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FOREWORD

Haphazard and unplanned urbanization is the result of increasing population growth and transmigration from rural to urban areas, industrial growth, economic opportunities, and agriculture land capture and due to other social compulsions. This is resulting in resources, constraint due to detrimental land use patterns, diminishing water resources and greenery, increasing demand for land, shelter and infrastructure utilities, traffic congestion, increasing pollution levels, public health hazards, urban disasters along with an overall decrease in the quality of life of people living in urban areas.

There is a strong need to have a planned design, approach and commitment for an optimum use of urban resources. It also calls for proper planning and management and effective policies and procedures for implementation. One of the ways to address it is to make available an up-to-date, reliable and accurate information to the urban planners, urban managers and decision makers,

Punjab is the most populous province in Pakistan, with 40% of its population (some 38 million), living in urban areas. While the majority of this urban population (nearly 20 million), lives in Punjab's five large cities, nearly 6.3 million live in intermediate cities having population of between 250,000 and 1 million.

Punjab Cities Improvement Investment Program (PCIIP) targets investments in urban management infrastructure and services across clusters of cities in Punjab. This will make cities more efficient and services more sustainable. PCIIP will promote safe, reliable, and more widely available water, sanitation, and transport. The Government of Pakistan requested that the Asian Development Bank provide a Multi-tranche Financing Facility to support the proposed Punjab Cities Improvement Investment Program.

One of the outputs of the PCIIP was to develop a profile for each of the eleven cities that provided a detailed existing situation identifying gaps, wherever possible. The profile was to focus on providing sectoral information services of Water, Sanitation, Solid Waste Management and Urban Transport for the City.

Information is vital to make sound decisions at the tehsil, district, regional, provincial and national levels. Urban planning, management, transport, water systems, waste management municipal finance, environmental protection, land use assessments, Crime management, business development, flood mitigation and disaster recovery are just a few examples of areas that require basic information. The reports on "City Profile" provide information about the socio-economic and demographic data of these cities. It also covers the different sectors of water supply and sanitation, solid waste management and transportation. It is hoped that these reports on the "City Profiles" will help in future planning and development of these cities.

IRFAN ALI
SECRETARY,
HUD & PHED

PREFACE

I am pleased to present separate reports on the “City Profile” for eleven intermediate cities of Punjab as an important source of information for planners and decision makers. The reports have been developed as a pre-requisite of the “Punjab Cities Improvement Investment Program” (PCIIP) financed by the Asian Bank. This program seeks to develop capacity for, and support the institutionalization of urban sectors, to improve the provision of utility services and to strengthen policymaking capacities towards meeting the rapid urbanization challenges.

Urbanization is one of the key challenges of the opening decades of this new millennium. It is one of the most powerful, irreversible forces in the world. It is taking place at a rapid rate. If properly managed, the process of urbanization provides the key to overall national and regional development. The proper management of the urbanization requires the accurate base line data.

Increasing pollution, resources constraint, detrimental land use patterns, public health, traffic congestion and an overall decrease in quality of life is plaguing many of our urban areas. The proper management of these ‘causes and concerns’ in urban areas call for accurate and vital information to be available on a regular basis to the decision-makers. To evolve an urban planning system that is dynamic, flexible and efficient must be backed by up-to-date, reliable and accurate information. There is constant pressure to make wise decisions in a more cost effective and efficient manner. Accurate and current information are critical to these decisions.

The reports on the “City Profile” of eleven intermediate cities of Punjab have been produced by M/s. GHK (consultants). It summarizes the basic data collected through primary and secondary sources. It also involved a thorough and extensive consultation with the District Government and TMAs representatives from all eleven intermediate cities, and extensive consultations with the representatives of NGOs.

I recommend the reports as an important source of information for civil servants, representatives of civil society organizations, donors and organizations for future planning and development of these cities.

DR. NASIR JAVED
PROJECT DIRECTOR

ACKNOWLEDGEMENTS

Many organizations and individuals have contributed in successful completion of these reports on the “City Profiles” of eleven intermediate cities of Punjab. I would like to thank all the organizations, officials and individuals for their respective roles.

