

FIELD APPRAISAL REPORT TMA FEROSZEWALA

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



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1. INSTITUTIONAL DEVELOPMENT

1.1 BACKGROUND

TMA Ferozewala 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 Sheikhpura derives its name from its headquarters town, which was named after the Emperor Jehangir, who founded it and was called by nickname of Sheikhu by his father. Akbar the great, in reverence to a saint living in the vicinity who had blessed the young prince. In these days the surroundings of Sheikhpura abound in wild life and emperor used to go there for hunting.

Sheikhpura district was constituted in the year 1919 primarily to reduce the extensive boundaries and to remove the administrative difficulties caused by the unwillingness of Gujranwala district as then constituted. It was enlarged later by contribution received from Sialkot, Lahore and Faisalabad districts. The headquarter was shifted to Sheikhpura in 1922, when the construction of new offices was completed.

Sheikhpura is also known to be the birth place of Syed Waris Shah who promoted spiritualism in this area and his great legend Heer has significant place in Punjabi literature. The other religious and noble figures were Hazrat Sher Muhammad Sharaquri, Hazrat Dewan, Baba Naulakh Hazari and Pir Bhar Shah, who spent their whole lives in preaching Islam. It is also a birth place of Baba Gurunank, the founder of Sikh religion.

1.3.2 Location

The district lies between north latitudes $31^{\circ} - 05$ to $32^{\circ} - 04$ and east longitudes $73^{\circ} - 15$ to $74^{\circ} - 41$. Its shape is roughly that of a trapezoid with a triangular off-shoot to the west from the south-west corner.

1.3.3 Area / Demography

The district Sheikhpura has four Tehsils/TMAs.

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- 1) Ferozewala
- 2) Sheikhpura
- 3) Muridke
- 4) Sharaqpur

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		
*Ferozewala	-	118,958	62,202	56,756	-	-	-	-	-	-
Sheikhupura	1,339	1,049,264	551,201	498,063	110.7	783.6	35.8	7.5	622,115	3.12
*Muridke	-	143,296	74,317	68,979	-	-	-	-	52,511	-
*Sharaqpur	-	28,186	14,618	13,568	-	-	-	-	18,907	-

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

* Above table reflects only urban population detail of Tehsil Ferozewala, Muridke and Sharaqpur, since aforementioned units formed after population census (1998).

1.4 TMA/TOWN PROFILE

1.4.1 TMA Status

Ferozewala was raised to the level of Municipal Committee in 1997. After the implementation of Punjab Local Government Ordinance 2001, it was given the status of TMA.

1.4.2 Location

Ferozewala is a small town in the proximity of Lahore adjacent to Shahdara town. It is linearly stretched along GT road. The Urban area of the town is mostly spread along the western side of the GT Road. Major commercial area of the town is along the GT road. Two railway tracks leading to Rawalpindi and Faisalabad cross the town.

1.4.3 Area/Demography

The urban population of Ferozewala tehsil is 118,958 (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			
Kot Abdul Malik	63,525	33,243	30,282	-	-	8.2
Ferozewala	55,433	28,959	26,474	-	-	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 (years)
1	Agha Humayun Hafeez	TMO	24-05-2008	LCS	MBA	19 Years
2	Muhammad Mushtaq	TO (I&S)	03-03-2007	LCS	BA-B.Tech (Hon.)	19 Years
3	Ch. Tahir Sultan	TO (P&C)	12-06-2008	PHED	Civil Engineer	18 Years
4	Muhammad Saleem	TO (F)	22-04-2008	LCS (Accounts)	B.Com	29 Years
5	Gulshan Noreen	TO (R)	16-02-2007	LCS	M.A English & Pol. Sciences	2 Years

1.6 INSTITUTIONAL ASSESSMENT

The ID team assessed the institutional capacity of TMA Ferozewala 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 Ferozewala is headed by Rana Anwar-ul-Haq. He comes from a veteran and respected political family of Ferozewala. After devolution in 2001, he was elected as Union Council Nazim and was re-elected as Tehsil Nazim in 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 Ferozewala in term of infrastructure and institutional development of TMA.

