

## Punjab Municipal Development Fund Company (PMDFC)

The Government of Punjab, in view of growing realization that there should be a separate agency for municipal development in the province, established PMDFC with the technical and financial assistance of the World Bank in 1998. PMDFC is a body corporate that may seek technical and financial resources from any bilateral and multilateral donor organizations.

The General Body and Board of Directors, predominantly comprising the civil society, are the main steering and policy making authorities. Planning & Development (P&D), Finance and Local Government & Community Development (LG&CD) Departments have representation on Board. PMDFC management is headed by a Managing Director, and organization has Institutional Development, Engineering, Finance & Administration, Procurement & Environment and Internal Audit departments.

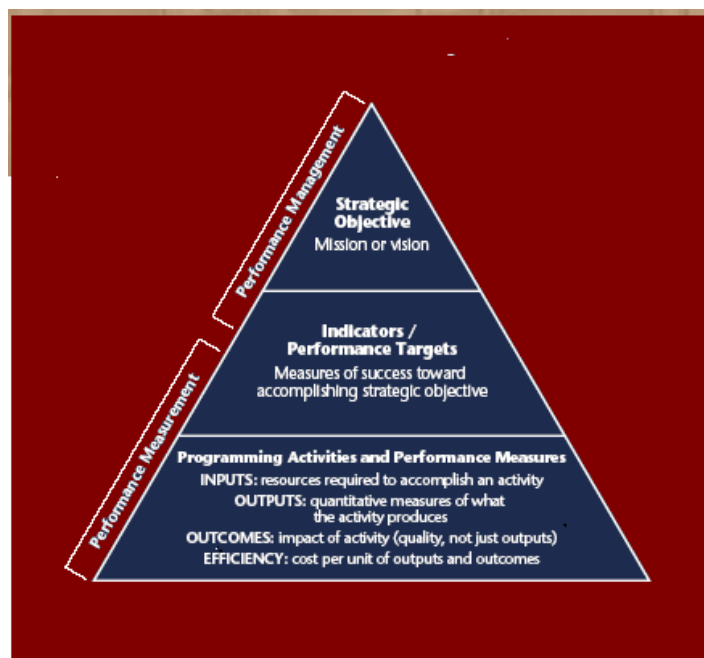
## Punjab Municipal Services Improvement Project (PMSIP)

The Government of Punjab initiated PMSIP with the help of World Bank through PMDFC. The objective of the project is to improve the viability and effectiveness of urban services provided by the participating Tehsil Municipal Administrations (TMAs) and to make such improvements sustainable and replicable in others.

## What is Performance Management ?

*Performance Management ...*

*is a systematic approach to performance improvement through an ongoing process of establishing strategic performance objectives; measuring performance; collecting, analyzing, reviewing, and reporting performance data; and using that data to drive performance improvement.*



### **Benefits to TMA:**

- PMS provides Tehsil Municipal Officer (TMO) & Tehsil Officers (TOs) with a powerful management tool.
- It helps identifying areas, which are functioning well and those need improvements.
- It provides information to TMA management articulate and support budget requests.
- It allows communicating clearly and effectively the quality of services, TMA is providing to the citizens.
- It helps TMA to reduce the cost of providing quality services.



### **Benefits to Elected Officials / Administrators:**

- It provides information to elected officials / administrators, how well services are being provided by the TMA.
- It assists in deciding how to allocate scarce resources.
- PMS helps predicting costs of expanding services and impacts of reductions.



### **Benefits to Citizens:**

- PMS results in increased quality and efficiency of services.
- It helps to ensure that resources and tax money are used wisely and appropriately.
- It provides increase access to information for citizens thus increase accountability.

**PMS creates a sense of participation & responsibility among stakeholders**

## IMPLEMENTATION IN TMAs

### SITUATION ANALYSIS:

Field assessment of the PMSIP partner TMAs revealed that data existed in rudimentary form regarding performance indicators on municipal services like water supply, solid waste disposal, street lights, sewerage, roads & parks. However, there was lack of data tracking, updation and reporting culture.

