

DISTRICT GOVERNMENT FAISALABAD

Strategic Policy Unit



CONSULTATION REPORT



For

STRATEGIC OPERATIONAL PLAN

2004-2009

FINAL

(December 2004)



DFID Department for
International
Development

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FOREWORD



Stakeholder consultation is fundamental to the way Faisalabad District Government wishes to conduct its business and in accordance with the philosophy of the Local Government Ordinance. Before we begin to develop strategies and action plans for addressing weaknesses in our local governance structures it is essential that we canvass the views of our customers – the citizens of Faisalabad. To that end the Strategic Policy Unit (SPU) of the District Government Faisalabad and the Department of Information Technology embarked on a consultation exercise with a diverse range of public, private and government stakeholders to understand current perceptions of local government and which services were deemed to be poor and where improvements could be made in determining service delivery.

The report brings the additional value of acting as a baseline for District Government, to re-visit and assess views on public services over the course of the next few years to inform the direction of service planning processes. This exercise, the first of its kind in Faisalabad, acts as a valuable reminder to local government that it must gauge public opinion as frequently as possible to ensure that it develops a strong customer – oriented relationship and views itself as professional service providers accountable to the people.

The process of consultation is never ending and it will never be possible to consult every group or individual about the local government has performed in the last few years but we feel that we initiated an important practice that will contribute to a maturing local government. Faisalabad District Government is more consultative now than it ever was and with the support of the Strategic Policy Unit, we hope to be able to develop a more participatory and consultative organisational culture throughout the departments and body corporate.

The consultation report comprises two sections – the first outlining the consultation methodology, the survey methodology and a summary of the findings from the survey itself. The second section at the end of the document attached as an annex provides a detailed breakdown of the survey findings for reference in the main body of the text. This report provides evidence-based information, for all of the Strategic Operational Plans and is frequently referenced in those plans.

I am confident that this Consultation report will be useful guide and a reminder for my colleagues why we are working to strengthen decentralized local government in Faisalabad and why it is incumbent on us to improve our services.

I would like to take this opportunity to congratulate all of my team members for assisting in the production of this document as well as to thank the Department for International Development (DFID), UK and their management consultants, GHK International Ltd for assisting Faisalabad District through the project “Strengthening Local Government in Faisalabad”.

Chaudhry Zahid Nazir
District Nazim
District Government, Faisalabad
October, 2004

PREFACE



Strengthening Decentralized Local Government Faisalabad is about establishing efficient and effective local government, which is responsive to the needs of local communities and the priorities of the poor. This can be achieved through improving service delivery in different departments of Faisalabad District.

To improve service delivery and to bring about change in the systems and processes of government, it is imperative to analyze those systems thoroughly using different mechanisms. These include tools such as interacting with end users managing systems, studying documents available through secondary sources and most importantly consulting consumers who use those services.

District Government, during the preparation of the Strategic Operational Plans, was keen to ensure that a broad range of stakeholders were consulted, prior to defining district wide strategies and action plans. Moreover there was a need to solicit the opinion of service users on perceived weaknesses and bottlenecks in service delivery mechanisms before commencing with a curative strategic planning process.

To ensure this objective, a list of stakeholders was drawn that were relevant to different aspects of service delivery, District and TMA functions. This included both internal and external groups that have an impact of the provision of some service provided by Government Departments. A special emphasis has been given to Education, Finance & Planning and Revenue functions of the District and water and sanitation service delivery of the TMA. The accountability mechanisms i.e. monitoring committees at all three tiers of the Local Governments have also been addressed in this document.

Different methodologies were adopted with different stakeholder groups including questionnaire technique, focus group discussion and brain storming sessions with individuals.

The findings from this survey will be used to develop and implement change management processes, policies, strategies and action plans for local government reform. The findings will also form a sort of semi structured and subjective type of baseline for the service delivery issues discussed in the report. This consultation exercise is planned to take place periodically over the next five years to ensure that all future plans continue to take into account the views of different stakeholders.

This report would not have been possible without the cooperation of all EDO departments, Tehsil Municipal Administration Jaranwala, Chaudhry Zahid Nazir (District Nazim), Dr. Tariq Sardar (Additional Project Coordinator) and Strategic Policy Unit team.

Tahir Hussain
District Coordination Officer
District Government, Faisalabad

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ACRONYMS

BS	Basic Scale
CCB	Citizen Community Board
DAO	District Accounts Office
DCO	District Coordination Officer
DDO	Deputy District Officer
DDO	Drawing & Disbursing Officer
DEMIS	District Education Management Information System
DFID	Department for International Development
DOA	District Officer Accounts
EDO	Executive District Officer
EMIS	Education Management Information System
HRD	Human Resource Development
HRM	Human Resource Management
ICI	Information and Communication Technology
IMS	Information Management System
IT	Information Technology
NGO	Non Governmental Organisation
PPRSP	Punjab Poverty Reduction Strategy Paper
PRSP	Pakistan Rural Support Programme
SPU	Strategic Policy Unit
SUPARCO	Space & Upper Atmosphere Research Commission
TMA	Tehsil Municipal Administration
WATSAN	Water and Sanitation

EXECUTIVE SUMMARY

“Strengthening Decentralized Local Government in Faisalabad” is about enhancing the capacity of local Governments to improve efficiency, effectiveness, transparency and accountability of District, Tehsil and Union administration. This ensures that Local Governments are responsive to communities and are capable of addressing their priorities.

Planning requires strong consultation with different stakeholders so that their ‘voices’ are included at the service planning stage. Similarly changing development paradigms - from top down to bottom up approach, particularly in the post devolution setup requires that ordinary people are given priority at every stage of the planning and development discourse.

Planning for service delivery improvement has been the main focus of Strategic Policy Unit (SPU), Faisalabad District Government during the last six months. To that end, strategic operational plans have been prepared for service provisions in Education, Finance and Planning, Revenue, Human Resource Management, Information Technology, Community Development, Water & Sanitation and Communication.

Extensive consultations have been held with Government, Non-Government agencies and other stakeholders to document their perceptions of local government services. The findings reveal that on the whole stakeholders were dissatisfied with services but the way local government treated its customers. There were calls for improving customer relations and relationship management aspects of local government business. When pressed to comment on what might contribute to poor local government performance it was generally felt that lack of resources, poor management, poorly skilled staff and political interference were all cited as common factors. The need for strong management skills in addition to capacity building was seen as essential for improving service delivery.

This document will also serve as a benchmark and baseline for the concerned services of the District Government and TMA. Any tracer study after three-four years down the road, on the same questions, can reflect the views of the same stakeholder groups on similar functions of the Government. The comparison of both documents can give an assessment of the change in perceptions of the stakeholders about the service delivery.

1.0 INTRODUCTION

The Strategic Policy Unit (SPU) has been consulting stakeholders across the district as part of a customer perception survey exercise. This consultation exercise has been important – because it has involved speaking to consumers, service providers and other beneficiaries about their current perceptions of local government services and performance. In the absence of any baseline information it would have been difficult to develop solutions and implement organisational change, without knowing where the problems lay. There was a need to canvass opinion on perceived weaknesses and bottlenecks in service delivery mechanisms as prerequisites before commencing with a corrective strategic planning process. It was equally important to ensure that through open and frank discussion with staff from local government departments a sense of ownership and responsibility could be developed about improving local government service provision.

1.1 Rationale

Consultations were held with a range of internal (departmental staff) and external stakeholders through the district (consumers, civil society groups, private sector). Many of the discussions were held through focus group discussions, workshops and one to one meetings. The findings from these consultations have been tabulated and annexed at the end of this document. This consultation paper serves three distinct purposes.

- Firstly it is evidence of the extensive stakeholder consultations that have been held with district government and non-government actors
- Secondly it presents views of consumers and service providers on where and how local government services can be strengthened and supports the analysis that provides solutions to many of the issues that will lead to improved local government performance.
- This will form part of the baseline that has previously been missing and will be revisited by the team on a regular basis. Contact details of people interviewed will be maintained and the same groups and people interviewed in subsequent surveys.

1.2 Objectives

The main objective of this consultation exercise were

- To identify problems and solutions which were then to be fed into the strategic planning process for each of the key department and sectors.
- The survey work within the consultation process would act as a baseline that could be used as tool to measure progress in local government performance.
- Institutional reform and change management in District Government would not take place unless key people in government were consulted on what they saw as problems in internal systems and processes and major areas of corrective action. Solutions proposed, as part of the strategic planning process would need to be generated and owned by respective departments.

2.0 CONSULTATION METHODOLOGY

Extensive formal and informal consultations have taken place by the Strategic Policy Unit with a number of government and non-government stakeholders. In government officials from Union Councils, Tehsil Administrations, District Government, Monitoring Committees, CCB officials from May to October 2005.

