

FIELD APPRAISAL REPORT TMA GOJRA

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



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1. INSTITUTIONAL DEVELOPMENT

1.1 BACKGROUND

TMA Gojra 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

Toba Tek Singh was notified as district with effect from 1st July, 1982 after slicing the area comprising this district from Faisalabad as T.T. Singh was its sub-division. It derives its name from the headquarters town named Toba Tek Singh.

1.3.2 Location

The district T.T. Singh is situated in the centre of the Punjab. It is surrounded on the north by district Jhang and Faisalabad, on the west by district Jhang and on the east by Faisalabad district. On the south, river Ravi makes a natural boundary and separates it from the district Sahiwal and district Khanewal.

1.3.3 Area/Demography

The district consists of an area of 3252 square kilometres with a total population of 1,621,593 as per DCR 1998. It has three Tehsils/TMAs.

1. Toba Tek Singh
2. Gojra
3. Kamalia.

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		
T.T.Singh District	3,252	1,621,593	831,602	789,991	105.3	498.6	18.8	7.1	1,134,572	2.12

T.T.Singh	1,000	617,035	314,658	302,377	104.1	617.0	9.7	7.1	435,280	2.07
Gojra	916	495,096	254,054	241,042	105.4	540.5	23.8	7.2	357,172	1.94
Kamalia	1,336	509,462	262,890	246,572	106.6	381.3	25.0	7.0	342,120	2.37

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, Gojra was given the status of TMA.

1.4.2 Location

Gojra is a city of Toba Tek Singh district, it is located at 33°16'60N 73°20'60E and is located 30 miles (50 km) from Faisalabad and 20 miles (32 km) north of Toba Tek Singh..

1.4.3 Area/Demography

Gojra tehsil spreads over an area of 916 square kilometres with a population of 495,096 (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			
Gojra	117,892	60,598	57,294	68,000	3.29	7.6

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	Mr. Muhammad Nawaz Khan	TMO	10-09-2008	LCS	B.A	19
2	Mr. Akhtar Abbas	TO (I&S)	25-03-2006	PHED	Diploma in Civil Engineering	32
3	Muhammad Munir Khan	TO (F)	21-07-2008	LCS	B.Com	18

4	Muhammad Azam	TO (R)	06-10-2008	LG&CD	B.Sc (Hons.)	33
5	Vacant	TO (P)	-	-	-	-

1.6 INSTITUTIONAL ASSESSMENT

The ID team assessed the institutional capacity of TMA Gojra 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 Gojra is headed by Ch. Asad Zaman Cheema an elected Tehsil Nazim. He is Law graduate and belongs to Chak No. 304 JB Tehsil Gojra, District Toba Tek Singh. After devolution in 2001, he was elected as Chairman Market Committee and later as Tehsil Nazim Gojra in 2005.

From the very outset, he took keen interest in PMSIP. He has been very cooperative and proactive in all PMSIP activities. He discussed in detail about problems and suggestive measures regarding infrastructure interventions and institutional development of TMA.

In short, PMDFC expects that TMA Gojra under the supervision of Tehsil Nazim, Ch. Asad Zaman Cheema would benefit optimally from PMSIP municipal institutional development and infrastructure development initiatives.

1.6.2 Office of Tehsil Municipal Officer

Tehsil Municipal Officer, Mr. Muhammad Nawaz Khan, an officer from LCS cadre / service joined TMA Gojra on 10-09-2008. 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	-
3	Junior Clerk	1	1
4	Driver	1	1
5	Naib Qasid	2	1

A. Complaint Cell

TMA complaint cell has been established as per PLGO 2001. The complaint cell is also 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 Gojra 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 PMSIP 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 Gojra has constituted following Monitoring Committees to assist the house and improve the working of TMA:

1. Monitoring Committee TO (I&S)
2. Monitoring Committee TO (P&C)
3. Monitoring Committee TO (R)
4. Monitoring Committee TO (F)