The consultancy was financed by the Asian Development Bank. The officials of the Bank were greatly supportive in management of the study grant. They also shared their observations and expertise to make the study achieve its objectives. Special thanks to Ms. Kathie Julian who guided us during the whole exercise. A team of consultants working with M/s. GHK worked hard in collection, analysis and final write up of these reports.

During the process of data collection, many individuals in their official and personal capacity helped the research team. Officials of the District Governments, Tehsil Municipal Administration and other service providing agencies assisted the team in providing the required information and data. My special gratitude to officials from District Governments & Tehsil Municipal Administration of eleven intermediate cities of the Punjab, Cantonment Board, Chamber of Commerce & NGOs for sharing secondary and primary data. Respondents from general public spared their valuable time and gave their perspectives on the subject. My special appreciation to all the respondents.

The Urban Unit provided logistical support in completion of the study. The professionals and sector specialists at the Unit reviewed several drafts of the study and gave their insightful comments and feedback to improve quality and rigor of the analysis. I am thankful to all professionals of the Unit.

DR. NASIR JAVED
PROJECT DIRECTOR

NOTES ON CONTRIBUTORS

The Asian Development Bank

The Asian Development Bank (Urban Development and Water Division, Central and West Asia Department) financed the preparation of these cities profile through PPTA 7321-Pak: Punjab Cities Improvement Investment Programme. Its experts and officials gave technical support and guidance in the study. They also reviewed various drafts of the study and gave their valuable comments.

Ms. Kathie Julian is Principal Urban Development Specialist, Central Urban Services Division, ADB

Mr. Marko Davila, Urban Economist

Mr. Terrance Woods, Resident Procurement Advisor

Ms. Lyailya Nazarbekova, Legal Counsel

The Urban Sector Policy & Management Unit (The Urban Unit)

The Urban Unit provided all relevant data, GIS maps, logistics support and consultation for the study. The Urban Unit professionals provided full support to the consultants till the finalization of the reports.

Dr. Nasir Javed, the Project Director

Ms. Syeda Shabnum Najaf, Senior Urban Planner

Mr. Fawad Saeed, Senior GIS Specialist

Mr. Khalid Majeed, Senior SWM Specialist

Ms. Syeda Sani-e-Zahra Naqvi, Urban Planner

Mr. Shaukat Jamal Khawaja, Urban Planning Consultant

Mr. Ozair Shah, Senior Transport Specialist

Dr. Kiran Farhan, SWM Specialist

M/s. GHK Consultants

GHK, the Consulting firm conducted the study and developed the final report. Following core experts of various professional backgrounds and skills worked on this assignment.

Mr. Khatib Alam, Team Leader

Mr. John Bowers, Urban Planning Specialist

Mr. Kevin Tayler, Wastewater Engineer

Mr. Nicholas Allen, Solid Waste Management

Mr. Jawad Qureshi, WSS Engineer, Deputy Team Leader

Mr. Khushal Khan, Urban Transport Specialist

Mr. Tanawwar Ali Hyder, Finance Analyst

Okara City Profile

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

Punjab is the most populous province in Pakistan, with 40% of its population (some 38 million), living in urban areas. While the majority of this urban population (nearly 20 million), lives in Punjab's five large cities, nearly 6.3 million live in intermediate cities having population of between 250,000 and 1 million.

The Government of Pakistan requested that the Asian Development Bank provide a Multi-tranche Financing Facility to support the proposed Punjab Cities Improvement Investment Program over a five year period. The program covers 11 cities in Punjab Province with the city of Sialkot being the first to be covered under the Tranche 1 funding. The Tranche 1 program at Sialkot includes both physical and non-physical interventions.

Punjab Cities Improvement Investment Program (PCIIP or the Investment Program) targets investments in urban management infrastructure and services across clusters of cities in Punjab. This will make cities more efficient and services more sustainable. PCIIP will promote safe, reliable, and more widely available water, sanitation, and transport.

One of the outputs of the PCIIP was to develop a profile for each of the program cities that provided a detailed existing situation identifying gaps, wherever possible. The profile was to focus on providing sectoral information services of Water, Sanitation, Solid Waste Management and Urban Transport for the City.