Formal workshops and focus group discussions have also been conducted with different stakeholders as part of the perception survey exercise. This exercise was lead by the Information Management Systems Team, in coordination with project sector teams. Sector teams organised focus group meetings which were facilitated by the jointly with the information systems team. A semi-structured questionnaire was designed and group participants asked to discuss and answer those questions on various aspects of local government service provisions and delivery.

2.1 Stakeholder mapping and classification:

Stakeholders, including end users and service providers from local governments were identified and classified into a number of groups. These covered

- Elected representatives, both male and female.
- Civil society organisations i.e. NGOs, CCBs, CBOs
- Monitoring committees of the Union Council, Tehsil and the District Government
- Government sector staff belonging to different departments of the District, Tehsils and union councils.
- Academia including the teaching staff, school councils, students from universities and schools
- Consumers of water and sanitation services
- Opinion leaders in society (NGOs, business community)

(A Detailed list of the stakeholders consulted as part of this survey is attached as Annex1)

2.2 Survey methodology

Once stakeholders have been identified a semi-structured and open-ended checklist of questions was prepared (The list of questions for the survey is placed as Annexure-2). This list of questions was shared with all team members before finalizing and was also pre-tested to incorporate the practical realities that could be missing out of the questions.

After pre-testing, following data collection techniques were used with different stakeholders to ascertain views on local government and change issues:

- Individual discussions and / or interviews
- Focus group discussions
- Questionnaire filling.

Interviews and focus groups were conducted mostly in Urdu / Punjabi depending on the need and comfort factor of the client / Stakeholders.

3.0 CONSULTATION FINDINGS

The findings from the various consultation meetings and discussions will be presented sector wise. At the end of each sector findings section, a list of change issues will be highlighted that link in with the objectives of the strategic operational plans. The details of the views of all stakeholders consulted are given in (Annex 3).

3.1 District Service Delivery

3.1.1 Education Services

Young students from Faisalabad Agriculture University were consulted and asked to give their views on the quality of education services in the district, what problems local government might face and what improvements needed to be made to the service. Most of the young people felt that problems centred on the selection of teaching staff – the system was full mediocre teaching staff. Children were taught by rote rather than encouraged to think analytically and creatively. The public was not consulted on development of education policy and the private education system offered more than government system was thought to be more competitive. Primary education had been neglected and this might be linked to poor capacity in local government. Student/teacher ratios were often too high, teachers appeared de-motivated and lacked passion for their jobs. Teachers should have to sit regular examinations themselves to ensure that they are up to speed with the latest teaching techniques.

Perceptions about why these problems existed ranged from vested departmental interests, poor communication systems, lack of appropriate training, poor management capabilities and the lack of incentives for professionals in the job. Some suggested solutions included calls for selection of teaching staff to be made purely on merit, regular HR training, improved communication between management and teaching staff and improved financial benefits and pay scales. Greater investment was seen as critically linked to performance and accountability, with regular monitoring of institutions and staff. There were calls for improving the national education curricula that focussed on building character, moral values and technical skills in its children and young people.

Male and Female employees in the education department felt that staff lacked facilities available to other government departments, typically staff were expected to be able to perform monitoring duties in far flung rural areas but did not have the transport to be able to do so, which was a major problem for female staff in the department. Other similar issues included poor staff housing rent, medical facilities for officers were inconsistent, and the process utilising these facilities was so cumbersome that staff didn't bother to avail them. There were no rewards or incentives for working overtime and for most of the time administrative staff were involved in collecting and passing information from one departmental tier to another, often the same information. This impacted on the quality of work and output.

Staff received no formal administrative training and did the job by learning and often not very well. Many staff felt themselves that considerable work needed to be done to improve levels of professionalism within teaching but that should be done concurrently with equipping schools properly i.e. provide properly equipped classrooms, first aid equipment and library facilities to make schools interesting places for teachers and pupils alike. Greater effort needed to be made to get parents involved with managing schools and their performance. Political interference in education was seen as a major bottleneck by almost all staff, this caused great anxiety and instability within the profession and sector. Staff and student motivation or the lack of it is directly related to poor facilities, school environments. There was a need to address recruitment of quality staff, work done to improve physical

infrastructure of schools, and other facilities that motivate staff to remain in the teaching profession and pupils to remain in school and not abscond or be tempted to look for work.

3.1.2 Community Development

EDO community development's major concern has been CCBs and the delays that have taken place in approving their project proposals and release of funds. The process has been riddled with problems particularly with respect to feasibility studies, technical sanctions and administrative approvals from various departments in district government. Additional problems with CCBs include poor leadership, inability to provide complete information requested by the department, which also stagnate the process for CCBs and cause dissatisfaction among communities. The department lacks the technical capacity to issue feasibility studies, technical sanctions, or prepare cost estimates. It is dependent on other local government departments.

Areas that need to be strengthened include broadening the scope of CCB works, and this is allowed according to the CCB works rules, which would allow them to access for funds other than education, watercourse management and water/sanitation projects. CCB's are having problems with banks where they have to open different accounts for different projects, they should be allowed to have one account for different projects this is less likely to cause friction with banks and would not incur the extra cost. The most critical need at the moment is for a one-window operation for CCBs that is able to provide technical support to the department and helps to speed up project approval process for CCBs. Communities still lack basic information about what CCBs do and why they have been constituted. Mechanisms for improving information dissemination need to be strengthened which at present are limited.

3.1.3 Finance and Planning

EDO Finance and Planning in his discussions with the team felt that government rules and procedures for preparing schemes, their approval and release of those funds were too complicated. Similarly matters were compounded by funds not being released in single instalments but in several instalments. District government has performed poorly with respect to the Punjab Education Sector Reform Programme where only 15% of the programmes funds have been utilised. Projects and schemes tend to get approved on personal likes and dislikes with strong political support and at times there are unnecessary objections placed on estimates when submitted by departments, internal processes are delayed when the District Development Committee meets infrequently, but there are also delays in administrative approvals. Public do not have access to financial information and communication tools need to be developed for district so that financial information can be shared but is simple and accessible.

Procedural aspects can be improved with immediate effect. One way would be to increase the frequency of DDC meetings, the time taken to produce minutes for meetings, which often take several days before they released. Financial formalities could be completed before submission to budget documents. The annual development plans should be reviewed monthly and this would enable relevant parties to be kept informed of developments which are also very important. At the moment staff lack appropriate skills and will need to be trained on service planning, and finances, which should include the position of a technical EDO F&P. More needs to be done to empower monitoring committees, including them participating in the budget preparation process.

3.1.4 Revenue

A mix group of external stakeholders pointed to the lack of communication from government departments and people on the role of revenue and its importance to the district. The service

was considered to be poor, with a major complaint about abuses involved in property transfer, particularly powers delegated down to contractors for revenue collection. With political interference the process was open to influence and corruption. Matters were worsened by a lack of understanding by the public of what devolution was about and how it impacted on their lives.

The stakeholders were asked what changes they would like to see and how they would measure success responses varied from stopping political interference, a department that was properly computerised with systems. Public should have access to government officials and information which is presently weak and these could be discussed in the Zila Council House.

3.1.5 Water and Sanitation

Young university students argued that services were different in economically better off areas when compared to those that were poorer by comparison. Solid waste, pollution, poor drainage and sewerage were all poor generally, though some improvements had been made. Tehsils were thought to be poorer in service delivery and this might be related to planning. The problems appear to worsen when there are rains and drainage and sanitation systems are tested. These services have a huge impact on people and polluted water contaminates drinking water supply. On the surface it appears that neither government nor the politicians wish to work towards changing these problems for the public good.

Poor service delivery could be put down to limited government resources, lack of managerial and planning capacity in government departments, lack of awareness of the extent of the problem. They saw managerial and technical skills as being very important in terms of improving departmental proficiency in delivering water services, working more closely with the non-government sector, the need to inform people of their rights, and get them involved in developing water and sanitation systems. When pressed about possible indicators for measuring improvements in services, they saw improvements in water quality, development of wastewater channels, cleaner environment, where there was no solid waste on the streets as indications that local government was now working in an efficient and effective way.

Male, female consumers and Local politicians from Tehsil Jaranwala said that only certain parts of the town could access water but otherwise other areas and in particular villages remained unconnected to potable water. Quality also differed based on which part of the town people lived. Piped water systems were very old and water leakage was common, when contaminated water leaked into drinking water supplies this exacerbated levels of waterborne diseases. Interaction between departments and consumers is very weak and people are not sure how they can raise their concerns and issues to the local administration. Consumers wanted the departments to work more closely with communities and consumers to try and overcome some these problems. Women in particular felt that they needed to be included in planning water and sanitation services and were ready to coordinate with the respective departments. Improvements in children's health, reductions in the level of waterborne diseases and the quality of life were all seen as possible indicators of success for improved water and sanitation services.