### PMS IMPLEMENTATION:

PMDFC under the guidance of World Bank has taken the initiative to introduce the PMS at TMA level. So far, this system has successfully been implemented in 37 PMSIP partner TMAs:

Following implementation methodology adopted by PMDFC:

1. Development of long list of performance indicators for municipal services (water supply, sewerage, solid waste disposal, street lights, roads & parks).
2. Selection of core list of performance indicators out of long list developed by TMAs.
3. Development & agreement of data collection plan of core performance indicators with TMAs.
4. Development of data reporting formats with assistance of TMA staff.
5. Setting baseline and target values for each core performance indicator annually.
6. Performance evaluation against each indicator by TMA itself and PMDFC.
7. Driving subsequent improvements in each sectors based on collected data by TMAs.

#### TMAs having PMDFC designed PMS

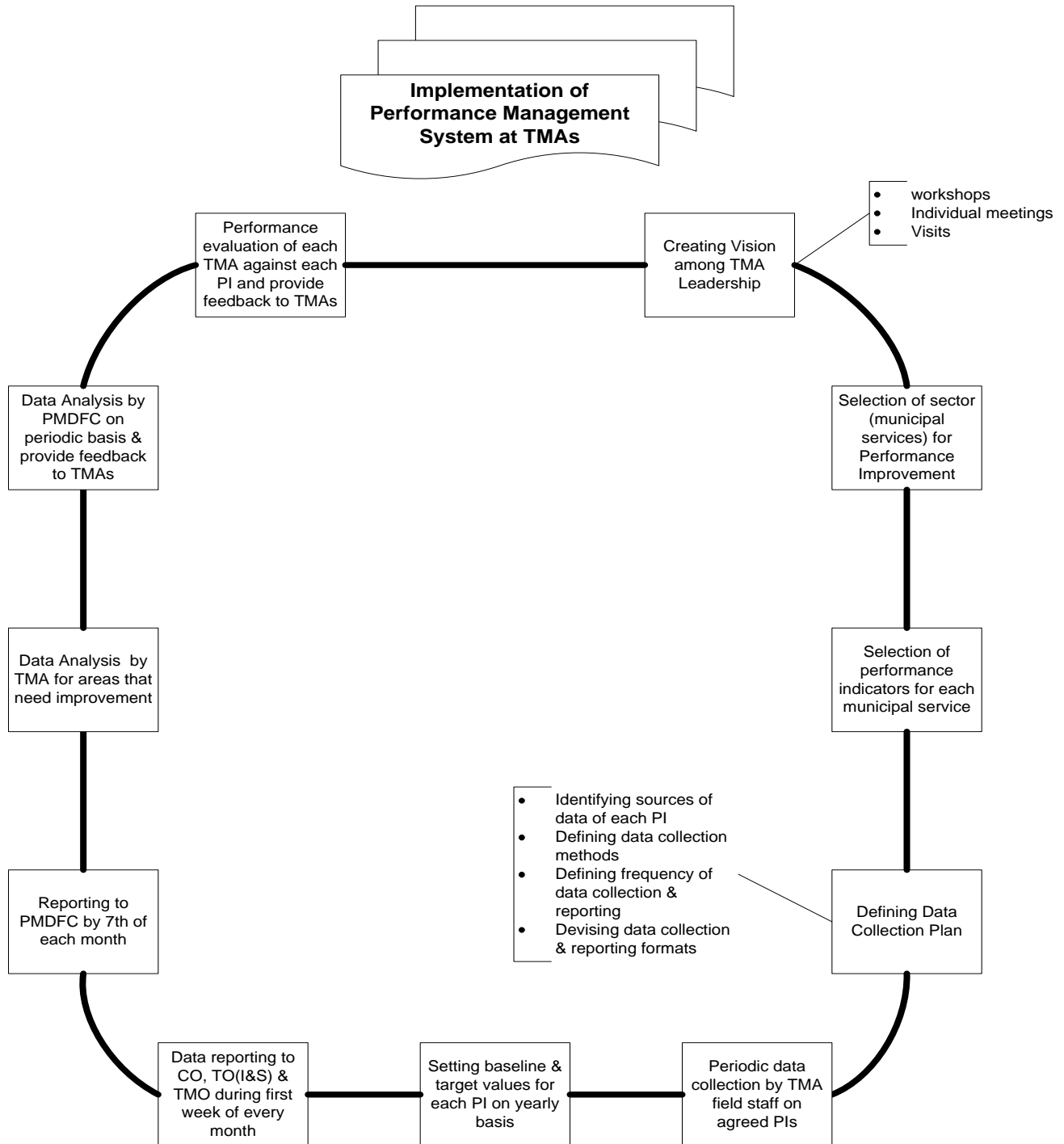
- Ahmed Pur Sial
- Attock
- Bahawalnagar
- Bhakkar
- Bhalwal
- Burewala
- Chakwal
- Chichawatni
- Chiniot
- Daska
- Dunyapur
- Fateh Jang
- Feroze wala
- Gojra
- Hassanabdal
- Hazro
- Jhelum
- Kasur
- Khanpur
- Kot Momin
- Layyah
- Liaquatpur
- Lodhran
- Mandi Bahauddin
- Mailsi
- Malakwal
- Noorpur Thal
- Okara
- Pind Dadan Khan
- Renala Khurd
- Sambrial
- Sarai Alamgir
- Sargodha
- Shorkot
- Sillanwali
- Toba Tek Singh
- Vehari