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

F Trainings

Field visit of TMA Gojra 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 Gojra 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.	Mr. Muhammad Munir Khan	TO (F)
2.	Mr. Muhammad Saleem	Sanitary Inspector
3.	Mr. Iftikhar Mahmood	Accounts Clerk

4.	Mr. Muhammad Amjad	Cashier
5.	Mr. Muhammad Azhar Iqbal	English Clerk
6.	Mr. Ghulam Murtaza	Clerk, Katchi Abadi
7.	Mr. Suleman Khan	Encroachment Clerk

PIPs for TMO Office:

After in-depth discussions, the following Performance Improvement Plan is proposed for the office of TMO in TMA Gojra. These interventions are envisioned for the first year and further capacity interventions would be initiated in the subsequent years provided TMA qualifies for PMSIP funding in year two and onward.

PIP Tasks	PMDFC Interventions	Performance Indicators
(i) Citizens' complaint cell	<ul style="list-style-type: none"> • Provide standard design of the Complaint center. • Provide Standard Operating Procedures (SOPs) for the Complaint center. • Provide hands on training for the implementation of complaints center SOPs. • Provide system for complaints tracking and analysis. 	<ul style="list-style-type: none"> • Number of complaints registered / resolved (by type of problem/location) on municipal services.
(ii) TMA website	<ul style="list-style-type: none"> • Provide template for website design. • Finance the cost of website development and initial hosting. • Training of TMA staff for regular update of websites. 	<ul style="list-style-type: none"> • Website contents are updated regularly.
(iii) Training needs assessment of TMA staff by TMO	<ul style="list-style-type: none"> • Formation of training calendar • Make requisite arrangements for trainings. 	<ul style="list-style-type: none"> • Number of TMA staff trained under each TO.
(iv) Performance Management System (PMS)	<ul style="list-style-type: none"> • Performance management indicators for service delivery/capacity building interventions • Mechanism for collection of performance indicators data • Format of monthly/periodic reports 	<ul style="list-style-type: none"> • Collection of baseline values • Agreement on target values • Compliance with the agreed target values against each indicator • Periodic data collection on core indicators for service delivery & capacity building • Submission of periodic 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 Gojra. 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 Positioning in TO(P) Office

S/No	Post	Available Posts	Filled posts
1	TO(P)	1	-
2	Sub-Engineer	1	1
3	Building Inspector	-	-
4	Draftsman	1	-
5	Junior clerk/billing Clerk	2	2
6	Driver	1	-
7	Naib Qasid	2	1

The table shows that there is acute shortage of staff in the planning office. The most important post of TO (P) is vacant together with building inspector and draftsman. The duties of building inspector are fulfilled by a person on interim post. The planning activities are hampered.

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 Gojra. 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. 	<ul style="list-style-type: none"> Basic maps prepared Database of infrastructure developed and thematic maps prepared.

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

1.8 TEHSIL OFFICER (Regulation) OFFICE

The office of TO (R) is extremely crucial in TMA setup. Its duties include to regulate market & services; issue licences, permits, grant permissions & impose penalties for violation thereof; management of municipal lands, estates, properties, facilities, assets & enterprises vested in TMA. It is also responsible for enforcement of municipal laws, rules and by-laws governing the functioning of TMA. Prevention of encroachments on public lands and places; prosecution and follow up of criminal, civil and recovery proceedings and regulation of affixing of signboards and advertisements are some other important functions of Tehsil office Municipal Regulation.

Staff position in TO(R) Office

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

Tehsil Officer (Regulation), Muhammad Azam, an officer from LG& CD cadre / service joined TMA on 06-10-2008. He has vast experience in local government system.