3.1.6 Local Government Accountability Systems

Works and services monitoring committee representatives outlined the poor levels of access to information for ordinary people and in particular there was disinformation about the certainty of local government system that was of concern. Monitoring committees were not working as was envisaged by the ordinance, they were poorly resourced, unable to get the departmental managers to cooperate with them. Another major concern was the level of interference from provincial politicians, vertical programmes which all placed additional pressure on the

system. CCBs were still not functioning effectively and needed more support from district government.

District, Tehsil and Union Council Monitoring Committees were unhappy with not being given any prominence or importance by civic society and the lack of cooperation from government officers. Monitoring committees played no role in the budget preparation exercise, when they highlighted discrepancies to departments they were not followed by appropriate authorities or departments. Similar issues were stated by monitoring committees in the Tehsil's and union councils, however, there was consensus on the need to strengthen links between monitoring committees in all three tiers of local government. Many committee members were unclear about how would carry out their functions, and many had not even consulted the local government ordinance. Local government accountability would only improve when district government took its responsibility support monitoring committees properly, this require developing closer working relationships, adherence to rules and regulations as set out in the ordinance for monitoring committees, and improving the frequency with which these committees reported their findings to colleagues in respective departments.

3.2 Core Issues

Table 3-1 summarise the key issues highlighted by each of the sectors during the consultation process and these are reflected in each of the strategic operational plans;

Table 3-1: Core Change Issues

Sector	Core issues for change
Education	<ul style="list-style-type: none"> • Strengthen capacity for planning, management and budgeting • Strengthen participatory monitoring systems • Greater community participation • Work with public and private sector organisations • Improve professional development for teachers
Community Development	<ul style="list-style-type: none"> • Specialist technical wing in department for CCBs • Improve internal information based systems • Improve communication with citizens • Build partnerships with civil society
Finance and Planning	<ul style="list-style-type: none"> • Improve financial management • Improve revenue mobilisation and fiscal efforts • Greater focus on poverty reduction measures • Develop the capacity of finance staff • Offer strategic advice and support to corporate management
Revenue	<ul style="list-style-type: none"> • Revenue maximisation • Transparency and responsiveness • Land record management • Improve departmental financial systems • Departmental HRM issues
Water and sanitation	<ul style="list-style-type: none"> • Development of information based internal planning systems • Establish systems for documenting water and sanitation investments • Improvements in contract implementation procedures • Establish systems for technical and financial management • Establish systems for management of rural water supply
Accountability Systems	<ul style="list-style-type: none"> • Strengthen monitoring committees at all levels of local government • Develop external communication mechanisms • Strengthen departmental monitoring and evaluation functions • Develop internal communication systems and processes • Develop citizen feedback mechanisms for two way information exchange

ANNEX 1: Detail List of Stakeholders Consulted

Sr. No.	Name of Dept. / Function of District / TMA / UC	Name of Stakeholder Group	Date	Participants Number
1	Education	University students (Economics and Sociology Departments)	11-08-2004	18
2	Education	Female employees of the Education Department (DEO, DDEO, AEO, Head Teachers)	19-08-2004	07
3	Education (Visioning sessions held in Jaranwala, Faisalabad and Sammundri Tehsils)	Students	21, 24 and 27 Sept. 2004	37
4		Teachers	21, 24 and 27 Sept. 2004	33
5		Parents	21, 24 and 27 Sept. 2004	30
6		Managers (DEOs, DDEO, AEOs)	21, 24 and 27 Sept. 2004	37
7	EDO (CD)	Local NGOs	23-09-2004	06
8	EDO (CD)	CCBs	01-10-2004	16
9	EDO (F&P)	A mix group of both internal and external stakeholders	12-08-2004	14
10	EDO (Revenue)	External Stakeholders mix group	11-08-2004	15
11	WATSAN	University students (Economics and Sociology Departments)	11-08-2004	17
12	Water Supply Jaranwala	Consumers (Male)	20-09-2004	08
13	Water Supply Jaranwala	Consumers (Female)	20-09-2004	07
14	Water Supply Jaranwala	Councillors (Female)	24-09-2004	03
15	Water supply Jaranwala	Councillors (Male)	24-09-2004	05
16	Water Supply Jaranwala	Govt. Employees	27-09-2004	13
17	Water Supply Jaranwala	Schools (Female)	02-10-2004	10
18	Water supply Jaranwala	Schools (Male)	02-10-2004	09
19	Sanitation Jaranwala	Consumers (Male)	20-09-2004	08
20	Sanitation Jaranwala	Consumers (Female)	20-09-2004	07
21	Sanitation Jaranwala	Councillors (Female)	24-09-2004	03
22	Sanitation Jaranwala	Councillors (Male)	24-09-2004	05
23	Sanitation Jaranwala	Govt. Employees	27-09-2004	13
24	Sanitation Jaranwala	Education (Female)	02-10-2004	10
25	Sanitation Jaranwala	Education (Male)	02-10-2004	09
26	Monitoring Committees District government	Works and Services Monitoring Committee of the District	16-07-2004	04
27	Monitoring Committees District government	Monitoring Committees (Misc.) of the District Government	02-10-2004	05
28	Monitoring Committees TMA Jaranwala	Monitoring Committees of the TMA Jaranwala	06-10-2004	08
29	Monitoring Committees Union Council	Monitoring Committees of the UC	15-10-2004	10

ANNEX 2: Checklist of Questions for Stakeholder Consultation

Date of Focus group discussion:.....

Name and signatures of Facilitator:.....

Name/s of other Team members from the project:.....

.....

Name of Group:..... Name of EDO Deptt.....

Total No. of people in the Group:.....

1. Views of the group on the quality of concerned service delivery.
2. Have you ever been consulted about improving services in District Govt. / TMA?
3. Have you ever complained (any one of you) to departments about their respective services?
4. In your opinion what problems in district government contribute to poor service quality?

OR

In your opinion what could be the problems of the department that it is unable to provide the quality services?

5. How could you contribute to improving service in the district?
6. What improvements are needed in future service delivery?
7. Present ranking of the service (Incorporate views of all group members before finally deciding)?

1	2	3	4	5
Poor	Average	Good	Very Good	Exceptional

8. How would you measure service delivery performance/ suggest possible indicators (When and how would you feel that the service has improved).

ANNEX-3: Views of Stakeholders Consulted

Sr. No.	Name of EDO Dept. / TMA Function	Name of Stakeholder Group	Date	Participants Number	Views on quality of service?	Problems of the dept.	Improvements needed in the service delivery	Indicators of success	Ranking of the service
1	Education	University students (Economics and Sociology Departments)	11-08-2004	18	<ul style="list-style-type: none"> Problems in the selection criteria for teachers Education system is such that it promotes cramming instead of encouraging analytical and critical approaches. No effective system of check and balance on the department and the District Nazim. Non existence of a consultative process It lacks real man power development Private education system offer more opportunities Little interest from Govt. in the past Delay in the implementation of the projects They just provide the service but not the quality service Not satisfactory No enthusiasm vis-à-vis changing the system (only student's uniform colour is changing) Capacity of the district government to carry out development projects is not enough. No clear definition of the roles and responsibilities of the provincial and district government Lack of professional people. The quality of education is poor to average Poor management at lower 	<ul style="list-style-type: none"> Vested interests Lack of financial resources Lack of communication system Lack of trained and professional human resource. Poor managerial capabilities Lack of incentives for the staff to work for higher standards 	<ul style="list-style-type: none"> Selection of teachers purely on merit basis Education systems should be such that it develops analytical and critical approaches among students A consultative and democratic process be initiated for addressing the issues Human resource management (Training) through specialized and technical personnel's Good communication between students and teachers. More financial benefits to the teaching staff. Awareness among the masses about the quality education Conducive learning environment. (better infrastructure) Merit should rule while performing all function in the department. A definite will and courage in the district government to bring a change and bridge the lacunas and gap in it. Efficient and hardworking teachers be employed Performance checking through visits to the educational institutions Proper accountability procedures be adopted Improvements in the curriculum 	<ul style="list-style-type: none"> Literacy levels improved Number of training courses offered. Skills of the teaching staff. Internal and external environment of the educational institutions Facilities available in the school. Increased enrolments especially of females Co-curricular and extra-curricular achievements of the educational institutions Academic results of the schools 	