Different Government agencies in Punjab are already working hard to improve the urban services. As such, there are a number of existing recent reports from which data can be obtained or referred to and where there was limited data that existed; this was collected from the government departments by making trips to the concerned PCIIP cities. Collection of data for this exercise also allowed the comparison of PCIIP cities to be made. Considerable discussions with a number of officials at most PCIIP cities also took place to verify data and to ensure that officials were happy with the collected data. A number of GIS maps were also prepared to show the spatial distribution of services infrastructure.

The Okara City

Okara is situated at a distance of about 127 Km South-West of Lahore on National Highway (G.T.Road) & on Lahore Karachi main railway line and 39 kilometers to the East of Sahiwal on the National Highway. Its approximate height above Sea level is 500ft. It's bearing longitude 31° North and Latitude 74°east.

The fauna and flora of the area include: Ukkan, Kikar, Beri, Jand, van, and Karil.No special species of animals worth mention are to be found. Only in the riverine track in the Depalpur tehsil, stage – deer is occasionally seen.

The demographical profile of city shows that it became city during 3rd quarter of 19th century, became tehsil in 1918, there are 11 UCs, and total area of the City is 17 Sq. Km, total Population of the City (Population reported by Urban Unit) was 358,635 in 1998, literacy rate of the City is 72.2%, average household size is 7.2 person, growth rate during 1981-98 was 2.74 % (District Census Report 1998).

SWOT Analysis of the Okara City

On the basis of the statistics presented in this profile, Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was undertaken and is provided below:

	Strengths	Weaknesses
Internal	<ul style="list-style-type: none"> • Good connectivity to Lahore and Sahiwal. • Large agricultural industry that earns steady income as the military supplier of meat and dairy produce. 	<ul style="list-style-type: none"> • Decreasing overall investment in basic municipal services and increasing share of revenues invested in O&M. • Lack of training and development for TMA staff and in particular no 'in-house' planning and development control capacity. • Very poor cost recovery performance of the municipal water supply operations and poor utilization of development budget.
	Opportunities	Threats
External	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Lack of focus on major value-added sectors, likely to lead to a situation where the value-added per employee/enterprise would be affected adversely. • Poor level of overall basic infrastructure provision.

Okara City Services Comparison with Other Cities

The overall analysis of the data collected shows that Okara is not in a better position compared to Sargodha, Gujrat, Rahim Yar Khan, Sahiwal, Sialkot, Chiniot, and Bahawalpur and similar as of Kasur, Sheikhpura, D.G Khan and Jhang. Table E1 presents information about the total population, service delivery coverage, economic activities, collection against demand, O&M Cost, investment in Services, TMA staff management filled etc., Key findings include:

1. Management of Liquid Waste services coverage is almost same i.e poor like in other cities Chiniot, Kasur, Sheikhpura and less compared to Sahiwal, Rahim Yar Khan, Bahawalpur, Sargodha and Jhang. There is no difference of ultimate disposal of Solid Waste and Liquid Waste which are being disposed as untreated to nearby outlets. Solid Waste Management situation is better compared to all other PCIIP cities and similar as in Kasur, but there is difference regarding ultimate dumping of Solid Waste which is near city areas at open spaces.
2. Drinking water supply coverage in Okara is better compared to other cities like Rahim Yar Khan, Bahawalpur and Jhang. Okara sub soil water of the city is brackish and unfit for human consumption
3. Okara city also does not have the metered connections like other cities. But TMA has introduced different tariff for connection with and without electric motor on water supply connection
4. Urban transport is becoming burning issue of Okara City, because of its rapid urbanization growth. The population of Okara showed an increasing trend in the past it was a small settlement of 10,712 in 1931 which is now 447,779. Okara city requires immediate attention to plan for present and future needs for urban transport services. Currently urban transport services in Okara are similar as have in other cities. Like use of Motor Cycle Rickshaws, and Auto Rickshaws and also lack of traffic signals at chowks.