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 Munir Khan, an officer from LCS cadre/service joined TMA on 21-07-2008. 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	Assistant Accountant	1	1
3	Senior Clerk	1	1
4	Accounts Clerk	1	1
5	Naib Qasid	2	2

FINANCIAL COMPONENT

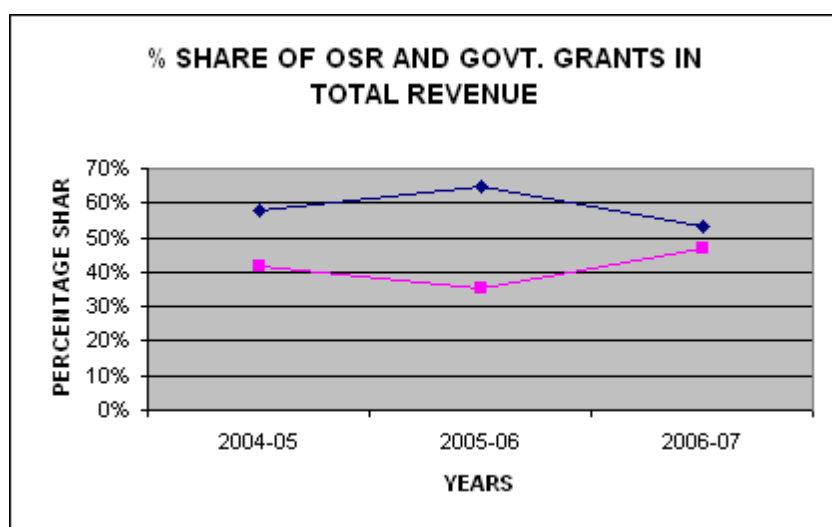
Law requires that no Local Government can pass a deficit budget. The intention is to provide built-in mechanism for fiscal efficiency. This constraint forces a Local Government to either raise revenue or to economize in expenditure or to do both. In general a local government has to maintain within its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

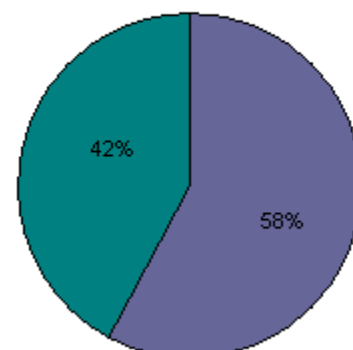
A trend of (OSR) to total revenue is captured in the following table:

Source	2004-05	2005-06	2006-07	Cumulative	
Own Source Revenue	45,755,708	66,564,073	84,165,000	196,484,781	58%
Govt. Grants	32,976,000	36,274,000	74,500,000	143,750,000	42%
Total	78,731,708	102,838,073	158,665,000	340,234,781	100%

Source	2004-05	2005-06	2006-07
Own Source Revenue	58%	65%	53%
Govt. Grants	42%	35%	47%