Sr. No.	Name of EDO Dept. / TMA Function	Name of Stakeholder Group	Date	Participants Number	Views on quality of service?	Problems of the dept.	Improvements needed in the service delivery	Indicators of success	Ranking of the service
					<ul style="list-style-type: none"> level Selfishness on the part of personnel Primary schools are neglected specially. Different pressure groups do exercise for their vested interests Annual system of examination is not good The behaviours of teachers are often not good / friendly. Irresponsibility on the part of teachers Number of students per room is too high. Services are improving compared to the past Number of educational institutions are less Minimum education level of teachers should be improved. Students are not serious in their studies 		<ul style="list-style-type: none"> Focus on character building of the students One syllabus for the whole district Honest management and staff Education systems should be such that it develops ethical and moral values Include comments of the students regarding behaviour of the teachers for improving service delivery. Computerization of education system More practical work compared to theoretical work. Bring new generation in the setup Focus on Katchi abbadis Create awareness among the people about their rights People should report to the department for any problem. Provide friendly environment in basic education institutions. Increase number of schools Fill in the staff deficiencies Free education upto graduation level 		
2	Education	Female employees of the Education Department (DEO, DDEO AEO, Head Teachers)	19-08-2004	07	<ul style="list-style-type: none"> Facilities to perform official functions are less compared to other government departments Conveyance problem for the female staff especially working the far off areas of the district. House rent is very low Almost no medical facilities 	<ul style="list-style-type: none"> Less availability of funds Education and education department may not be the priority area for the government Difficult to handle, due to larger size of the education department Planning at the Macro level is faulty. 	<ul style="list-style-type: none"> Service structure for the employees be improved Logistic facilities for the female staff especially administration staff to perform properly. Administrative training for the staff (DEOs, DDEOs and AEOs) at the time of transfer from teaching cadre 		

Sr. No.	Name of EDO Dept. / TMA Function	Name of Stakeholder Group	Date	Participants Number	Views on quality of service?	Problems of the dept.	Improvements needed in the service delivery	Indicators of success	Ranking of the service
					<p>for the BS-16 and above (the process of getting medical bills passed to too cumbersome) and the medical facilities for BS-15 and below are less.</p> <ul style="list-style-type: none"> No reward system for overtime work. Too much information collection tasks for administrative staff (especially AEOs) that they are unable to perform the primary task of <u>monitoring of the quality of education</u>. No administrative training for the administration staff (DEO, DDEO and AEOs) No promotion structure for those who possess higher qualification 		<p>to administrative cadre</p> <ul style="list-style-type: none"> Information collection procedures should be simplified to reduce the work load on administration staff. Incentives for the efficient workers. 		
3	<ul style="list-style-type: none"> DDEO Jaranwala EE- (M&F) both DDEO Faisalabad EE- (M&F) DDEO Samundari (M&F)-EE 	Students/ Children of Government Schools of Class VI, VII&VIII M&F both	21-09-04 24-09-04 27-09-04	8-M + 4-F 9-M + 5-F 4-M + 7-F Total 37 (21-M + 16-F)	<ul style="list-style-type: none"> Teachers: Not Qualified and professional Not Punctual and mostly waste their time Mostly Behaviour/ attitude of teachers are rude/ rough. Classrooms are not available. No first aid facility is available in schools. No sports facility. No library facility for students Parent do not take their responsibilities 	<ul style="list-style-type: none"> Lazy school teachers Not conversant with our syllabus. Bad condition of Schools buildings. Furniture is not available Ply grounds not available. Latrines are not available. No period for extra curricular activities No sports facility Parents usually don't care for the studies of their children due to some other problems/in most cases financial constraints. 	<ul style="list-style-type: none"> The Behaviour/attitude of teachers should be kind. Head teacher should have the ability to maintain discipline Rooms should be spacious and airy. A library / resource centre should be available in all Government Schools. Extra curricular activities should be conducted in schools Desks should be available in all rooms. A lawn/ playground should be maintained in each school. Parents should take interest in the studies of their children. Poor and illiterate teachers even they could not red the books of new syllabus 	<ul style="list-style-type: none"> Qualified Teaching Staff Preferably Female teachers up to primary level in all government schools Hardworking & soft-hearted teachers. Respect of teachers. Spacious rooms Library facility in schools Play ground in schools. Clean water and sanitation facilities. Debate / sports competition on regular intervals Parents interest in the studies of their children 	

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							<ul style="list-style-type: none"> Regular changing's in the course Under paid teachers/Less salaries No Clerical/ support staff in 	<ul style="list-style-type: none"> Parent's regular interaction with Teacher s. A neat & clean school. 	
4	<ul style="list-style-type: none"> DDEO Jaranwala EE- (M&F) both DDEO Faisalabad EE- (M&F) DDEO Samundari (M&F)-EE 	Teachers/ Head teacher of government Schools up to middle level.	21-09-04 24-09-04 27-09-04	5-M + 4-F 8-M + 6-F 6-M + 4-F Total 33 (19-M + 14 F)	<ul style="list-style-type: none"> No compensation for hard working teachers Political interference Shortage of teaching Staff Non-functioning School councils Irregular appointments of teachers Governments lack of interest Most of the head teachers lacks in management and administrative skills Over burden of unnecessary correspondence No clerical/sport staff is available Lack of computer education Non-availability of financial funds. No training centre/opportunity for teachers to improve their capabilities. 	<ul style="list-style-type: none"> Non availability of facilities in schools No self respect for teachers Non availability of support / clerical staff 	<ul style="list-style-type: none"> Standard for student/teachers (40:1) should be followed for quality education Departmental correspondence should quarterly for data collection to save the time of children as well as teachers Posting of teachers in their nearby area specially for females Education Management Cadre should be formulated The role of school councils should be More efficient Separate working hours for rural and urban areas. Need for female teachers for primary students Conveyance facility should be provided specially for female teachers School should be equipped with all its basic facilities Student/ teacher norm should be followed 	<ul style="list-style-type: none"> Qualified and professional teachers Minimal interference from politicians Effective School Councils Separate management Cadre formed A proper job structure for teachers Increase in salary of teachers Ban on political transfers Spacious class rooms including furniture/electricity facilities etc Appointment of teachers against permanent posts Appointment of non-teaching staff in all schools. Consistent education policies 	
5	<ul style="list-style-type: none"> DDEO Jaranwala EE- (M&F) both DDEO Faisalabad EE- (M&F) DDEO Samundari 	Parents and representatives of Government Schools only -	21-09-04 24-09-04 27-09-04	5-M + 4-F 5-M + 3-F 6-M + 7-F Total 30 (16-M + 14 F)	<ul style="list-style-type: none"> A facility of building and furniture is not available in most of the government schools. Most of the schools are not clean. Teachers suppress their students to take private tuitions. 	<ul style="list-style-type: none"> No transport facility for students Teachers don't attend their school regularly Access to school Bad condition of schools 	<ul style="list-style-type: none"> All facilities should be available according to the require norm. There should be ban on home tuitions Recruitment of teaching staff to over come shortage of teachers Security guard should be 	<ul style="list-style-type: none"> Increase in enrolment rate Control over dropping out of students Minimum one teacher for one class Play ground and 	

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	(M&F)-EE				<ul style="list-style-type: none"> Electricity facility is not available in schools Shortage of teaching staff in most schools No medical facility in schools No latrine facility No play ground/recreational activities facility No drinking water / sanitation facilities in school 		<ul style="list-style-type: none"> provided to the schools. Curricular should be according to the need of the hour Refreshment should be provided to the students during recess time Teacher student norm should be followed. Flower and plantation week should be celebrated in schools. Clean and healthy environment of the school Increase in salary of teachers to give them upper status Area of schools should be spacious 	<ul style="list-style-type: none"> sports facility in schools Medical facility in schools Control on absenteeism Easy access to schools 	
6	<ul style="list-style-type: none"> DDEO Jaranwala EE- (M&F) both DDEO Faisalabad EE- (M&F) DDEO Samundari (M&F)-EE 	DDEOs /AEOs/ LCs	21-09-04 24-09-04 27-09-04	6-M + 6-F 6-M + 7-F 6-M + 6-F Total 37 18-M + 19 F	<ul style="list-style-type: none"> Non professional attitude of teachers Political recruitment of teaching staff No training facility for teachers Poor recruitment policy Lack of interest from contractual staff No effective system of check and balance No emphasis from Government side in the past Lack of interest from local community/ corporate sector Regular changes in teaching staff No set service structure for the employees 	<ul style="list-style-type: none"> Schools situated at far flung areas Vested interests of teachers Lack of trained and professional human resource. Poor managerial and administrative skills of teachers Ban on delegated powers (transfers & postings) of AEOs and DDEOs Lack of professional attitude among the teachers No Incentive for the hard working students Parent's lack of interest Poor financial status of the teachers Rude/bad behaviour of teachers Negative roles of teachers union 	<ul style="list-style-type: none"> Teachers should be aware of teaching techniques Roles & responsibilities should be followed. Regular visits to the educational institutions Skill development of teachers Regular training / refresher courses Merit should be followed during the recruitment of teachers Awareness among the general public specially in rural/poor are about the need / quality of education Establishment of new schools according to the notified criteria Arrangement of logistic facility for female staff Deployment of teaching staff in their nearby area Administrative training of 	<ul style="list-style-type: none"> A regular attraction between teachers and parents Teachers Training Centres School with all the facilities Strong relationship between teachers and students Increase in enrolment rate Academic results of the schools Control over drop out Regular sports activities in schools Incentives for the hard working staff to work for higher standards Annual sports / debate etc. competition in 	