### Performance Indicators

Service	Performance Indicator	Reporting Frequency
Water Supply	% of households connected with water supply system	Annually
	Avg. hours of water supplied to households per day	Monthly
Sewerage	% of households connected with sewerage system	Bi-annually
Solid Waste	% of solid waste disposed of daily	Monthly
Street Lights	% of roads & streets with street lights	Bi-annually
	% of street lights working	Monthly
Roads	% of TMA roads in good condition	Annually
Parks	Avg. no. of people visiting TMA park daily	Annually
	% of people satisfied with condition of TMA park	Annually

PMDFC developed its methodology after extensive literature review and case studies on PMS. At all levels of implementing PMS, right from planning to performance review, it is ensured that TMA staff should have equal and active participation.

The detailed methodology based on the PMDFC experiences is given below:



## Data Collection:

Data collection is a specialized activity and all the results rely on the provided data. One of the reasons of failure of our development plans is non-availability of reliable and relevant data.

The data on the indicators, which defines the present situation and actually uses to compare the progress over a given period of time, is called baseline information

After devising a comprehensive data collection plan, baseline information for the year 2009-10 on performance indicators collected, which is given below:

### Baseline Data on Performance Indicators (Water Supply, Solid Waste Disposal & Street Lights)

Sr. #	TMA	WS	SWD	St. Lights
		(Hours)	(%)	(%)
1	A. P Sial	1	55	69
2	Attock	3.94	97	80
3	Bahawalnagar	3.47	49	75
4	Bhakkar	7.37	65	86
5	Bhalwal	2.75	70	82
6	Burewala	5.4	42	70
7	Chakwal	1.44	63	87
8	Chichawatni	6.08	61	85
9	Chiniot	2.95	89	76
10	Daska	10.28	59	67
11	Dunyapur	1.25	92	83
12	Fateh Jang	0.43	41	86
13	Feroze wala	-	-	-
14	Gojra	3.07	44	95
15	Hassanabdal	1.61	58	85
16	Hazro	4.56	40	63
17	Jhelum	2	61	53
18	Kasur	3.47	70	71
19	Khanpur	WS Abandoned	71	75

### Steps To Establish a Data Collection Plan

Step 1: *Determining what data must be collected*

Step 2: *Determining where to find the best source of data*

Step 3: *Determining how to collect the data.*

Step 4: *Determining how much data to collect.*

Step 5: *Developing an analysis plan.*

Step 6: *Determining when to collect the information.*

Step 7: *Attending to data collection Issues*

Sr. #	TMA	WS	SWD	St. Lights
		(Hours)	(%)	(%)
20	Kot Moman	9.93	27	93
21	Layyah	2.98	79	92
22	Liaquatpur	7.03	61	70
23	Lodhran	3.45	45	84
24	M.B. Din	7.39	71	95
25	Mailsi	4.34	56	56
26	Malakwal	3.58	72	85
27	Noorpur Thal	1.67	12	72
28	Okara	8.86	61	95
29	P.D. Khan	0.57	39	50
30	Renala Khurd	7.27	88	54
31	Sambrial	8.83	86	92
32	Sarai Alamgir	-	-	-
33	Sargodha	1.83	87	44
34	Shorkot	No W.S	88	93
35	Sillanwali	4.09	59	63
36	T.T. Singh	2	83	42
37	Vehari	2.04	66	83