PMDFC team met the Nazim and discussed his plans and vision for Ferozewala. 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 Sewerage, Roads & Parks. He also discussed problems & possible suggestive measures regarding institutional development of TMA

In short, PMDFC expects that TMA Ferozewala under the supervision of Tehsil Nazim, Rana Anwar-ul-Haq would benefit optimally from PMSIP municipal institutional development and infrastructure development initiatives.

1.6.2 Office of Tehsil Municipal Officer

Tehsil Municipal Officer, Agha Humayun Hafeez an officer from LCS cadre / service joined TMA Ferozewala on 24-05-2008. 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	Assistant	1	1
3	Computer Operator	1	1
4	Junior Clerk	2	2
5	Driver	1	1
6	Naib Qasid	1	-
7	Sanitary Worker	1	-
8	Legal Advisor	1	1

A. Complaint Cell

Basic information regarding citizens' complaints was collected, which reveals that there is no formal complaint centre established in the TMA. However, the complaints are being registered in the Diary/Despatch register placed at general branch of TMO Office. 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. 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 Ferozewala 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 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 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:

- a. to elect Monitoring Committees of the Tehsil Council to monitor the working of the Tehsil Municipal Administration and the provision of municipal services;
- b. 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;
- c. to review the reports of the Monitoring Committees and make appropriate recommendations to the Tehsil Nazim;
- d. 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;
- e. to elect an Insaaf Committee for interaction with the Insaaf Committee of the Zila Council
- f. to elect Tehsil Accounts Committee to review the audit reports of the accounts of Tehsil Municipal Administration.

Tehsil Council Vehari has constituted following Monitoring Committees to assist the house and improve the working of TMA:

1. Insaaf Committee
2. Regulation Committee
3. Finance Committee
4. Accounts Committee
5. Code of Conduct Committee
6. Planning Committee

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

F Trainings

Field visit of TMA Ferozewala 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 Ferozewala 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 Mushtaq	TO (I&S)
2	Gulshan Noreen	TO (R)
3	Tahir Sultan Ch.	TO (P&C)
4	Muhammad Afzal	Assistant (Finance Branch)
5	Sadiq Ali Waseem	Assistant

PIPs for TMO Office:

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

PIP Tasks	PMDFC Interventions	Performance Indicators
(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 Ferozewala. 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 centers, 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	1
2	Sub engineer	1	1
3	Head Clerk	1	1

4	Building Inspector	1	1
5	Naib Qasid	1	-

TO (P) is not a qualified planner. Other staff positions are filled including sub-engineer and building inspector.

Mapping

TMA has a base map that needs updation. TMA doesn't have any municipal services maps.

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 neighboring 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 Ferozewala. 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.

1.8 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 (Regulation)	1	1
2	Assistant	1	1
3	Senior Clerk	1	1
4	Junior Clerk	1	-
5	Naib Qasid	1	-

Tehsil Officer (Regulation), Gulshan Noreen an officer from LCS cadre/service joined TMA Ferozewala on 16-02-2007. She has been with the local government since last 2 years. She is relatively new and inexperienced in local government system but she is a keen learner and is striving to regulate the office. She is also taking basic computer classes being organized by PMDFC for TMA Ferozewala staff.

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 the office of TO (Regulation) in TMA Ferozewala. 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 Saleem an officer from Local Council Service joined TMA on 22-04-2008. He has been with the local government since last 29 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	Accountant	2	2
3	Tax Inspector	1	-
4	Junior Clerk	1	1
5	Tax Clerk	2	1
6	License Clerk	2	2
7	Water Rate Clerk	2	2
8	Tax Collector	1	-
9	Naib Qasid	1	1