5. TMA Okara is also facing similar issues like other TMAs are facing i.e Capacity issues, both Human and Financial, Lack of Management skills, Lack of commercial and technical skills

Table E1: Summary of 12 TMAs

City	Economic				Technical				Financial			Management	
	Connectivity	Population	Population	Economic Activity	Service Delivery (Coverage)				Collection Against Demand	Meets O&M Cost	Investment in Services	TMA Management Filled	TMA Staff Filled
		2010	2020		Transport	Sewerage	Waste	Water					
Chiniot	Good	304,917	357,722	Fair	Yes	50%	Poor	75%	Good	Yes	Poor	80%	88%
Kasur	Good	404,550	495,082	Good	Yes	1%	Fair	70%	Fair	No	Poor	93%	70%
Sheikhupura	Good	503,817	623,852	Good	No	30%	Poor	40%	-	-	Poor	83%	100%
Okara	Fair	447,779	519,319	Fair	No	55%	Fair	70%	Poor	-	Poor	92%	82%
Sahiwal	Fair	406,681	482,775	Good	Yes	90%	Poor	90%	Good	No	Poor	95%	87%
Rahim Yar Khan	Fair	468,431	581,173	Good	Yes	85%	Poor	40%	Good	Yes	Fair	85%	76%
Bahawalpur	Fair	644,872	822,276	Good	Yes	82%	Poor	3%	Good	No	Fair	48%	90%
Sargodha	Good	692,250	862,227	Good	Yes	85%	Poor	70%	-	-	-	73%	94%
Gujrat	Good	421,211	500,515	Fair	Yes	50%	Poor	70%	-	-	-	96%	96%
Dera Ghazi Khan	Fair	421,308	539,310	Fair	No	60%	Poor	80%	Poor	No	-	54%	92%
Jhang	Fair	466,121	551,707	Fair	Yes	80%	Poor	25%	Poor	No	Poor	68%	52%
Sialkot	Good	809,588	1,007,390	Good	Yes	20%	Poor	35%	Good	No	Good	83%	92%

Source: GHK analysis based on data collected for developing city profiles

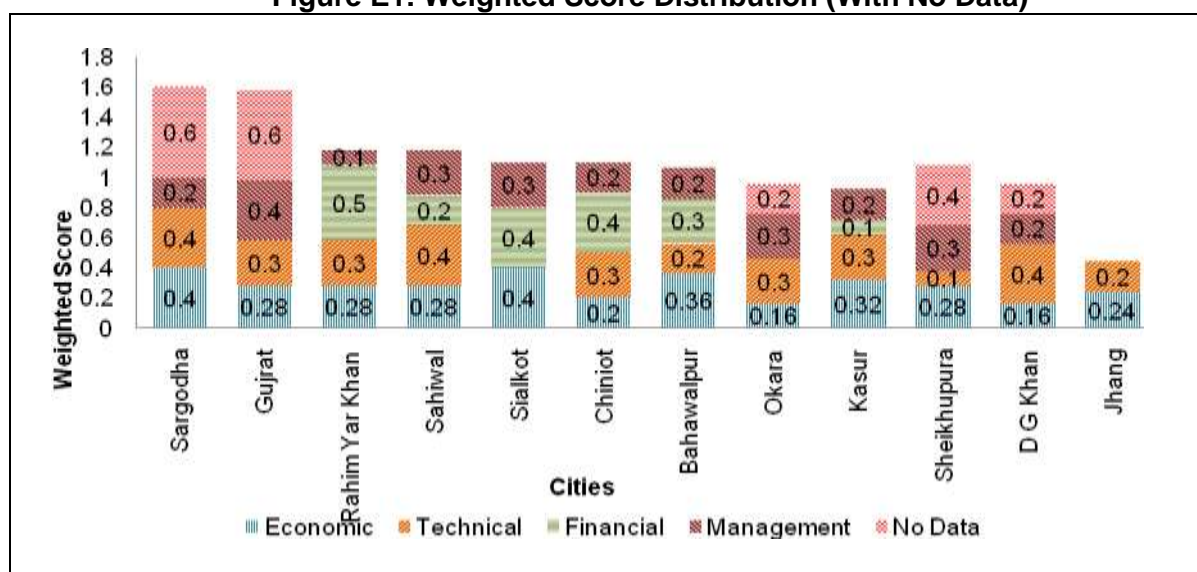
Good
Fair
Poor



6. Okara has better economic conditions because of its Location on the main GT road and Railway line connecting to major cities of Pakistan i.e Rawalpindi, Lahore, Multan, Karachi and Quetta and also Okara is very famous for its Rice, Sugar, Oil/Ghee, Electronics, Textile, Cotton, Surgical Cotton, export quality Crockery products.
7. TMA Okara Schedule of establishment shows that TMA has 82% filled position; this situation is encouraging compared to other towns. Okara TMA staff requires skills enhancement through trainings in specialized institutions and on job trainings.

