroi Inspector	2	2
15	Octroi Clerk	12	12

FINANCIAL COMPONENT

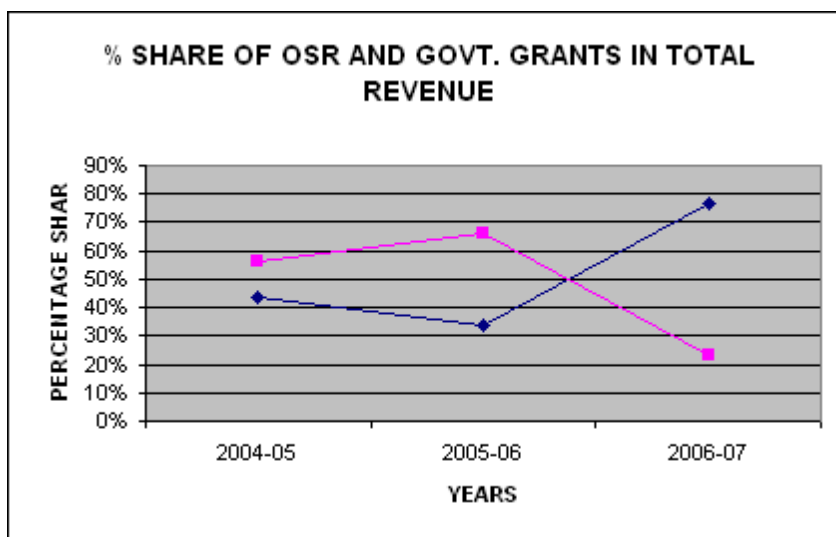
Law requires that no Local Government can pass a deficit budget. The intention is to provide built-in mechanism for fiscal efficiency. This constraint forces a Local Government to either raise revenue or to economize in expenditure or to do both. In general a local government has to maintain within its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

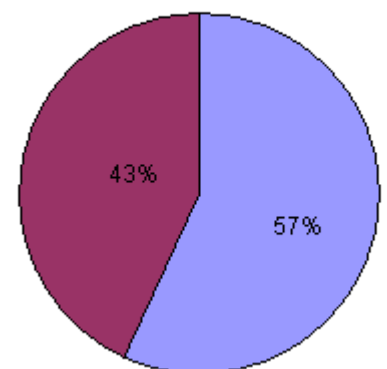
A trend of (OSR) to total revenue is captured in the following table:

Source	2004-05	2005-06	2006-07	Cumulative	
Own Source Revenue	40,388,000	41,412,585	154,413,000	236,213,585	57%
Govt. Grants	52,567,000	81,510,000	47,468,000	181,545,000	43%
Total	92,955,000	122,922,585	201,881,000	417,758,585	100%

Source	2004-05	2005-06	2006-07
Own Source Revenue	43%	34%	76%
Govt. Grants	57%	66%	24%