FINANCIAL COMPONENT

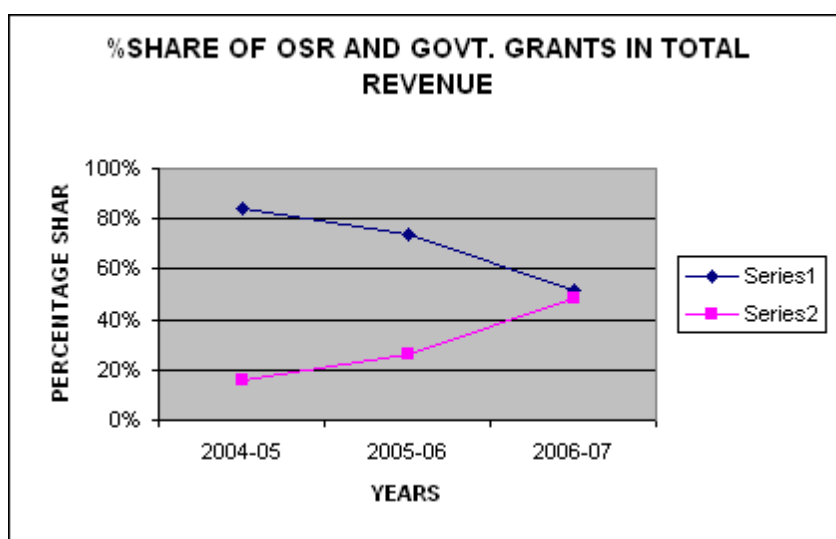
Law requires that no Local Government can pass a deficit budget. The intention is to provide built-in mechanism for fiscal efficiency. This constraint forces a Local Government to either raise revenue or to economize in expenditure or to do both. In general a local government has to maintain within its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

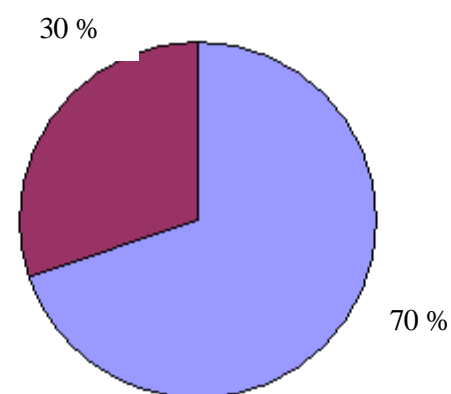
A trend of (OSR) to total revenue is captured in the following table:

Source	2004-05	2005-06	2006-07	Cumulative	
Own Source Revenue	151,566,207	143,711,229	96,470,815	391,748,251	70%
Govt. Grants	28,116,000	51,983,000	89,868,000	169,967,000	30%
Total	179,682,207	195,694,229	186,338,815	561,715,251	100%

Source	2004-05	2005-06	2006-07
Own Source Revenue	84%	73%	52%
Govt. Grants	16%	27%	48%