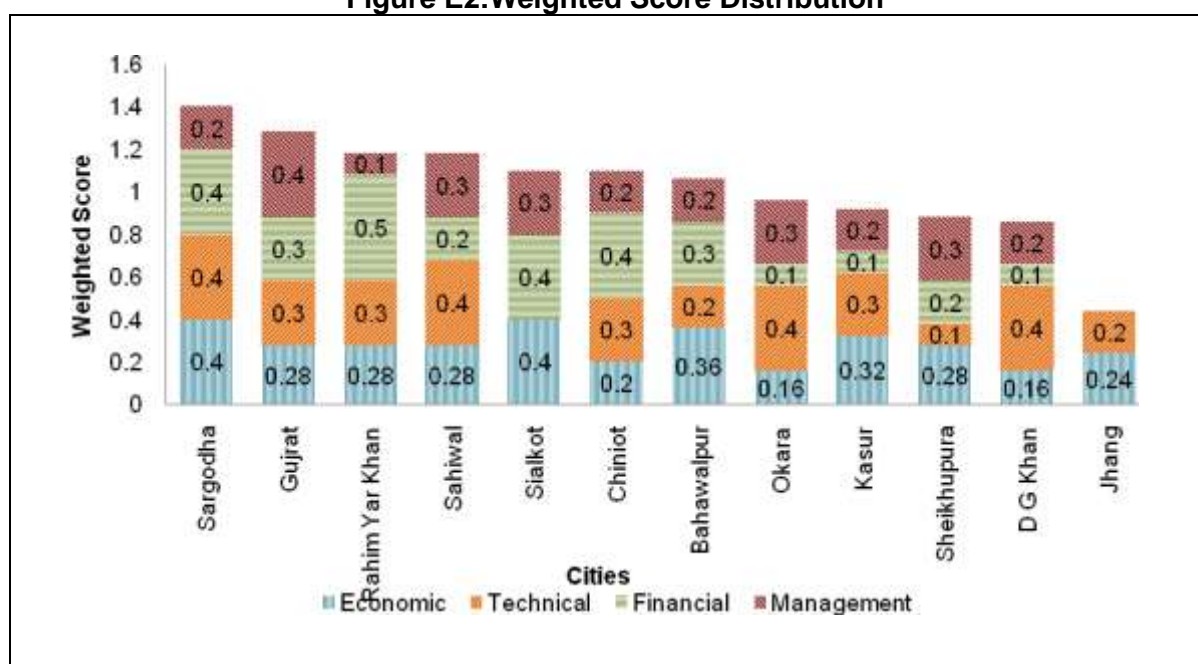
Further comparison and analysis are presented in Figure E1, Figure E2 and Figure E3.

Figure E1: Weighted Score Distribution (With No Data)