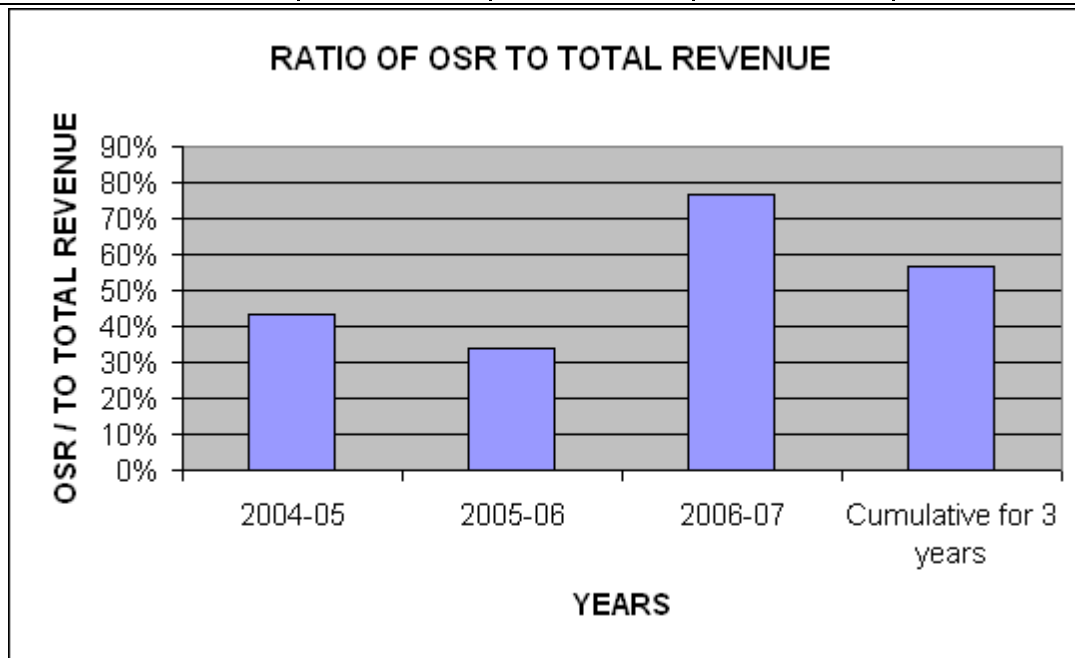


CUMULATIVE REVENUE



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	43%	34%	76%	57%



Ratio of Own Source Revenue (OSR) to total revenue is changing over the years due to a change in OSR and Government Grants. In 2005-06 this ratio was the lowest due to a sharp increase in Government Grants. In 2006-07 there was an increase in the ratio mainly due to an increase in the OSR even though less grants were received by the TMA Burewala. In 2004-05 OSR was 43% in 2005-06 it was 34%, and in 2006-07 it was 76%.

In absolute terms TMA Burewala's OSR was Rs. 40m, 41m and 154m in FY 2004-05, 2005-06 and 2006-07 respectively. From the above data we can see that TMA Burewala was relying more on Government Grants in 2004-05 and 2005-06 but in 2006-07 it has increased in its OSR and relied less on the Government Grants which is a positive sign. 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 Burewala is showing an increase in its revenue over the years.

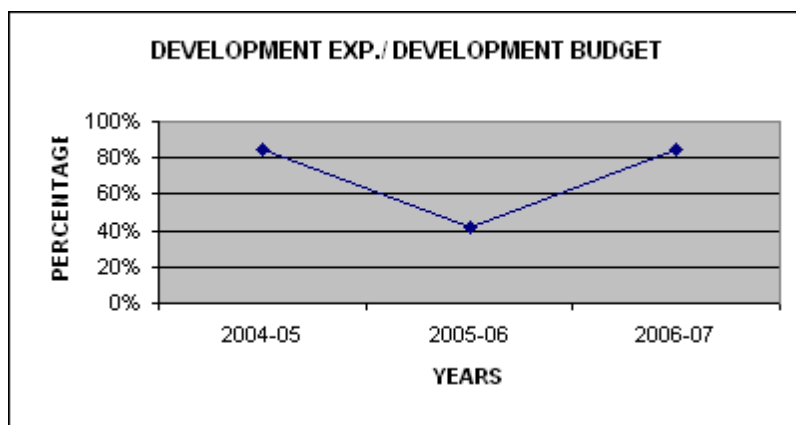
Following table shows comparative analysis in the development and non-development expenditures over the years.

BUDGET ESTIMATES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	53,787,000	63,488,000	77,303,000	194,578,000	43%
Development Expenditures	48,653,000	63,793,000	145,011,000	257,457,000	57%
Total Expenditures	102,440,000	127,281,000	222,314,000	452,035,000	100%

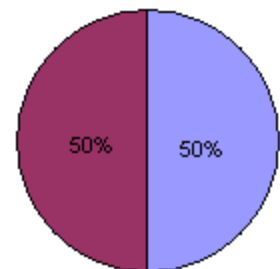
ACTUAL EXPENDITURES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	52,743,839	62,445,609	75,198,459	190,387,907	50%
Development Expenditures	41,380,402	26,908,396	122,218,439	190,507,237	50%
Total Expenditures	94,124,241	89,354,005	197,416,898	380,895,144	100%