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						<ul style="list-style-type: none"> Irresponsibility from teachers side Transportation problems specially for females Regular visit of all institutions 	the teachers particularly head teachers	Schools	
7	EDO (Community development)	Local NGOs	23-09-2004	06	<ul style="list-style-type: none"> Have never been consulted PRSP was consulted in Education and Health service delivery from provincial / District Governments Felt the need to complain to District government about the services but did not do that. Processes for complaints often cumbersome 	<ul style="list-style-type: none"> No accountability Lack of community participation There is a 'culture of silence' - people know there are problems but no one is motivated to take actions – people introvert People especially face problems with lower tiers staff who are difficult to handle Departments are poorly resourced but departments need to examine their performance within given resources. There is underutilization in terms of existing financial and human resources No performance management framework Lack of management capacity of head of department 	<ul style="list-style-type: none"> Create awareness among people – sensitize people – create consciousness among people. NGOs compromise their values and principles when addressing real issues - they don't want to attack status quo or the establishment / Government. Regular contact / meetings with partner NGOs e.g. a coordination committee of the Community Development Department and NGOs can be established for this purpose. Community Development Department should develop mechanisms that enable service delivery to occur in a better way. Regular dissemination of information and communication to civil society organizations and the community at large Community Development Department needs to develop a broader agenda that encompasses "sustainable development" The working mode of the department should shift from welfare to sustainable development Mass communication of the services rendered and achievements therein 	<ul style="list-style-type: none"> Indicators be set against objectives of the department and the physical targets Performance be seen against budgetary allocations 	Good

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							<p>through electronic media like cable network etc.</p> <ul style="list-style-type: none"> Capacity building of the department to deal the emerging needs. CCBs need to be motivated 		
8	EDO (Community Development)	CCBs	01-10-2004	16	<ul style="list-style-type: none"> The process for the approval of the CCBs projects and release of fund to the CCBs is lengthy as well as cumbersome as it involves many channels and departments. Despite continuous follow up by the CCBs as well as by the EDO (CD, the concerned departments like education, works and services etc consume lot of time to prepare cost estimates and feasibility for the CCBs projects. It is likelihood that the delay in preparing cost estimates and feasibility for the CCBs projects may be due to the fact that community is not willing to give any type of commission to the concerned officer / official. CCBs seem to be a good idea just on paper as concrete steps are not being taken to facilitate this forum. \ Due to lack of coordination among three tiers in development planning as well as due to delay in release of fund to the CCBs, one of the identified projects of the CCB was implemented by the concerned TMA. 	<ul style="list-style-type: none"> The main problem of the Community Development Department is that it does not have technical staff for the preparation of cost -estimates of the CCBs projects; therefore it depend on other departments for the preparation of cost -estimates of the CCBs projects. 	<ul style="list-style-type: none"> The scope of CCBs work for getting fund from the district should be broadened. As per the CCBs bye-laws approved by the district council, the CCBs could avail funding for the projects of education, health, agriculture, district roads and skill training centres, therefore the CCBs will have to depend on the Tehsil and union councils for other projects like WATSAN, solid waste management etc and the tehsils and union councils have not streamline their procedure for this purpose. There should be only one account for all the projects of the CCBs. The opening and maintaining new accounts involves expenses. The departments should accept bank statement for the verification of community share. The preparation of bank draft involves some expenses. There should be a one-window operation to facilitate CCBs and all the facility should be under one roof. . This would expedite the process of approval of the CCBs projects. CCBs should be an 		

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					<ul style="list-style-type: none"> It seems that the bureaucracy does not want this system to be successful. Many CCBs lack proper leadership. It is debatable that whether CCBs should get resolution from the concerned union council for getting fund from the district should. 		<ul style="list-style-type: none"> independent forum like union councils. The process for the approval and release of fund to the CCBs should be simple and quick as well. Training should be arranged for the CCBs to enhance their capacity and capability. The district government should issue identify card to the CCBs so that departments should recognize and honour them. Some powers like attestation of degree / certificates should be given to the CCBs. The awareness about the CCBs should be created at mass scale level by using print, electronic media. There should be an annual conference of all the CCBs registered in the district Faisalabad. 		
9	EDO (F&P)	A mix group of both internal and external stakeholders	12-08-2004	14	<ul style="list-style-type: none"> Procedure are complicated for: <ul style="list-style-type: none"> Schemes preparation Schemes approval Release of funds (98% funds utilized in Toba Tek Singh, where as in Faisalabad it is 42% for buildings and 80% for roads.) Schemes not approved speedily Funds not released in one go due to which contractor stop the work midway e.g. for a project costing 0.01 Million rupee, the money was released in three 		<ul style="list-style-type: none"> DDC on monthly / weekly / more frequently basis BDD forms needs to be submitted with 15 days after budget approval All formalities be completed before it goes to budget document (DD-4 form) Early releases for road repairs Ask information on DD-4 form relevant people (beneficiaries – from UC) AA just after the TS Trainings for all stakeholders 	<ul style="list-style-type: none"> Frequency of DDC meeting Time consumed in issue of minutes Time consumed in issue of AA Time consumed in issue of release of funds Monthly review of ADP 	

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					<p>instalments.</p> <ul style="list-style-type: none"> No money for road maintenance (for 3000 km roads in Faisalabad, Rs. 30000 / km is maintenance cost) 90 million needed last year and 1.5 Million were provided in September and 60 Million were provided in May (48 million works still to be carried out) For Punjab Education Sector Reforms (PESRP) the utilization of funds during 2003-2004 is 50% by other district and in Faisalabad it is 15%. Un-necessary objections on estimates submitted by technical departments. e.g. the estimates of a scheme to be funded out of sugarcane cess was rejected three times and for Veterinary & Agriculture schemes funds released in May. Schemes are undertaken on personal liking and disliking basis i.e. late provision of services for political reasons. Estimates prepared by BS-17 & 18 are checked by sub engineers of BS-11 or BS-14. 1 lac grant in three instalments Double audit on the district funds utilized through TMA i.e. from the District and From the TMA No Administrative Approval (AA) until yet which means that infect the 		<ul style="list-style-type: none"> Priority of schemes by corrected by TMA Effective complaint centre Powers to monitoring committees Technical EDO (F&P) Policy decisions should be made once for all for different aspects of the implementation of development schemes. Frequent interaction with stakeholders Monthly review meeting with departments and chairman monitoring committees. Implementation of suggested improvements 		

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					<p>financial year in not of 12 months, it is less than 10 months.</p> <ul style="list-style-type: none"> • AA not allowed on rough cost estimates as is done in 33 other districts of Punjab (Out of 34 districts). • BD Performa's are new and complicated. • Rep. of UC Nazim has been made mandatory for tender opening that creates problems where as in Toba Tek Singh tender monitoring committee do this job. This is also creating extra load of work on EDO (works). • DDC meetings are held infrequently (the department keep waiting for piling up of 200-300 schemes to do DDC meeting) • WASA schemes funded by Punjab for which the funds are to be released by District Govt. Faisalabad are not done on time or no funds have been released at all. • No importance given to D.G.F. funded schemes by TMA (TMA give priority to schemes funded by them). • Chairman accounts committee is not interacted frequently only those monitoring committees are interacted which have good personal relation with district Nazim and DCO / EDO • Information to UC does not flow from EDO (F&P) 				

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					<ul style="list-style-type: none"> 60000 Grant to UC is less and that too is consumed in salary. 				
10	EDO (Revenue)	External Stakeholders mix group	11-08-2004	15	<ul style="list-style-type: none"> Poor and not up-to the mark Problems in the devolution plan In-sufficient man power Lack of computerization. Abuses in the transfer of property. Lack of interaction between government servants and people. Misuse of powers delegated by district government to contractors for revenue collections. Political interference i.e. if politicians are honest then poor people and general public will get better service. 	<ul style="list-style-type: none"> Lack of communication and indifferent attitudes Low salaries Shortage of staff, non – computerization of records. Political inclination and undue favouritism in district government ruling elements. Partiality in the appointment of lower staff that directly interact with people. Political interference 	<ul style="list-style-type: none"> The land survey results be confirmed from the inhabitants. No discretion given to any official and every problem is solved at the spot. Politicians influence should be stopped All types of records be computerized Every person be treated equally. Every one should have the authority to access the officials. Every one should know the reason of officers not doing a job. If the officer gives wrong information then he be penalized. Discussion of such issues in the house / Council Extension of office building and creation of posts in addition to the existing strength Invite suggestions of the public from time to time for the improvement of the performance of the excise department. Aspirations of people be given importance while implementing any law. Funds should be distributed according to population of ward and area. Fix time for adopting procedure in giving remedy to the people and there must be penal clauses on its violation To implement revenue 		Average