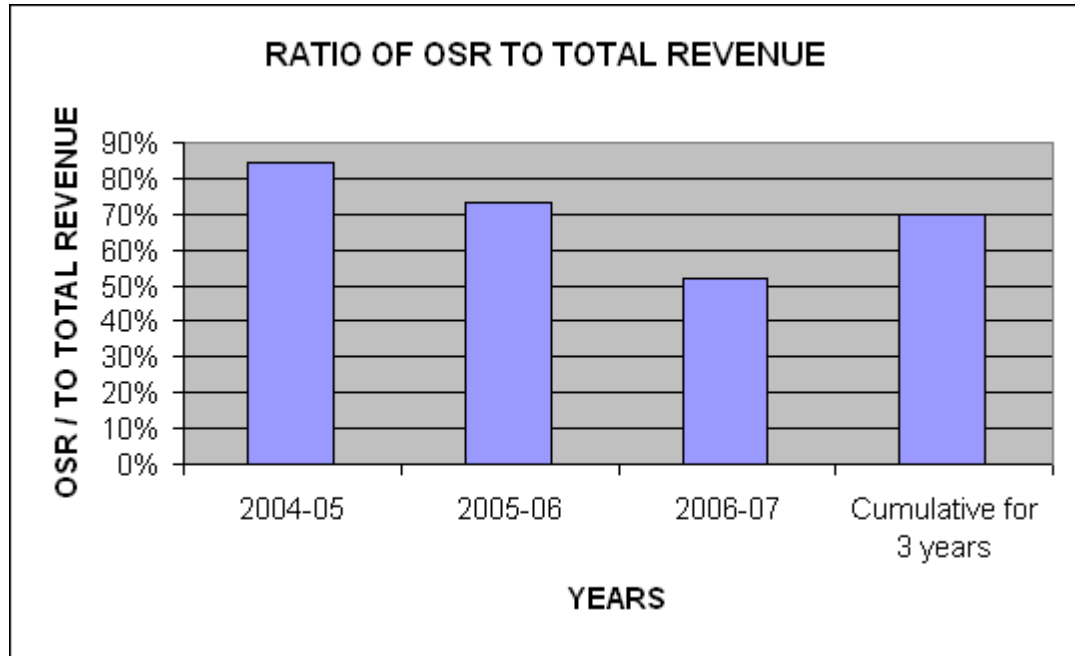


CUMULATIVE REVENUE



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	84%	73%	52%	70%



Ratio of Own Source Revenue (OSR) to total revenue is was going down even though TMA Ferozewala is has a strong OSR base. This is mainly due to an increase in Government Grants. In 2006-07 there was a decrease in OSR due to the that Sharqqpur Sharif and Mureedkay use to be the CO units, became TMAs and were separated from the TMA Ferozewala's OSR base. In 2004-05 ratio of own source revenue to total revenue was 84% in 2005-06 it was 73%, and in 2006-07 it was 52%.

Financial data of TMA Ferozewala reveals that TMA is relying more on OSR rather than Government Grants which shows fiscal efficiency. In absolute terms OSR was Rs. 151m, 143m and 96m in FY 2004-05, 2005-06 and 2006-07 respectively. 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 Ferozewala 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.

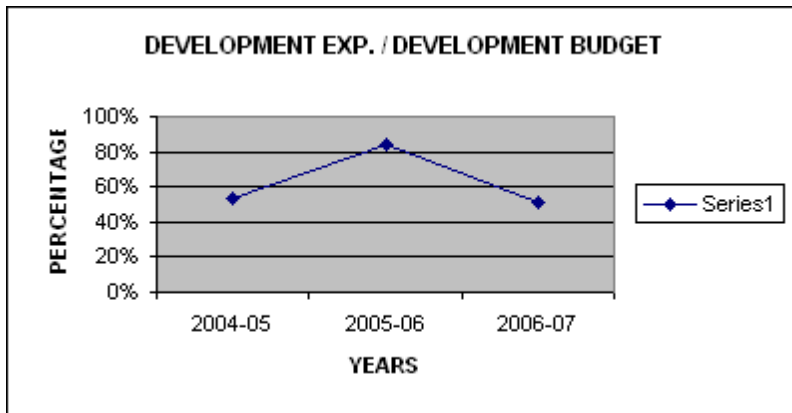
BUDGET ESTIMATES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	65,735,000	55,356,000	42,495,000	163,586,000	36%
Development Expenditures	110,634,000	51,536,700	127,975,000	290,145,700	64%
Total Expenditures	176,369,000	106,892,700	170,470,000	453,731,700	100%

ACTUAL EXPENDITURES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	57,334,487	37,112,003	29,076,618	123,523,108	42%

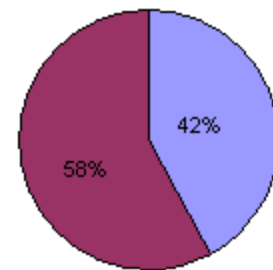
Development Expenditures	59,616,815	43,601,982	65,355,341	168,574,138	58%
Total Expenditures	116,951,302	80,713,985	94,431,959	292,097,246	100%