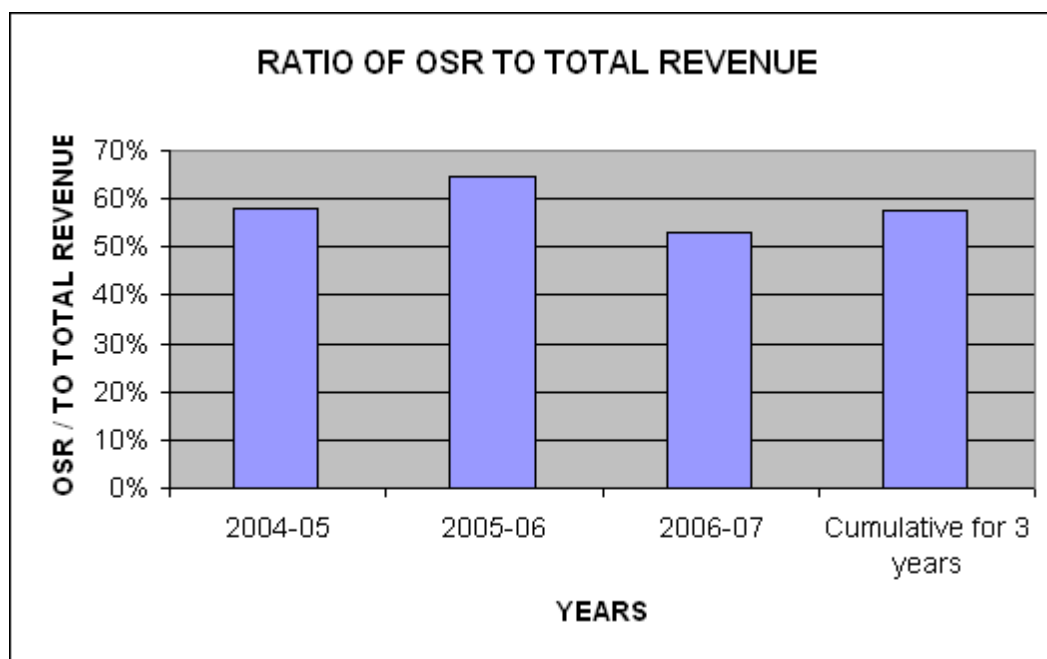


CUMULATIVE REVENUE



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	58%	65%	53%	58%



Ratio of Own Source Revenue (OSR) to total revenue increased in 2005-06 as compared to 2004-05 mainly due to a robust increase in the OSR. In 2006-07 there was a decrease mainly due to an increase in the Government Grants even though there was an increase in the OSR. In 2004-05 OSR was 58% in 2005-06 it was 65%, and in 2006-07 it was 53%.

According to the data of OSR and the Government Grants, it is evident that TMA Gojra is consistently increasing its OSR. In absolute terms OSR was Rs. 45m, 66m and 84m in FY 2004-05, 2005-06 and 2006-07 respectively. From the above data we can see that TMA Gojra is relying less 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 Gojra is showing an increase in its revenue over the years.

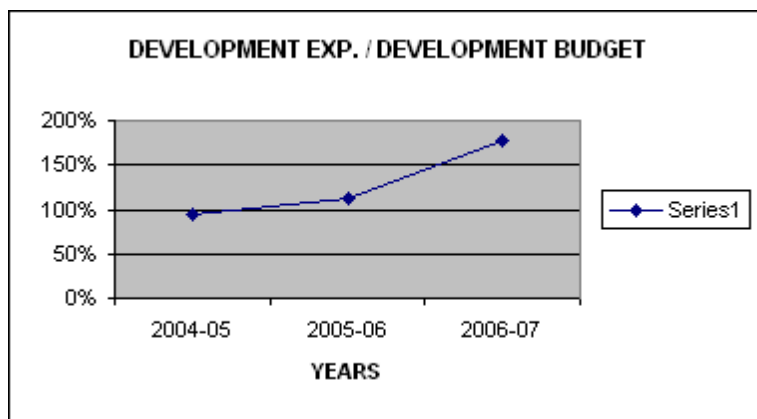
Following table shows comparative analysis in the development and non-development expenditures over the years.

BUDGET ESTIMATES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	58,450,000	66,375,000	74,803,000	199,628,000	54%
Development Expenditures	50,652,800	52,097,000	65,557,000	168,306,800	46%
Total Expenditures	109,102,800	118,472,000	140,360,000	367,934,800	100%

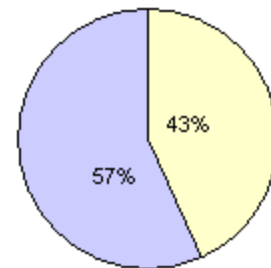
ACTUAL EXPENDITURES	2004-05	2005-06	2006-07	Cumulative	
Current Expenditures	39,842,260	56,840,000	71,740,000	168,422,260	43%
Development Expenditures	48,364,607	58,317,000	116,837,000	223,518,607	57%
Total Expenditures	88,206,867	115,157,000	188,577,000	391,940,867	100%