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							<p>collection directly by the government servant for the better and expeditious services on the basis of equality and to avoid misuse of powers.</p> <ul style="list-style-type: none"> • Every officer should go to the filed asking the problems from the people and solve them there and then. • To promote revenue giving culture among the people by holding seminars and other public gatherings 		
11	Watsan	University students (Economics and Sociology Departments)	11-08-2004	17	<ul style="list-style-type: none"> • Quality of water and sanitation facilities in poor and rich area is quite different • The level of services is improving • When there is pressure on the service / system it does not perform well. • The quality of service is not satisfactory • There are huge ponds of sewage water in some areas causing different diseases • Timely drainage of rain water is another issue • Over flowing and leakages of sewerage pipes in certain areas • Mixing of polluted water with the drinking water • Main sewerage water carrying drains passing through the thickly populated areas • There are areas which are entirely neglected • TMAs not sincere in providing quality service 	<ul style="list-style-type: none"> • Resource constraint • Problems in delegation of authority. • Managerial capacity is lacking • Institutional problems • Lack of awareness, on part of the concerned department, about severity of the problem faced by people. • Every one denies his responsibility • Limited resources and unlimited wants 	<ul style="list-style-type: none"> • Improve the delivery of clean drinking water • Improve the managerial skills • Management systems development • Active involvement of NGOs • Policy improvements • Provision of more funds • Induction of local people in the management / administration • Proper training of the staff and elected representatives • Awareness raising among masses about their rights and responsibilities • Generate money from local donors • Proper planning of the service • Accountability mechanism in place. • Community development program be encouraged • Provision of participatory committees to monitor the quality of service 	<ul style="list-style-type: none"> • Improved quality of drinking water • No problems relating to sanitation • Waste water carrying channels are efficient • pH value of drinking water is around 7 • All population gets Watsan service • Budget spending on the services • Vital health indicators improved • Improved attitude of the service providers to the service users • Clean environment • Timeliness in the provision of service • Streets well drained during rains • No over flow of waste water in the streets 	

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					<ul style="list-style-type: none"> • Ill planning is the main cause of the poor water and sanitation service • People are not aware of their rights • During rains the sewerage system collapse • The system is not efficient • Due to political groupings, the service provision is not equal for all • Employee are concerned only for getting the salary • Timing of piped water supply is insufficient • Mixing of polluted water with the drinking water causing many diseases • High rate of population increase and services not increasing in similar ratio • No policy or strategy for filtering or purifying water • No check and balance system in place for the staff • Officers come late in the office • Funds are not properly utilized • Problem solving only on the basis of personal contacts • Political interference in the provision of services 		<ul style="list-style-type: none"> • Proper sewerage services • Quantity of water supply as per the requirement of the people • Behavioural changes in the working of the officers / officials • Selfless working • Spot visits and taking views of the service beneficiaries. • Special attention be paid to the neglected areas • District Nazim should pay attention to the provision of Watsan services 	<ul style="list-style-type: none"> • Satisfaction level of the majority of the people • No discrimination in the provision of services to the rich and poor localities 	
12	Water Supply (TMA Jaranwala)	Consumers (Male)	20-09-2004	08	<ul style="list-style-type: none"> • Only parts of Jaranwala Town area have access to piped water supply. Similarly there are a number of villages in Tehsil Jaranwala which have no provision of the piped water supply. • At different places with in Town area, the quality of piped water is not good e.g. 	<ul style="list-style-type: none"> • Lack of resources / funds to undertake water supply schemes. • Shortage of staff, especially the technical staff, to deal with O&M issues. • Proper planning is lacking • Wastage of piped water within houses due to lack 	<ul style="list-style-type: none"> • Increasing awareness among the people not to waste the water with in their houses, to pay utility bills on time, to protect the water supply system and to provide proper feed back to the concerned department on the local problems. • Proper planning of water supply services 	<ul style="list-style-type: none"> • Pipe should be of good quality. • Quality of water should be good • Staff should be cooperative • Timing of water supply should be observed properly • The number of defaulters decreases 	Average

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					<p>Islampura area, although TMA has offered to the Naib Nazim of this area to increase number of users (applications for new connections) then a new water turbine near Canal can be fixed and old pipes can also be replaced.</p> <ul style="list-style-type: none"> Where there are old water supply pipes, the problem of leakage and bad odour is felt which ultimately leads to spread of many water born diseases. Clearing agents such as Chlorine is not used. The underground water in most of the areas, especially which are away from Canal is salty. In Village 22 GB, although there is piped water supply available but people are not using piped water because it is salty. The supply from the old overhead tank was not so good, however, the service is improving in those areas where TMA has installed tube wells. Where piped water supply is available, sometimes proper timing is not observed. The department responsible for water supply has never interacted with the consumers to get their views on improving the quality of service. Since the present TMA setup, the response on complaints is very 	<p>awareness.</p> <ul style="list-style-type: none"> Lack of monitoring and supervision Lack of water testing laboratory at Tehsil level. 	<ul style="list-style-type: none"> Increase in the budget to deal water supply Increase in the staff to deal O&M requirements. Capacity building of the staff to deal water supply related development and O&M Using antibacterial agents like chlorine to treat the water. Using long life and good quality pipe. Prompt response on complaints should be ensured. Water supply and sanitation lines should laid at good distance to avoid any mixing of drinkable and sewage water. 	<ul style="list-style-type: none"> Decrease in the complaints of consumers Decrease in water born diseases and people look healthy 	

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					encouraging in Jaranwala Town. As the PHED water supply schemes have now been transferred to TMA, therefore the response on complaints in these areas will hopefully improve.				
13	Water supply Jaranwala	Consumers Female	20-09-2004	7	<ul style="list-style-type: none"> Sewerage water is mixing with the drinking water, due to leaking of old sewer pipes, consumers are disconnecting the connections Complains are not taken seriously and timely. Leakages of sewerage and water supply pipes in certain areas. No excess to water supply in certain areas. TMA never consulted about improving services in the area. Old pipes are abandoning and water is not supplied. Satisfied from the timing and quality of water. There is no response to our complains. Complain of supply of water in the area is not considered. Naib Nazim & Counsellors are not taking interest in solving the problems. Area near canal is sweet water and other all areas are brackish water. Quality of water and sanitation facilities in poor 	<ul style="list-style-type: none"> Funds are limited. Lack of Staff in TMA Area of tehsil is large. 	<ul style="list-style-type: none"> Increase the number of tube wells for proper water supply. Quality pipes should be laid to overcome leakages problem. Water filtration plants of new technology should be introduced. People should pay the utility bill in time Muhalla women gathering can teach about the service delivery improvement. Women's must realize to control on wastage of drinking water. Water & Sewer pipes should lay in such a manner that dirty water should not mix. 	<ul style="list-style-type: none"> By the number of connection increasing Ratio of diseases decreasing in the area Sufficient water will be available to all the consumers. Health of the children will be improved. Standard of education will be improved. 	Average
14	Water Supply Jaranwala	Politician / Councillors Female	24-09-2004	3	<ul style="list-style-type: none"> Less water is supplied. Supplied water is almost clean. Complain of less water 	<ul style="list-style-type: none"> Not enough sources with TMA 	<ul style="list-style-type: none"> Women's are ready to coordinate with department for service delivery improvements. 	<ul style="list-style-type: none"> Life style will be improved. Ratio of diseases will decrease. 	Average