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

Source	2004-05	2005-06	2006-07
DEV	54%	85%	51%



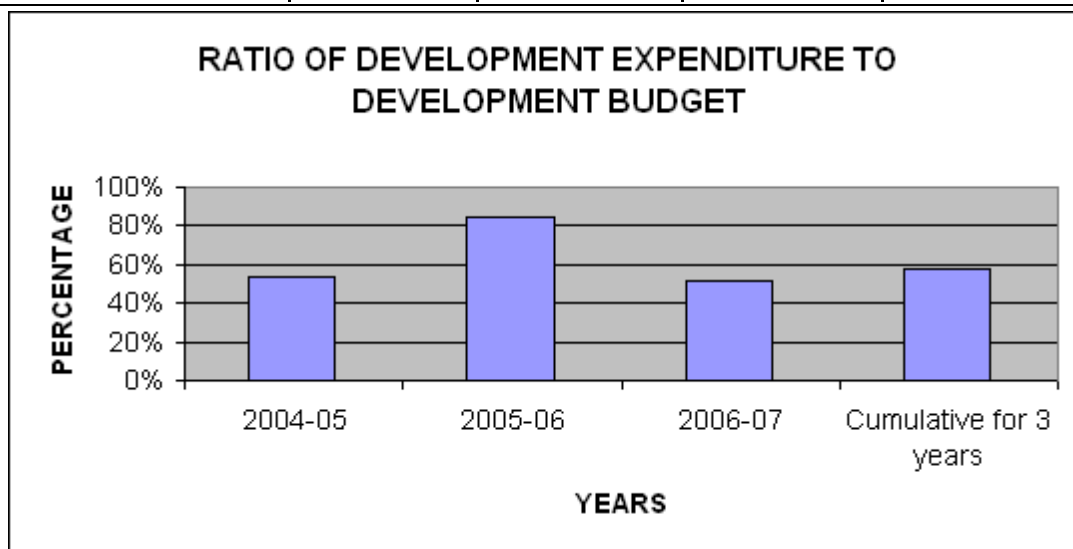
CUMULATIVE EXPENDITURES



From the table above it is evident that TMA Ferozewala 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 under utilising its development funds. Only in 2005-06 TMA utilised 85% of its 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%	85%	51%	58%



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

<u>S.No</u>	<u>Post</u>	<u>Sanctioned Strength</u>	<u>Existing Strength</u>
1	Tehsil Officer (I&S)	1	1
2	Sub Engineer	2	2
3	Draftsman	1	-
4	Junior Clerk	2	1
5	Tracer	1	1
6	Driver	1	-
7	Naib Qasid	1	1

Water Carrier Branch

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

Water Supply Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Electrician	1	1
2	Tubewell Operator	5	5
3	Plumber	1	1
4	Tubewell Chowkidar	6	6

Sanitation Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Sanitary Inspector	2	1
2	Sanitary Supervisor	2	2
3	Tractor Driver	3	-
4	Disposal Operator	2	2
5	Sanitary Worker	103	103
6	Sewer Man	6	6

Tehsil Officer (Infrastructure & Services), Muhammad Mushtaq, an officer from LCS cadre/service joined TMA Ferozewala on 03-03-2007. He has vast experience of 19 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.

<u>P I P T a s k s</u>	<u>P M D F C I n t e r v e n t i o n s</u>	<u>P e r f o r m a n c e I n d i c a t o r s</u>
(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

Ferozewala is a small town in the proximity of Lahore. It is linearly stretched along GT road. The Urban area of the town is mostly spread along the Western side of the GT Road. Major commercial area of the town is along the GT road. Two railway tracks leading to Rawalpindi and Faisalabad cross the town. Various roads crisscross the town varying from 60' to 10' width.

GT road is a main artery of the town, which is North-South, aligned and crosses the whole town. This road is cluttered with shops which impedes the free flow of inter city traffic. This main road very well serves the commuting needs of residents.

The important Chowks of the town are Abbas Chowk, Hasnain chowk, umer chowk, Gol masjid chowk, Gol chowk 1 and gol chowk 2, Pani wali tanki chowk,

TMA Ferozewala owns and maintains various roads. All of these roads mainly serve the residential and institutional areas located along them. There are very few roads in the town, which have commercial character.