Source: GHK analysis based on data collected for developing city profiles

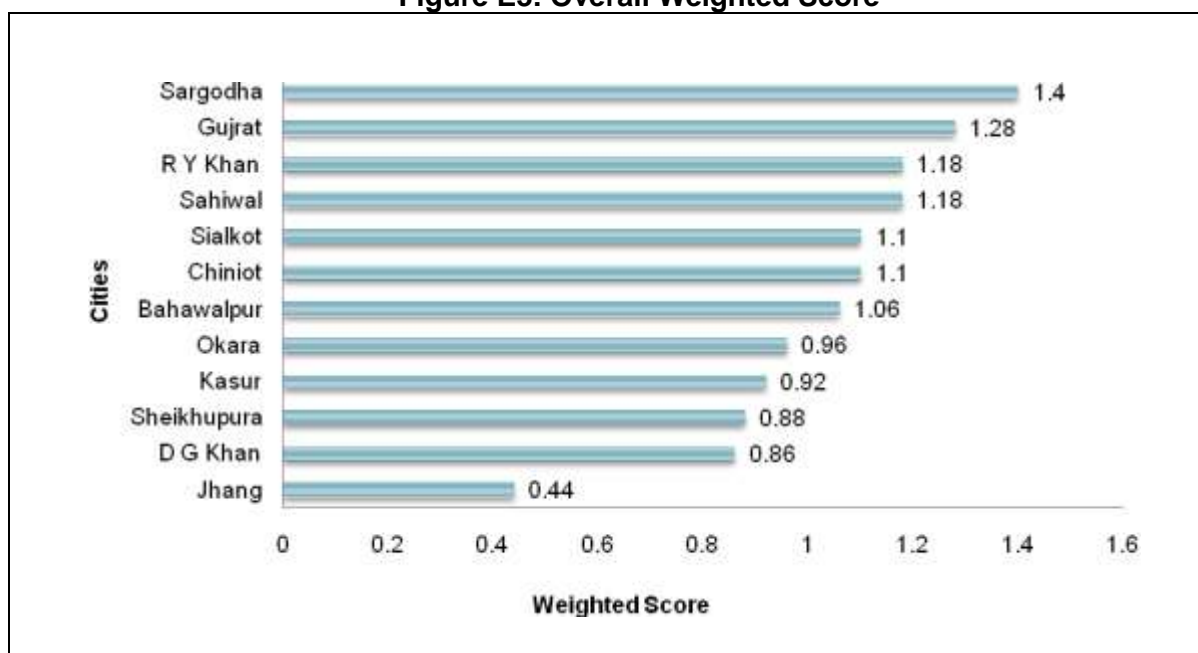
Figure E2: Weighted Score Distribution



Source: GHK analysis based on data collected for developing city profiles

Figure E3 shows the overall weighted score of PCIIP cities in which Okara City is in much better position as compared to the other four cities i.e Kasur, Sheikhpura, Dera Ghazi Khan and Jhang.

Figure E3: Overall Weighted Score



Source: GHK analysis based on data collected for developing city profiles

Brief of the Profile

This document contains sectoral information of the following urban services of the city:

- Water supply,
- Sewerage and Drainage,
- Solid Waste Management and
- Urban Transport for the City.

Section I of this document presents a brief introduction to the city, its geography, socio-economics, environment, water-borne & hygiene related diseases, comparative advantage, weaknesses and economic potential and importance of city related to National Trade Corridor. A SWOT analysis has also been provided. At the end of the section, different statistics are compared and analysed with other PCIIP cities.

The socioeconomic data of Okara indicates that it is marginally below the provincial averages for the general socio-economic condition, but is not sufficient to constitute a comparative advantage over other towns included in the project survey

Section II provides service delivery baseline data. It lists down major issues related to Water Supply, Sewerage & Drainage and Solid waste Management. A scaled map of each sector is also presented to show existing systems and management within the city. Similarly, major issues regarding urban transport are also discussed with evidence provided in the form of data showing number of motor vehicles registered, major crossings and roads, parking places, urban transportation routes, flyovers, underpasses, bus/wagon stands and urban transport services available in the city.

Water Supply: The water supply network covers 60% of the town and serves 70% of the total population. 23 tube wells serve the town, of which 16 are operational and working 10-12 hours per day.¹ No plan is being developed to address this issue

Sewerage and Drainage: The coverage of the sewerage facility is approximately 50%. Of the remaining 50%, 25% is served with an open drain, while the other 25% is totally un-served. There is currently no sewerage treatment. No plan is being developed to address this issue.

Solid Waste Management: Most of Okara is covered by the City's solid waste management system. Solid waste is carried out through primary collection from the streets (through a four hour morning and afternoon shift), secondary collection from certain collection points, and final disposal. However no proper landfill site is available for final disposal. Solid waste is dumped in open spaces near the Canal on Faisalabad Road, Akbar Road near Cattle Mandi, Akbar Road near Sabri Colony and at Mansoorabad Pond. This open-space dumping is creating unsanitary conditions in the nearby areas.

Transport: No urban transport services are available except for motorcycles rickshaws and auto rickshaws. The effective capacity of the new road system is reduced by poor traffic management, poor compliance with traffic regulations and the mix of motorized and non-motorized traffic.

Section III is about Human Resources available at TMA level

TMA Human Resources: Most posts in of the TMA management are filled by permanent staff but it is significant that the post for Tehsil Officer Regulation has been vacant from October 2009 to June 2010. The Tehsil Officer of Infrastructure and Services was also briefly vacant in July and August of 2010.