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					supply in the area is not considered.		<ul style="list-style-type: none"> Depute efficient and cooperative staff. Overcome the problem of shortage of water, Number of tube well should be increased. 	<ul style="list-style-type: none"> Health of the children will be improved. 	
15	Water supply Jaranwala	Politician Councillors Male group	24-09-2004	5	<ul style="list-style-type: none"> Sewerage water is mixing with the drinking water, due to leaking of old sewer pipes, Pressure in the water pipes is too less, Dirty water is supplied. TMA never consulted about improving services in the area. The problem of mixing of dirty water was considered and now new pipes are being laid in the area. There is mixed response on the complaints by the TMA The complaint of less water supply was solved and now water supplied at three times a day. 	<ul style="list-style-type: none"> Lack of Funds. CBO (for O&M of the PHED water supply schemes) is unable to collect the funds due to this better service is not provided. Pipes are too old, so it is difficult to provide clean water. Increase in population is one of the major problem. 	<ul style="list-style-type: none"> Community awareness to stop wasting the clean drinking water and to pay utility bills on time Electric motor pumps on water supply lines should be discouraged. Ask the community to coordination with TMA. Water thieves should be indicated. To avoid the wastage of clean water put taps on the line. Planning is required for the better service. Mapping of the area is important for proper planning. Quality pipes should be laid to avoid leakages. Water & Sewer pipes should be laid in such a manner that dirty water should not mix. Required strong coordination between CBO's and TMA. 	<ul style="list-style-type: none"> Ratio of diseases decreasing in the area Sufficient water will be available to all the consumers. will be less complains from the consumers. 	Average to Good
16	Water Supply (TMA Jaranwala)	Govt. Employ	27-09-2004	13	<ul style="list-style-type: none"> Service is not satisfactory dirty water is mixing with the drinking water. Opinion of the public is considered for planning of schemes. Complains are listened and solved in time. Complain cell is established to facilitate the 	<ul style="list-style-type: none"> Consumers are not cooperating in paying their service charges Non payment of arrears. Consumer is complaining for better service but not ready to pay the bill. Most of the consumers are financially poor. Peoples are not honest to 	<ul style="list-style-type: none"> Proper planning of water supply services. Increase the funds for water supply scheme. Monitoring of the schemes should be regular. Increasing the recovery of outstanding amount of bills. Replacing of old pipes and construction of High 	<ul style="list-style-type: none"> Pipe should be of good quality. Quality of water should be good Staff should be cooperative Complaints will be lesser. Decrease in diseases and people 	Average

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					<p>public.</p> <ul style="list-style-type: none"> TMA approaches the peoples at every issue. 	<p>pay utility bills.</p>	<p>Elevated Tanks.</p> <ul style="list-style-type: none"> Repair of leakages to avoid wastage of drinking water. Educate others to save valuable water. Schemes should be feasible & execution must be as per standard specifications. Peoples should guaranty that they will pay the bills after completion of scheme Try to provide in time water supply three times a day Peoples should be educated for paying the bills. 	<p>look healthy.</p> <ul style="list-style-type: none"> Water is supplied in time and regularly. 	
17	Water Supply Jaranwala	Schools Female	02-10-2004	10	<ul style="list-style-type: none"> Although there is piped water supply available but there is no water only few drops are coming. Due to leaking of old sewer pipes, dirty water is supplied. Water supply pipes are laid but due to high charges people can not afford connection. Water is not supplied regularly, even dirty & bad smell water is supplied. TMA never consulted about improving services in the area. But there are advertisements by boards and cable net, by the Nazim asking suggestions. We are not complaining because no response is given in past. Telephonic complains but no compliance. 	<ul style="list-style-type: none"> from last ten year's no any departmental staff asked for bill. When asked for the compliance of complains, TMA respond that there is no funds, because of no recovery of bills. People does not cooperate with the TMA. Lack of staff and funds with TMA. Lack of planning. 	<ul style="list-style-type: none"> Can help TMA by To stop wasting the clean drinking water. Depute efficient and cooperative staff. Proper utilization of available funds. Qualitative pipes should be laid, so their should not leaking problem Water testing laboratory should be provided at the tehsil level. Every house should be bound to have water connection by law, where department have provided the net work. There should be proper planning and designing for water supply system. In time report of water leakage will help wastage of water. 	<ul style="list-style-type: none"> Water is supplied sufficiently and regularly in time. Quality of water should be good. Decrease in diseases and people look healthy. There will be no complains of dirty water supply. 	<p>Poor '1' 40%</p> <p>good '3' 20%</p> <p>average '2' 40%</p> <p>v.good '4' 20%</p>
18	Water supply Jaranwala	Schools Male	02-10-2004	9	<ul style="list-style-type: none"> Service delivery is as poor that dirty water is supplied. Due to leakage of old pipes dirt water with less pressure 	<ul style="list-style-type: none"> Lacks of funds, staff and political interference. Most of the staff is not honest to the job, 70% 	<ul style="list-style-type: none"> Bill collection will help the TMA to operate perfectly. Old pipes should be replaced with proper 	<ul style="list-style-type: none"> Regular supply of service. Purified water will be available to the 	<p>average '2' 50%</p>

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					<p>is supplied.</p> <ul style="list-style-type: none"> TMA never consulted about improving services in the area. Complain of water supply in the area is not accommodated . Area's where water is supplied broken pipes are passing near the drains, so germs included water is supplied 	<p>are corrupt.</p> <ul style="list-style-type: none"> Complained several time then was listened. There is no coordination with the peoples. 	<p>planning.</p> <ul style="list-style-type: none"> Can help in saving the water. Honest staff should be deputed Positive thinking can improve the service . First of all old pipes must be replaced. Staff should be motivated through rewards. 	<p>consumers.</p> <ul style="list-style-type: none"> Quick and possible response of complains. Decrease in diseases. Will be less complains. 	<p>good '3' 50%</p>
19	Sanitation (TMA Jaranwala)	Consumers (Male)	20-09-2004	08	<ul style="list-style-type: none"> The PHED sanitation schemes in village are not performing good, where as the drains constructed by TMA these days are giving good results The sanitation service in certain villages is good. The sanitation service in urban area is normally good. In certain villages the drains are old and broken so the condition of sanitation is not good. The service providing department has never contacted community to invite their views on improving sanitation services. Since the TMA being in place, the response on the complaints has improved a lot. "16" help line is also effective in addressing community complaints. 	<ul style="list-style-type: none"> Lack of resources to some extent and; Shortage of staff 	<ul style="list-style-type: none"> Awareness raising among community on proper use of sanitation and its cleanliness. Disposal stations should be part of the rural sanitation schemes Strict measures be taken who create hurdles in the smooth functioning of the sanitation system. Proper planning for the service Monitoring and O&M funds be increased. Technical capacity of the staff should be enhanced. 	<ul style="list-style-type: none"> Decrease in diseases No sewerage water standing on the roads and streets. Properly constructed drains. Clean roads and streets. People are happy about the system. 	<p>Good (half of the group members rated the service to average, where as the other half rated it as very good !!!)</p>
20	Sanitation Jaranwala	Consumers Female	20-09-2004	7	<ul style="list-style-type: none"> Area is flooded due to improper disposal of sewerage water. Complains of waste water and solid waste are not 	<ul style="list-style-type: none"> Lack of staff in the sanitation department Lack of funds with TMA 	<ul style="list-style-type: none"> Women's are ready to spare time for the improvement of service delivery. Solid waste should not be thrown into the sanitation 	<ul style="list-style-type: none"> Complains will be lesser. Health condition improved. 	<p>'poor'</p>

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					<ul style="list-style-type: none"> listened. Repeated complains even personally contacted but no compliance. Keeping in view the complains TMA assembly approved to employ more staff but finance department Punjab rejected it. 		<ul style="list-style-type: none"> system. Capable and cooperative staff should be deputed. Waste cleaned from the drains should be removed from the spot at once. Utility bills will be paid if service delivery is improved. Recognizing the role of women because sanitation problems relate to them directly. 	<ul style="list-style-type: none"> The life style will be improved. 	
21	Sanitation Jaranwala	Politician / Councillors Female	24-09-2004	3	<ul style="list-style-type: none"> Instead of open Drains sewer pipes should be laid. TMA never consulted about improving services in the area, neither asked for any opinion in this respect. Personally, written and telephonic complains are never considered, only promises are made. In rainy season area become flooded. 	<ul style="list-style-type: none"> Lack of machinery like Tractor Trolley etc. Relevant staff is not available in TMA No capability to plan the schemes at large scale level. 	<ul style="list-style-type: none"> People are ready to pay utility bills if department provide quality service. People will give full cooperation for the betterment of service. Councillors can motivate people to pay the utility bills. RCC sewer pipes of good quality should be laid. Women's role is important and be given due respect. Educate the people not to through solid waste into the sanitation system. 	<ul style="list-style-type: none"> Revenue of the TMA will be increased. Ratio of diseases will be decreasing in the area. There will be no solid waste on the roads and streets. 	
22	Sanitation Jaranwala	Politician / Councillors Male group	24-09-2004	5	<ul style="list-style-type: none"> Sewer pipes are too old and are abandon. There is no underground sewerage system in rural areas TMA never consulted about improving services in the area. In Khurianwala complains are listened. De-silted waste is being dumped on the roads which cause pollution. Sanitation system is too poor, should be improved. 	<ul style="list-style-type: none"> Lack of planning in the sanitation works. Funds are not sufficient to plan the larger schemes. Due to less Staff in TMA it is difficult to keep the area clean, so there are always complain. 	<ul style="list-style-type: none"> Coordination between TMA and CBOs should be developed. Awareness raising for proper disposal of solid waste and use of containers where installed. For cleaning the area the staff should be increased. Solid waste should not be thrown into the sanitation system. Awareness about the ownership, so that no one should damage the system. 	<ul style="list-style-type: none"> Ratio of diseases will be decreasing in the area. There will be less pollution in the area. Area will be looking clean when there is no solid waste in the streets and roads. 	Average to Good