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

Source	2004-05	2005-06	2006-07
DEV	95%	112%	178%



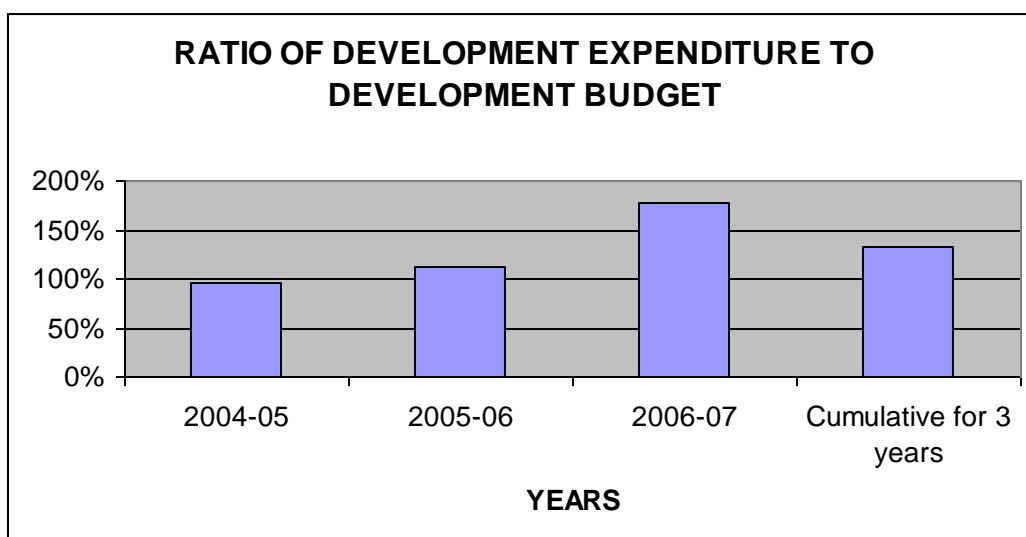
CUMULATIVE EXPENDITURES



From the table above it is evident that TMA Gojra 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 as well such as O&M and other development schemes. As far as development expenditures are concerned, TMA showed good expenditure management when it was able to utilise the budget or stayed with in the budgeted amount for the Years 2004-05, and 2005-06. However in 2006-07 TMA not only utilised the entire budgeted amount but also the additional funds provided to it during the year. Hence the Development Expenditure to total budget allocation ratio this year was over 100 % which is commendable.

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

Source	2004-05	2005-06	2006-07	Cumulative for 3 years
Ratio II = DEV. EXP/DEV. BUDG	95%	112%	178%	133%



1.10 TEHSIL OFFICER (Infrastructure & Services) OFFICE

Infrastructure & Services office is the back-bone of Tehsil Municipal Administration. It is responsible for provision, management, operation, maintenance and improvement of the municipal infrastructure.

Staff position in I & S Branch

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

Water Carrier Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Water Carrier	20	15 : Regular 5 : Daily Wages

Water Supply Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Sub Engineer	1	1
2	Junior Clerk	1	1
3	Plumber	6	5
4	Driver Waterworks	6	2
5	Tube-well Operators	9	4
6	Oilman	1	1

Gardening Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Mason	1	1
2	Supervisor Garden	1	1
3	Mali	4	1
4	Baidars	40	31

Fire Brigade Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Fire Man	9	7
2	Driver	3	1

Sanitation Branch

S.No	Post	Sanctioned Strength	Existing Strength
1	Chief Sanitary Inspector	1	1
2	Sanitary Inspector	1	1
3	Sanitary Promoter	1	1
4	Tractor Driver	8	5 + 2 on daily wages
5	Driver Watering Lorry	2	1
6	Sanitary Supervisor	8	1 + 7 on daily wages
7	Disposal Driver	6	1 + 5 on daily wages
8	Driver Portable Engine	6	1 + 5 on daily wages
9	Coolie	4	3 + 1 on daily wages
10	Sewerman	10	5 + 5 on daily wages
11	Mate	2	1 + 1 on daily wages
12	Sanitary Worker	167	75 + 92 on daily wages

Tehsil Officer (Infrastructure & Services), Akhtar Abbas, an officer from PHED cadre/service joined TMA Gojra on 25-03-2006. He has vast experience of 32 years of executing various civil engineering assignments. The appraisal brought out that there was a shortage of technical equipments like surveying equipments, lab testing equipments, etc.