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

Source	2004-05	2005-06	2006-07
DEV	85%	42%	84%



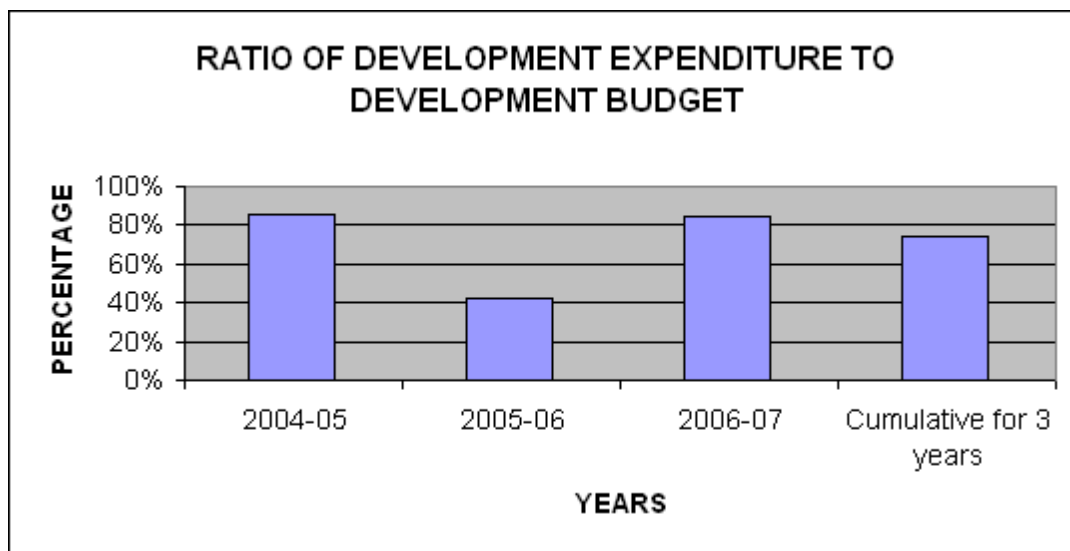
CUMULATIVE EXPENDITURE



From the table above it is evident that TMA Burewala 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 working to utilise its funds allocated for development. Except in 2005-06 TMA utilised almost 85% of its funds for development which shows that TMA Burewala has a capacity to initiate and utilise funds for development.

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

Source	2004-05	2005-06	2006-07	Cumulative for 3 years
Ratio II = DEV. EXP/DEV. BUDG	85%	42%	84%	74%



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	TO (Infrastructure & Services)	1	-
2	Municipal Engineer	1	-
3	ATO (Infrastructure & Services)	1	1
4	Office Assistant	1	1
5	Sub Engineer	1	-
6	Computer Operator	1	1
7	Junior Clerk	1	1
8	Driver	1	-
9	Draftsman	1	1
10	Eng. Assistant	1	1
11	Work Supervisor	1	1
12	Naib Qasid	2	2

Water Carrier Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Sanitary Worker Drains	40	38
2	Sewer Man	10	9
3	Water Carrier	26	26
4	Rari Ban	2	2

Water Supply Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Water Works Superintendent	1	1
2	Assistant Water Works Superintendent	1	-
3	Tube-Well Driver	41	41
4	Chowkidar	30	30
5	Fitter	2	2
6	Mechanic	1	1
7	Fitter Qulli	2	2

Gardening Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Sub Engineer	1	1
2	Baidar	9	8
3	Chowkidar	2	2

Fire Brigade Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Superintendent Fire Brigade	1	1
2	Fire Man	12	12
3	Driver	3	3

Sanitation Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Chief Officer	1	1
2	Sanitary Inspector	2	2
3	Senior Clerk	1	1
4	Driver	4	4
5	Sanitation Fee Clerk	3	3
6	Head Jamadar	3	3
7	Sanitary Worker	184	181

Tehsil Officer (Infrastructure & Services), Mr. Abdul Ghaffar, an officer from PHED cadre/service joined TMA Burewala on 01-01-08. 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.

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

Burewala was developed as a planned town with residential blocks and wide roads and streets in a grid iron pattern.

Important roads passing through the town are Burewala -Vehari Road, Burewala -Lahore Road, Burewala – Chichawatni Road, Burewala –Luddon Raod.

Burewala town is well connected with major towns by provincial highways such as Vehari, Chichawatni, Luddon and Lahore via Arifwala.

As Burewala is a planned town therefore, roads are laid by taking care of planning requirements. Subsequently, temporary and permanent encroachments have narrowed down several roads. There are five (5) crossings (chowks) in the town Gol Chowk, Lari Adda, Fowarra, Masoom Shah and Chungi No.5 that regulate the flow of traffic. These chowks don't have signal lights. Most of the roads in the town are in fair condition.

Main roads of the town include: Vehari Bazaar Road, Arif Bazaar Road , Rail Bazaar Road , Joyia Road, Water Works Road, Azeem Abad Road , Amam Barga Road , College Road , Daras A-D Block Road , Aziz Abad Road and Factory Road The Capacity of some these roads is greatly reduced by slow moving vehicles and vendors.

Being a planned town and road traffic congestion is not a severe problem in Burewala. Still, main commercial areas such as : Arif Bazar, Vehari Bazar, Bus Stand etc. have temporary encroachment problems due to haphazard parking and street hawkers. This results in traffic obstruction and underutilizing right-of-way.

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

There are 94 street lights installed in the entire town.

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

2.3 WATER SUPPLY

Burewala town is located on plain area with a minor slope towards North South. The shallow sub soil water of Burewala town is sweet but may not be fit for human consumption. Present source of water supply system in the town is deep T/wells installed at depth of 350 ft. Water table is at 60-65 feet. Most of the town is dependent on TMA water supply. Water supply coverage of the town is about 90 %. The rest of the population is constrained to drink shallow brackish water through privately installed hand pumps/power pumps. The quality of water from these shallow source is not so good and is mostly contaminated

To feed the present water supply system, there are 24 tube wells that are operational and working 8 hours/day. These are installed all over the town.