## Data Analysis:

The purpose of data analysis and review is to convert raw data into performance information and knowledge. The data that has been collected are processed and synthesized so that any TMA can make informed assumptions and generalizations about what has happened, why this might vary from what was expected, and what corrective actions might be required. In other words, the purpose of data analysis is insight. The real problem with our LGs is as stated by Daniel Boorstein (Wheeler 1993) who said “information is random and miscellaneous but knowledge is orderly and cumulative.” Before information can be useful it must be analyzed, interpreted, and assimilated. Analysis is required throughout the performance management cycle, but is particularly critical at the time when performance data is prepared for use by the LG authorities and staff for the following purposes:

- Setting new goals or targets
- Evaluating progress against goals or targets
- Validating the measures and measurement process
- Why something happened?

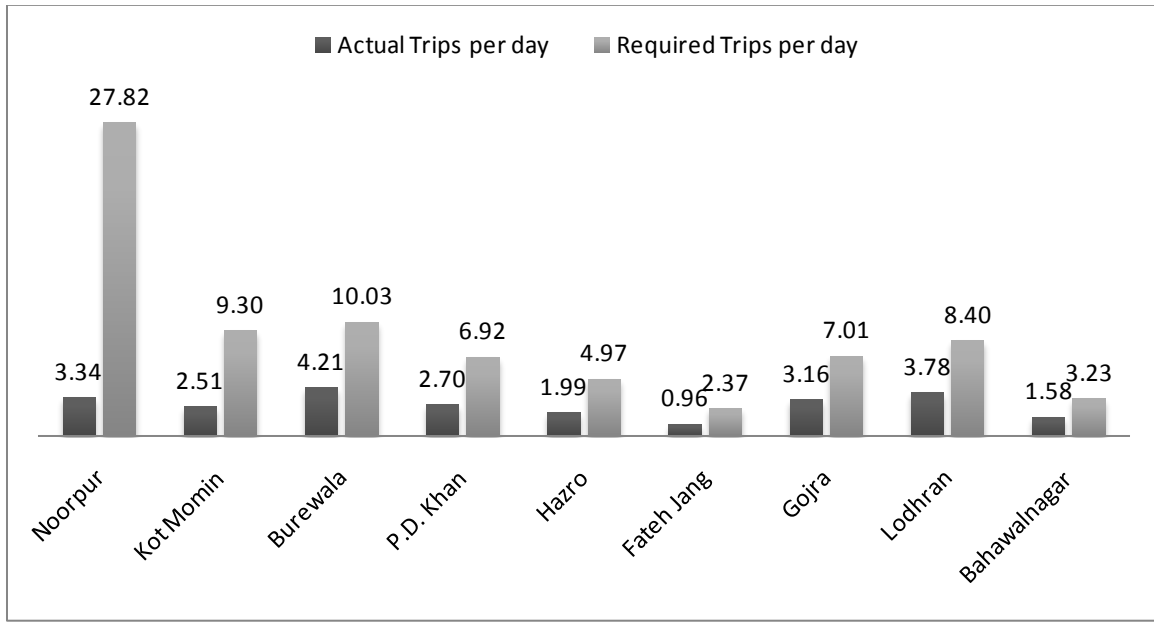
## Analysis of Solid Waste Disposal Data – An Example:

### Group – A

#### TMA's having 10% - 50 % Solid Waste Disposal Per Day (2009-10)

Sr. #	TMA's	Solid Waste Disposal per day	Existing Carrying Capacity	Actual Trips per day	Average Trips Req'd. per day
1	*Noorpur Thal	12%	0.24	3.34	27.82
2	Kot Momin	27%	1.785	2.51	9.30
3	Burewala	42%	8.75	4.21	10.03
4	P.D. Khan	39%	1.4	2.70	6.92
5	Hazro	40%	3	1.99	4.97
6	Fateh Jang	41%	6.7	0.96	2.37
7	Gojra	45%	9.6	3.16	7.01
8	Lodhran	45%	6.35	3.78	8.40
9	Bahawalnagar	49%	22.35	1.58	3.23

\*TMA Noorpur Thal has no Tractor Trolley to dispose of city solid waste, only two donkey carts are being used for the purpose.