Neither the progress reports nor any database of infrastructure or contractors is prepared. During the discussions, it was revealed that most of the I&S staff were willing to receive trainings on computer applications, use of modern technical equipments, preparation of project documents (designs & estimates) and operations & maintenance. Most of the office record of TO (I&S) office are manually maintained.

Performance Improvement Plan (PIP)

After detailed discussion with TO (I&S), the following Performance Improvement Plan is proposed.

PIP Tasks	PMDFC Interventions	Performance Indicators
(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 	<ul style="list-style-type: none"> Number of PC-I to PC-V designed and got

	<p>the preparation of PC-I to PC-V.</p> <ul style="list-style-type: none"> • PMDFC to review the PC-I to – PC-V prepared by TMAs. 	<p>approved from the competent forum.</p>
<p>(ii) Development of computerized database of municipal services.</p>	<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

Gojra is connected to main towns such as Toba Tek Singh and Jhang through provincial highways. The important highways that pass through the town are: Toba Tek Singh road, By-pass road, Jhang road, Pansera road, Dajkot road, Summundri road, Mungi Bangla road and Mochiwala road.

Pansera and Dajkot Roads enter the town from North-East direction. Jhang Road enters the town from West direction and Sumundari road from the East. Toba Tek Singh road enters the town from South. A By Pass provincial road diverts the traffic that want to by pass the town and is running North-South direction and can be accessed by Pansera, Dajkot, Sumundari and Toba Tek Singh Roads.

An Under Pass is located on railway track near railway road and facilitates the flow of traffic in the town. There are two Level Crossings in the town at the junction of Mission Road, Dajkot Road and Sumundri Road and at By Pass Road near Dajkot Road.

The important TMA roads are Mission road, Hafiz Park road, Thana city road, TNT road, Link Chimni Shah Road. There are no traffic signals on the crossings on these roads. Most of the roads do not have drainage along at their sides.

Traffic congestion was observed in major commercial areas such as: i Road. Right of way on these roads has been decreased due to encroachment problems, haphazard parking and street hawkers.

There are no proper off-street parking lots in the town. This forces vehicle owners to park on the roads, streets and bazaars. As a result, disorganized and chaotic pattern of parking occurs and reduces road capacity.

2.2 STREET LIGHTS

There are a total of 1850 street lights in urban area of Gojra.

2.3 WATER SUPPLY

Gojra city is situated on a flat track of land with some local ridges and depressions. The ground slope is 7%. Water table is 25 feet below the ground level.

Nearly 70 % of the Gojra City 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 the shallow source is not so good and is mostly contaminated. Therefore, situation necessitates expansion of distribution network.

All tube wells of water supply scheme are installed at a depth of 110 to 120 feet along with Jhang Branch Canal bank. Presently the city has 70% piped Water Supply coverage but some newly developed areas are yet not served. The existing Water Supply is based on tube wells only. The sub soil water of the town is brackish. 20 percent population is using shallow surface water. There are two water works of canal water source but now both are abandoned.

There are 14 tube wells at Jhang Branch Canal. Out of these 14 only two Tube wells are non-operational.

There are five under Ground Storage Tanks with a storage capacity of 269,000gallons.

There are five Over Head Water Reservoirs with a storage capacity of 290,000 gallons. All of these OHRs are operational.

2.4 SEWERAGE

Gojra city is situated on a flat track of land with some local ridges and depressions from 0 to 7 feet difference. Railway line is divided the city into north-west and south-east sides.