The roads that are frequently in use but are in extremely bad condition are: Imamia Colony Road, Peoples Colony main road, Ummer din Road, Sui gas Road, Rachna Town main Bazar, Numda Road, KPS Road, Shah Khalid Road/College Road, Haider Road, Pumpwala Bazar.

The surface condition of all of these roads is very poor. There are pot holes, broken surface that causes hindrance in driving and smooth flow of traffic. During rains, due to lack of adequate drainage services water stays for days on the roads. This further deteriorates the surface condition. None of this road has drainage along side.

These roads need immediate attention, as these are mainly residential with school, bazaars and convenience shops.

The roads that are relatively in better condition are; Shara-e-Murtaza road, which runs parallel to the railway track leading to Faisalabad. This is residential road and carries both motor and pedestrian traffic of Imamia and peoples colony.

Pump Wala Bazar is the only road, which is in good condition. It is East West aligned road, which is commercial bazaar of the town as well. It also touches another major residential area of Rachna town.

2.2 WATER SUPPLY

Ferozewala town is a plain with a minor slope. Sub soil water of the town is brackish and unfit for human consumption. Water table is 55 feet below the ground level and steadily rising. Deep ground water is fit for drinking purpose. A sub soil investigation was carried .All tube wells are installed at a depth of 450 feet.

There are 5 tube wells installed in the town. Out of 5 tube wlls only one is not operational. There are three OHRs with 30,000 gallons capacity each. One of the OHR is non operational.

Nearly 75 % of the Ferozewala Town is covered by water supply whereas 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 sources is not so good and is mostly contaminated. After completion of on-going scheme the whole town will be covered and good quality of water will be provided to the town.

2.3 SEWERAGE

Topography of Ferozewala town is flat. Sewerage coverage is 60 % of the town while 20% town is served with open drains and remaining 20 % town is un-served.

There are two disposal stations in the town. One is in Imamia colony and the other is in People's colony. The condition of the disposal stations is fair. There are 40 BHP motors, two at each station, that are working for 18 hours per day.

The size of trunk sewer is 21 inch. Trunk sewer is in bad condition due to silting. Collecting tank is silted up and almost choked. Screening chamber is also choked. Due to under size of sewer pipes the sewer is usually flooded during rainy season. Sewerage network in the town is of R.C.C pipes sewers of sizes 9" to 21" dia.

The problematic areas are along Railway Line, People's Colony, Anaxy Colony, Imamia Colony, Madia Colony, Mustafabad.

2.4 SOLID WASTE MANAGEMENT

After sweeping the roads and streets the sanitary workers carry the solid waste in wheel barrows driven manually and collect at certain collection points. Sweeping is done manually and no mechanical sweepers are available. There is no fixed secondary collection point of solid waste. Sweeping on Roads are done on daily basis while streets are cleaned on weekly basis. Solid Waste is transported along railway line dumping sites by tractor trolleys. TMA has presently one tractor trolley which in worst condition. Existing secondary solid waste collection system is not good in the town roads are swept daily while streets are swept on weekly basis. There are 10 Wheel barrows and 1 tractor operated trolley.

There is one sanitary inspector and 21 sanitary workers are deployed at various points in the town. The staff works from 3 am to 3 pm.

No proper landfill site is available in or out side of the town. Solid waste is dumped in open spaces along railway line. The solid waste is dumped in open spaces creating total in-sanitary & unhygienic conditions.

Existing secondary collection service delivery level not good in the town due to shortage of equipment and manpower TMA Ferozewala is not capable to serve the entire area of the town. Most of the areas have not good service delivery level.

2.5 FIRE FIGHTING

Ferozewala TMA doesn't have its own fire fighting arrangements. It has Shadra Town fire fighting station in its vicinity and uses it when it needs.

2.6 PARKS

No park is maintained by TMA in Ferozewala.