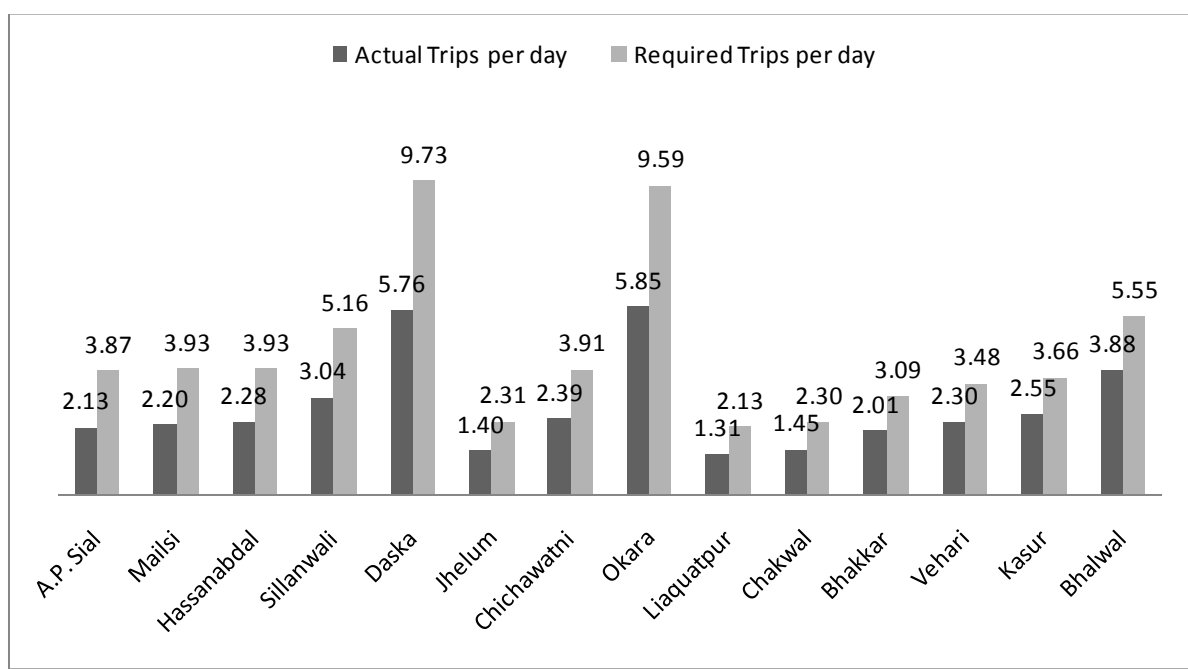
The above table & graph show that some of the above mentioned TMAs need to adopt effective management practices (increasing solid waste vehicle trips in effective manner) to enhance solid waste disposal, whereas others have to improve their existing carrying capacity alongwith better management. As TMA Bahawalnagar current practice is 1.58 trips per day and they are carrying 49 % of the total city solid waste. The above analysis shows that with the same carrying capacity TMA can get 80% achievement by increasing only one trip per day and jump upto 100% with 1.65 additional trips per day. In case of TMA Noorpur Thal, it is better to switch on Tractor Trolley, as this time, TMA has only one donkey cart to dispose of city solid waste. Like this TMA Kot Momin, Burewala, Lodhran & Gojra also require to enhance their carrying capacity.