There are fourteen Overhead Water Reservoirs in the town located at different places. The total storage capacity is 420,000 gallons. The condition of these OHRs is fair.

2.4 SEWERAGE

Topography of Burewala town is flat. Slope of the town is towards southern side of the town. There are three disposal stations in the town. These are located at Vehari road, Near Bus stand and a small one in 435 EB Village. The pumping machinery is in good condition with 80, 40 and 25 BHP motors. These are working 18 hours per day.

The widespread network of open drains contributes to poor hygiene conditions in the town. The disposal stations are working maximum hours so that water should not over flow in sewer lines, but during rainy season it is difficult to control and flooding occurs in different areas. This situation shows that disposal stations capacity should be improved.

Overflow and flooding occurs in: Yaqoob abad , New Model Town , Muhammad , Hussain town, Satellite town, Shah Faiz Colony, Chonge no.5, Tabba Mustafa Abad , Shah Faiz Park, Mojahid Colony , Ala Abad , Satellite Town and Faisal Colony.

2.5 SOLID WASTE MANAGEMENT

Existing SWM system comprises of primary collection, secondary collection and final disposal of solid wastes. After sweeping the streets and roads the sanitary workers carry the solid waste in wheel barrows driven manually and deposit it at certain collection points. Solid waste generation in Burewala is 84 tons per day. The amount of solid waste collected is approximately 50 tons per day, collection efficiency is approximately 60 %. Sweeping is done manually and no mechanical sweepers are available. From secondary collection points solid waste is transported to dumping sites by tractor trolleys.

There are two tractor operated trollys, 47 wheel barrows and 1 Auto loading trolley.

There are 239 sanitary workers deployed at various points in the town. There are five supervisors and two sanitary inspectors. The staff works in two (2) shifts i.e. from 6 am – 10 am and from 4 pm – 7 pm. The TMA Burewala is short of sanitary staff.

No proper landfill site is available in or out side of the town. Solid waste is dumped in open spaces near Azeemabad in depressions, Kot Noor Muhammad and 5km Multan road (State land. Therefore, The solid waste is dumped in open spaces creating total in-sanitary & unhygienic conditions.

2.6 FIRE FIGHTING

There is a separate fire brigade system in Burewala which has an area of about 41.5 marlas which contain only one office which acts as an office and staff room. There are eight sheds/garages in which two are in normal condition used by the two existing vehicles and six are in bad condition. The total area of the garages is one kanal. The remaining area, which is three kanals, is used as a courtyard.

TMA Burewala has two fire engines, both are in working condition. However, only one is in fair condition. Mostly one fire engine is used for fire fighting due the bad condition of the second vehicle. These are old engines of 1980's and have completed their designed life.

There is only one water tanker in Burewala which has a capacity of 5000 liters. There is only one existing fire refill point and is situated with in fire brigade station. It is connected with the overhead reservoir.

There is 1 fire Superintendent, 1 fire officer, 1 fire headman, 12 fire men and 3 drivers with the TMA. Staff is sufficient for the fire station.

The officials told that there are about 351 fire incidents up to 2008 during last three years in TMA jurisdiction as well as out of it. Burewala is a cotton growing area and many fire incidences occur in cotton godowns. This information depicts that incidence record is being maintained.

2.7 PARKS

Presentably there are three parks with in the town maintained by TMA. Three of them are owned by TMA. The details are as follows:

Family Park

It is located on Chungi No. 5 on Vehari Road. It is the main park in the town and once the land was encroached. It was depression of three acres. TMA converted the land into a nice family park. It has good turfing and plantation. It is fortified by boundary wall. In family park there are no canteens and water areas but contain fountains, lighting walkways and jogging track for the people. It is in close proximity of Tibba Mustafa Abad, Aziz Abad Katchi abadi and Fareed town, but the whole town benefits from it.

Ladies Park

Ladies park is located in north side of I-block near Govt Girls School Scheme No 2. Its total area is two acres. Its turfing and plantation condition is in fair condition. It is properly maintained and contains outdoor children games, jogging tracks and walkways. It contains lighting for aesthetics and security purposes. There has also a boundary wall for privacy purpose.

Children Park

Its area is 6 kanals and it is located in Y-block housing scheme. Its turfing and plantation is fair and lighting is provided. In this park there are out door children game like swings, sliding etc, and walkways but these are not being maintained properly. There is no provision of fountains and outdoor games for children.

This park is surrounded by W,X,K,new Z blocks and Ahata Shah Nawaz. One of the important features of park is that it contains a canteen for children and visitors. TMA has done commendable job of maintaining good parks in the town but more parks could be developed in the south-east part of the town.