Section IV discusses the finance and Economics situation of TMA Okara

Finance: Based on the data reflected in the Okara budget books, the collection against demand has been very poor, with a range of 35%-57% over the last four years. This suggests that the water quality that the TMA is providing is very poor and/or that the staff responsible for collection have been ineffective.

The utilization in the non-development (Revenue) expenditure has been reasonable and remained more than 85%. However on the development side, utilization has been moving at a downward trend since 2005. There is currently no budget for 2010-2011 in sewerage or transportation services.

Section V is regarding major projects and future development of the city about the concerned sectors, providing with major ongoing and future projects and forecast for future projects along with the costs of the development.

Section VI is about different aspects of Urban Planning.

Urban Form: Okara was originally planned as a colony/mandi town in a radial form. Like other mandi towns, the layout follows a commercial centre in the middle of the town, with residential blocks toward the fringes. Streets largely follow a grid-iron pattern.

Urban Growth and Connectivity: Okara is a relatively new agricultural city developed by the British at the former site of the Okaan Jungle. Like other intermediate cities in Punjab, Okara

¹PMDFC Planning report Okara

is expanding in a haphazard manner with the absence of a master plan. On the Northern and Western sides of Okara, the Lower Bari Doab Canal presents a natural barrier to the physical growth of the City. As such, most of the recent developments are occurring toward the South.

The growth rate in Okara between 1981 and 1998 was 2.74%. Given current trends, the population is expected to increase from the current population of 447,779 in 2010, to 519,319 in 2020.

Okara is situated 127 km Southwest of Lahore on the G.T Road National Highway and the Lahore-Karachi main railway line. The nearest city is Sahiwal (39 km), which is accessible through the Sahiwal-Lahore road and railway

Urban Planning and Future Development: Okara has one overall plan developed in 1968-88 and updated in 1996-2021 by the Punjab Housing and Physical Planning Department. Since its development the plan has not been considered “in true spirit” during planning and development of urban Infrastructure for being too over-ambitious. However, many aspects of the plan were well developed and could still be considered.

Economics: Okara is historically famous for its agricultural-based economy and cotton mills, which existed since the British colonial era. Now, industry of all types including Rice, Sugar, Oil/Ghee, Electronics, Textile, Cotton, Surgical Cotton, export quality Crockery products, services and professional associations have developed in the area. The district also contains the military dairy farm and factory, a large scale live-stock and milk processing plant which fulfils most of the requirements for the Pakistani Army

There are 2 annexes attached to the end of the document. Annex 1 is important as it provides comparison of Socio-economic indicators of Okara with Punjab. Annex 2 provides the list of Govt. officers who provided information.

It is strongly recommended that this document should be used by the TMA for information and planning purposes and updated on an annual basis.

Section I

EXISTING SITUATION



I. EXISTING SITUATION

A. Introduction & History of City

Okara is a mandi town. It started to emerge as an urban centre during 3rd quarter of 19th century as a consequence of British colonization. Before introduction of canal system, it was a barren place. It is difficult to trace history of the town. It is however, narrated that Okara derived its name from a tree known as "OKAAN", which stood on the embankment of water tank. It was used as temporary stay for the people during journey to their destinations. According to local peoples, it was called "OKAAN ADDA" and then "OKAADA". However, with the passage of time, the name was refined as Okara.

After annexation of Punjab in 1849 by British, Montgomery (Sahiwal) was declared as District Headquarter in 1865. Previously the District Headquarter was Gogera. Okara become Tehsil Headquarter of Sahiwal District in 1918 and was later declared as Municipal Committee in 1930. Okara was declared as District Headquarter as was attached with Lahore Division in July 1982. Physical growth of the town can be divided into following phases:

Phase 1 (Pre-1947)

The whole area was a barren land till the introduction of canal system. However, Lower Bari Doab Canal (LBDC) from river Ravi in 1913, and later Depalpur and Pakpattan canals, brought the entire District under the command of Irrigation system.

The town was linked with Lahore and Karachi by main railway line in 1918. The road Network was completed in the first quarter of 20th century, linking the Town with all major cities. The Town was provided water supply in 1920. It was notified Town Committee in 1913 and was upgraded as Municipal Committee in 1930. The Tehsil Offices and Police Station were established in the same year.