### Group-B

#### TMA's having 50% - 70 % Solid Waste Disposal Per Day (2009-10)

Sr. #	TMA's	Solid Waste Disposal per day	Existing Carrying Capacity (Tons)	Actual Trips per day	Average Trips Req'd. per day
10	A.P. Sial	55%	3	2.13	3.87
11	Mailsi	56%	7.79	2.20	3.93
12	Hassanabdal	58%	4.8	2.28	3.93
13	Sillanwali	59%	2.4	3.04	5.16
14	Daska	59%	6.3	5.76	9.73
15	Jhelum	61%	27.84	1.40	2.31

Sr. #	TMA	Solid Waste Disposal per day	Existing Carrying Capacity (Tons)	Actual Trips per day	Average Trips Reqd. per day
16	Chichawatni	61%	9.45	2.39	3.91
17	Okara	61%	16.38	5.85	9.59
18	Liaquatpur	61%	10.11	1.31	2.13
19	Chakwal	63%	20.82	1.45	2.30
20	Bhakkar	65%	12.3	2.01	3.09
21	Vehari	66%	15.58	2.30	3.48
22	Kasur	70%	35.99	2.55	3.66
23	Bhalwal	70%	6.34	3.88	5.55

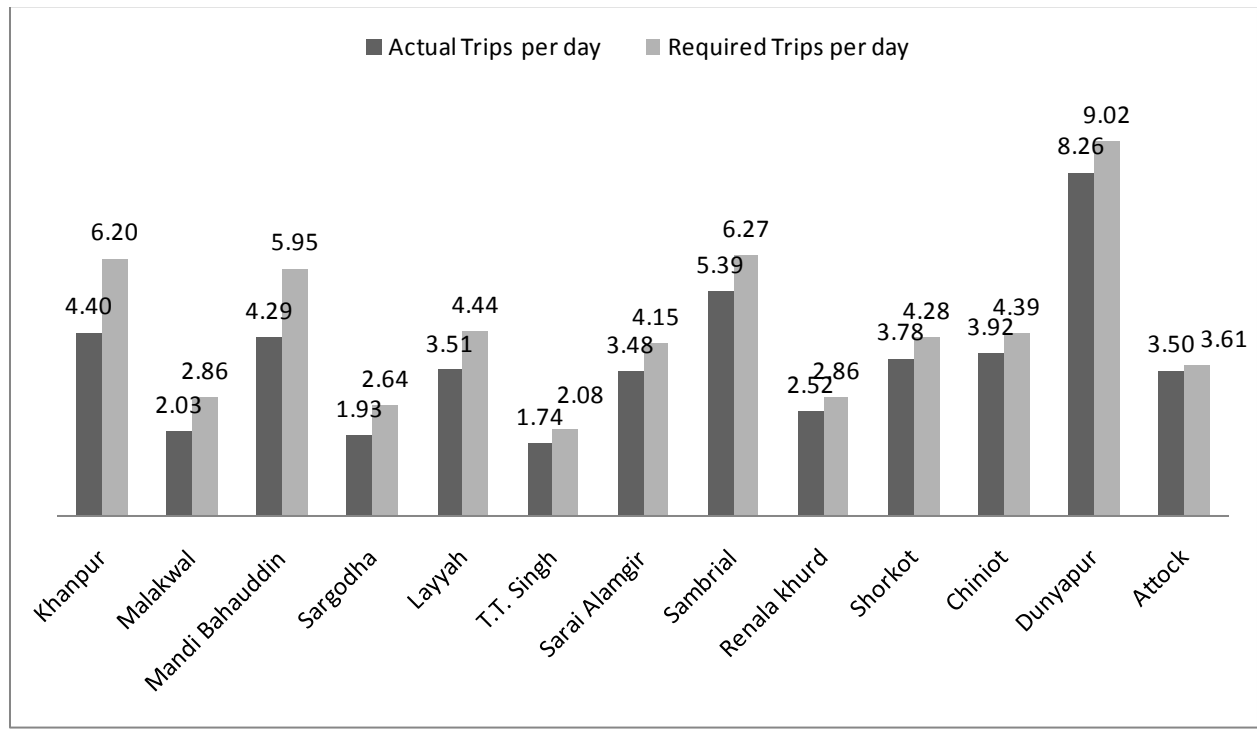


### Group-C

#### TMA having 70% - 100 % Solid Waste Disposal Per Day (2009-10)

Sr. #	TMA	Solid Waste Disposal per day	Existing Carrying Capacity (Tons)	Actual Trips per day	Average Trips Reqd. per day
24	Khanpur	71%	10.98	4.40	6.20
25	Malakwal	71%	5.38	2.03	2.86
26	Mandi Bahauddin	72%	11.2	4.29	5.95
27	Sargodha	73%	76	1.93	2.64
28	Layyah	79%	8.12	3.51	4.44