Only trunk sewer (R.C.C pipe ranging from 12" to 42" i/d) is provided in north-west side and open drains of this side of the city are connected with it. The size of trunk sewer varies from 12", 15", 18", 21", 24", 33" and 42".

No lateral sewers have been provided and whole city is served with open drains. Waste water through trunk sewer is disposed off in disposal station located at New Plot and ultimately it falls in I-L Seepage Drain through a sullage carrier. Before sullage carrier a force main of cross the railway track. Waste water of north-west side trough sullage carrier also falls in I-L Seepage Drain.

There is one disposal station, with 3 motors of 50 BHP each. These motors are in good condition. These stations are working for 22 hours per day.

Flooding occurs off and on in the following locations due to chocked sewer line. The effected areas are, Jhang Road, Pansera Road, Mochi Wala Road, Mission Road, Samanabad Colony, Balwand Pura.

2.5 SOLID WASTE MANAGEMENT

After sweeping the streets and roads the sanitary workers carry the solid waste in wheel barrows and transported to secondary collection points. Solid waste generation in the City is about 64 tons per day. Presently the city has 25 walled secondary collection points at different locations and other secondary collection points are not specified. From secondary collection points solid waste is transported to open space by tractor trolleys. TMA has presently four (4) nos. working tractor trolleys. The existing secondary solid waste collection system is good in the city. Most of the areas have good service delivery level. Solid Waste is ultimately dumped at Chak 372 J B Bujian Wali, out side of the city and along railway line near Dijkot Road. There is no proper landfill site owned by TMA Gojra.

- (a) There are 100 wheel barrows, out of which only 35 are in working condition. There is only one tractor trolley and 3 auto loaders. There are 2 mechanized loader equipments.
- (b) There is one chief sanitary inspector, one sanitary inspector, 8 supervisors and 167 sanitary workers. There are 6 vehicle drivers.

Although service level of solid waste management system is good in the city but equipment and machinery is not enough with TMA. The TMA Gojra needs more staff as well as equipment to increase the quality of solid waste management system services.

2.6 FIRE FIGHTING

The existing building of fire fighting system is in the TMA office. There are two sheds and the area is 1 Kanal. There are offices, staff rooms, verandah, courtyard and bath. There is only one store of size 200 sq. ft and a small courtyard of 200 sq ft. The shed is not large enough to house the vehicles. The space is not sufficient for all the activities.

TMA has one fire engine (Mazda). It is in fair condition. In addition TMA has one water tanker to complement the fire engine in case of additional water need.

The TMA is also short of vital fire equipments. There are no designated refill points in the town and the fire brigade uses TMA water tank for refill.

There is shortage of staff members in the fire fighting system of the town. There are only 7 firemen and one fire engine driver available. This strength seems to be inadequate for the town like Gojra. In addition, staff is not properly equipped for the delivery of their services.

2.7 PARKS

At present there are four parks in Gojra. However with the growth of population and increase in the urban transport the major chowks of the town are crowded and covered with smoke and dust. Therefore, the need for planned open spaces in the length and breadth of the town is needed.

Presently, there are four main parks with in the town:

1. Jinnah Park

It is located in Thana city road and its area is 5.75 acres. The park is bounded by a boundary wall. The park is provided with a jogging track, a canteen where refreshments are available for the the visitors coming for recreation. For the beautification of the park there are some fountains added . Electric lights are present for evening and night security.

2. Shahbaz Park

The area of the Park is 2.5 acres. It is located along Dijkot road. This so called children park is lacking play area, swings and other attractions that are likely to be present for them. There is some plantation present.

3. Sultan pura Park

This park comprises of 0.5 acre area. The condition of this park is also not good. There are no facilities provided that are supposed to be present in a park.

4. Kathore Park:

This park is located along Jhang road. Its area is 0.5 acre. The plantation is good. There are some walkways present. It is also provided with a jogging track.