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					<ul style="list-style-type: none"> Repeated complains even personally contacted but no compliance. 		<ul style="list-style-type: none"> Sanitation system should be of under ground sewer pipes with proper planning. Sewerage treatment plants should be established out side the town. For the better service delivery the experienced staff should be deputed. 		
23	Sanitation Jaranwala	Govt. employ	27-09-2004	13	<ul style="list-style-type: none"> There is need to improve the sanitation system. Public is consulted about improving service. Complains of waste water and solid waste are not listened. 	<ul style="list-style-type: none"> Consumers are not cooperating in paying their service charges / utility bills. Public is throwing solid waste into the drains and sewers. Non-cooperation from the community. 	<ul style="list-style-type: none"> Solid waste should not be thrown into the sanitation system. There should be proper planning and designing for sanitation system. Sewerage disposal station should be increased. Awareness of community for paying the bills Better quality of work & best planning of schemes executed. Better disposal of waste water. Through CCB, better sewerage schemes can be given. More funds should be provided for further schemes. Work should be up to the standard and specifications. In rural areas waste water should be disposed into the village ponds. 	<ul style="list-style-type: none"> Complains will be lesser especially in the rainy season. Will be no flooding in the area. There will be less mosquitos and diseases will be less. Town will be looking neat and clean. Conditions of health will be improved. 	<p>Average '2'</p> <p>good '3'</p> <p>very good '4'</p>
24	Sanitation Jaranwala	Education / Schools Female	02-10-2004	10	<ul style="list-style-type: none"> Now service delivery is improving and better. TMA never consulted about improving services in the area. Complains are rectified but again same problem. Sanitation position is bad and water flooding in the 	<ul style="list-style-type: none"> Lack of staff and machinery. Lack of funds. Staff to become active. 	<ul style="list-style-type: none"> Solid waste should not be thrown in the sanitation system. Need to educate the peoples. Awareness about the ownership, so that no one should damage the system. In Planning there should be 	<ul style="list-style-type: none"> Drained solid waste will be removed at the moment. Street, road and area will be looking neat and clean. Ratio of diseases will be decreasing in the area. 	<p>Poor '1'</p> <p>40%</p> <p>average '2'</p> <p>20%</p>

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					<ul style="list-style-type: none"> area Telephonic complain but no compliance 		<ul style="list-style-type: none"> coordination between the TMA's 	<ul style="list-style-type: none"> There will be no open drains. 	good '3' 30%
25	Sanitation Jaranwala	Education / Schools Male	02-10-2004	9	<ul style="list-style-type: none"> Not satisfied with the sanitation system drain are always over flowing TMA never consulted about improving services in the area Our complains have no response in time. Area is flooded due to no proper disposal of sewerage water in rainy season as well. 	<ul style="list-style-type: none"> Lack of staff and funds No coordination with the peoples. Staff is not perfect to the job. Due to less Staff in TMA it is difficult to keep the area clean, so there is always complain. 	<ul style="list-style-type: none"> To avoid throwing solid waste in to the sanitation system. Awareness about the ownership, so that no one should damage the system. Planning is necessary for the sanitation projects. Coordination is required for the betterment. Streets should be kept clean 	<ul style="list-style-type: none"> Area will be clean from waste water and solid waste. Environment will be looking much better. 	Poor '1' 20% average '2' 60% good '3' 20%
26	District government Monitoring Committees	Works and Services Monitoring Committee of the District	16-07-2004	04	<i>Views on the Local Government System.</i> <ul style="list-style-type: none"> Disinformation is widely spread about the uncertainty of the LG system. Pakistanis are a disappointed nation Lack of confidence on the part of the elected functionaries specially at the Monitoring Committees level The grass root level in the system i.e. UC level is very week At TMA City level no institutional strengthening is done e.g. the sanitary staff for the Union Council (UC) is not placed at the disposal of the UC but at the disposal of the Naib Nazim of the Union Council Interference of MPA and MNAs in the district affairs and they have activated the Assistant Director Local Offices for Development activities out of their 		<i>This an analysis of the discussions held with the Engineer Manzoor Ahmad</i> <ul style="list-style-type: none"> Right man for the right job should come forward like the Engineer background person is serving for Works and Services Monitoring Committee. District Nazim should response promptly to these monitoring committees. Working relationship of the Monitoring committees should be established with their respective EDO / Deptt. Proper accommodation for office need to be provided to these Monitoring Committee as EDO (Works and Services) has provided an office along with two Peons to W&S Monitoring Committee. Proper mobility facilitation and / or TA/DA should be allowed to Monitoring Committees. 		

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					developmental allocations • No provision for project preparation at CCBs level. Some allocation should have been earmarked as technical cost for project preparation etc		<ul style="list-style-type: none"> The job of the Monitoring Committees should have been widely disseminated before their election so that only willing, optimistic and energetic people could have presented for this job. The Monitoring Committees should be answerable to the District Council House. District Government should use them as resource persons for doing any monitoring job There should be a forum to discuss the progress of these monitoring committee. Training on participatory monitoring methodologies should be imparted to them. District Government should take measures to build confidence of these monitoring committees. The issues highlighted by the monitoring committees should be given importance for resolving on priority basis. Some written progress reporting be introduced as it is given in LGO 2001 for monitoring committees. The Linkage of monitoring committees at different tiers of Local Government is almost non existent and this needs to be strengthened in the light of the LGO 2001. 		
27	District Government Monitoring Committees	Monitoring Committees (Misc.)	02-10-2004	5	<ul style="list-style-type: none"> Chairmen / Chairperson of the monitoring committees are not being acknowledged and cooperated by their respective departments. 		<ul style="list-style-type: none"> The chairpersons of MCs and Convener of the house should be imparted training regarding their roles and responsibilities as per 		

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					<ul style="list-style-type: none"> • They lack resources like Offices, Staff and Vehicles etc. • They have no participation in budget making process and other meetings of the departments. • They have no knowledge about their responsibilities and authorities as per PLGO 2001. • No actions are being taken by the concerned authority on the issues / complaints raised by the monitoring committees. • They are not being honoured by the concerned departments. • They have no direct access to the budget. • The leader of the house is not performing his duty well to bring honour for effectiveness of the monitoring committees. • Every body looks after his/her personal or departmental benefit • Flaws in the LGO regarding action to be taken on the reports of the monitoring committees. 		<p>PLGO 2001.</p> <ul style="list-style-type: none"> • They should be provided suitable offices, staff and the vehicles to improve their functioning. • Their participation in budgeting and policy making should be ensured. • The leader of the house must be a fair and competent person. • All the chairmen / chairpersons of the monitoring committees should be treated alike in terms of the facilities provided by the departments. • The chairpersons / chairmen of the monitoring committees should be answerable in the house for their departments. • The monitoring committees should prepare bye-laws immediately to improve their functioning. 		

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28	TMA Jaranwala Monitoring Committees	Monitoring Committees of the TMA	06-10-2004	08	<ul style="list-style-type: none"> No training was imparted to the monitoring committees. No monitoring guidelines (By-laws) have been prepared. Members of monitoring committees thought that they would have some sort of executive powers. The concerned departments are not well responsive to the needs of the monitoring committees. No resources like, office, mobility, honoraria has been allowed to these committees. 		<ul style="list-style-type: none"> The departments should be more responsive to the monitoring Training should be imparted to the monitoring committees on monitoring mechanism laid down in PLGO 2001. There is need to give awareness to the officers / officials of all the departments about the roles and responsibilities of the monitoring committees constituted as per the PLGO 2001. 	<ul style="list-style-type: none"> Reports submitted to the union councils as per the format and time table given in the PGO 2001. Nos. of issues identified by the monitoring committees and the action taken by the concerned departments. 	
29	District Government Monitoring Committees	Monitoring Committees of the UC	15-10-2004	10	<ul style="list-style-type: none"> Monitoring is being carried out in one way or the other though monitoring committees are not aware about the monitoring mechanism given in the PLGO 2001. The concerned departments do not own monitoring committees. The concerned departments are not taking appropriate action on the issues identified by the monitoring committees. MCs are not being paid any honorarium. MCs don't have any office and staff to carryout their duties in an effective manner. Monitoring committees have very vaguer idea about the existence of monitoring committees at the district and tehsil level therefore these committees have 		<ul style="list-style-type: none"> The departments should be more responsive to the monitoring Training should be imparted to the monitoring committees on monitoring mechanism laid down in PLGO 2001. There is need to give awareness to the officers / officials of all the departments about the roles and responsibilities of the monitoring committees constituted as per the PLGO 2001. 	<ul style="list-style-type: none"> Reports submitted to the union councils as per the format and time table given in the PGO 2001. Nos. of issues identified by the monitoring committees and the action taken by the concerned departments. 	

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