Sr. #	TMA	Solid Waste Disposal per day	Existing Carrying Capacity (Tons)	Actual Trips per day	Average Trips Reqd. per day
29	T.T. Singh	83%	15.5	1.74	2.08
30	Sarai Alangir	84%	4.8	3.48	4.15
31	Sambrial	86%	5	5.39	6.27
32	Renala khurd	88%	8.18	2.52	2.86
33	Shorkot	88%	3.27	3.78	4.28
34	Chiniot	89%	21.6	3.92	4.39
35	Dunyapur	92%	1.896	8.26	9.02
36	Attock	97%	9	3.50	3.61



In this group, usage of existing carrying capacity in effective manner can make a great change. As data clearly exhibits that TMA Attock require only 0.11 more trips to achieve 100%. Like this, TMA Khanpur having max difference between actual and required trips per day i.e. 1.80 in group-c TMAs, can achieve 87% solid waste disposal by increasing only one trip per day with the same existing carrying capacity.

## Analysis of Coverage Data - An Example

### Coverage of Municipal Services:

PMS is a useful tool to effectively monitor the coverage and quality of service delivery. It helps in planning, decision making, identification of capital investments and budgetary allocation exercises. The following table & graph show a clear picture regarding coverage of municipal services.

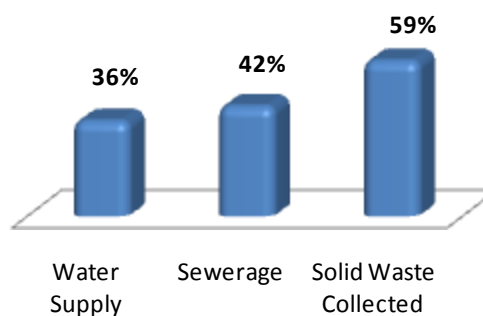
- % of households connected with water supply system
- % of households connected with sewerage system
- % of solid waste collected per day

### Coverage Data (2009-10)

TMA	Water Supply	Sewerage	Solid Waste
A.P. Sial	8%	-	21%
Attock	84%	50%	70%
Bahawalnagar	69%	40%	50%
Bhakkar	14%	7%	65%
Bhalwal	35%	50%	70%
Burewala	25%	55%	42%
Chakwal	24%	71%	27%
Chichawatni	39%	65%	61%
Chiniot	4%	5%	88%
Daska	24%	34%	73%
Dunyapur	60%	34%	85%
Fateh Jang	47%	-	52%
Ferozewala	75%	60%	20%
Gojra	40%	50%	45%
Hassanabdal	82%	-	58%
Hazro	18%	-	40%
Jhelum	40%	9%	38%
Kasur	52%	1%	74%
Khanpur	-	51%	74%
Kot Momin	5%	-	25%
Layyah	9%	30%	79%
Liaquatpur	53%	61%	72%
Lodhran	1%	58%	55%
Mailsi	55%	51%	54%
Malakwal	9%	22%	70%
Mandi Bahauddin	3%	-	74%

TMA	Water Supply	Sewerage	Solid Waste
Noorpur Thal	20%	No Sewerage	12%
Okara	25%	50%	51%
P.D. Khan	80%	-	31%
Renala Khurd	25%	62%	86%
Sambrial	66%	50%	70%
Sarai Alamgir	23%	No Sewerage	80%
Sargodha	19%	84%	73%
Shorkot	-	20%	86%
Sillanwali	19%	No Sewerage	59%
T.T. Singh	81%	74%	80%
Vehari	36%	48%	66%
<b>Average</b>	<b>36%</b>	<b>42%</b>	<b>59%</b>

Coverage - averaged out for 37-TMAs



**Next Step:**

Three years after PMS launch, TMAs recognize it as a valuable database on quality and coverage of municipal services. It has been widely utilized to monitor the quality and coverage of municipal service delivery in the current PMSIP partner TMAs. After successful implementation of PMS in 37 TMAs, PMDFC is going to introduce this intervention in the remaining cities of Punjab (excluding City District Governments).