Sutluj Textile Mill (Birla Textile Mill) was established in 1936. This provided a boost to the economy of the town. The population of surrounding villages migrated to the Town for want of employment. In 1942 the office of Market Committee was established, thereby further organising the agricultural trade, Timber Market, Fruit and Vegetable Market, Grain Market, Tehsil Headquarter Hospital, Government High School for Boys and Girls, Telephone Exchange, Power House, Municipal Parks, M.C Girls High School and Post Office were established during this period. Besides the Central part of the Town, Block A to F and some abadies namely Sheikh Basti, Kot Nihal Singh, Iqbal Nagar, Mohallah Ali Pur and Chak 1/4L, Chak 2/42, Chak 53/4L, Chak 54/4L, and Chak 55/4L were also developed.

Phase 2 (1948-1968)

After Partition, the population dominantly consist of Hindus and Sikhs migrated to India and Muslim immigrants settled in this district. With the result, the town expanded both in terms of area and population. The residential colonies like Samadpura, Ahmad abad, Samanadabad, Usmanabad, Faiz Colony, Muzaffar Colony, Ghaziabad, Christian Colony, Mustafa Park, and Kosar Town were developed.

Okara Cantonment was established in 1967. Public Buildings like Grid Station, Sutluj High School, Model School for Boys and Girls, Colleges, new building of telephone Exchange, Stadium and new building of Post Office were established in this period.

Phase 3 (1969-1988)

In this period the town developed at fast rate because establishment of Baba Fareed Sugar

Mill, Ice Factories and Oil Mills. These Industrial establishments brought new impetus to develop the town. District Complex and bridge on the railway line were also completed in this period. Residential Colonies like Model Town, Rehman Town, Amir Colony, Sabri Colony, Faizabad, Sher Rabbani Town, Seith Colony, Khan Colony, Bajwa Colony, Low Income Housing Scheme, and Fareed Town, were developed. Beside these Public High School, Girls high School, Ladies Park, Club and Stadium were the main addition in the town scape. Most of the development took place in the central part of town and along the L.M.Q Roads.

Phase 4 (1989- to date)

The pace of development got momentum during this period due to establishment of Ghee Mills, Cotton Ginning Factories and increase of Commercial activities. The town expanded in all directions, especially in the northern, southern and eastern sides. New residential areas like Co-operative Housing Scheme, Dar-ul Ehasan Town, Sabar Pia Town, Choudhary Colony, Rashid Park, Ayub Park, Ameer Colony, Latifabad, Al-Qadoos Town, and Wahab Town were developed during this period. Moreover, the public institutions such as St Mary Kinder Garden and Secondary School, Private Junior Model High School and Homeo Pathic Colleges were also setup in this period. The Commercial development took place along the main roads beside extension in already existing shopping areas. Okara Chamber of Commerce & Industry established in 2004.

Okara District has three Tehsils named Okara, Depalpur and Renala Khurd. Okara Tehsil has 41 Union Councils out of which 11 Urban Councils cover City Okara. The details are mentioned at Section C of this Chapter

B. Geographic Conditions, Physical Features, Spatial Organisation

1. Geographic Data

Okara is situated at a distance of about 127 Km South-West of Lahore on National Highway (G.T.Road) & on Lahore Karachi main railway line and 39 Km to the East of Sahiwal on the National Highway. Its approximate height above Sea level is 500ft. It's bearing longitude 31° North and Latitude 74°east.

²There are number of different kinds of grasses and other plant of slow growth is considerable. But there are not more than half a dozen species of trees of spontaneous growing with plenty of water the sounding area of city might became very fairly wooded. Near the river there is a good quality of timber, and along khanwah canal and in the villages adjoining it more especially to the south. There is a fine belt of trees, while the abandoned station of Gogera presents specimens of most trees found in the plains of upper India. The trees commonly met with are Ukkan, Kikar, Beri, Jand, van, and Karil. No special species of animal worth mention are to be found. Only in the riverine tract in the Depalpur Tehsil, stage deer is occasionally seen. Endemic however, is the menacing wild boar in the riverine belt of Sutluj and Ravi. They damage crops, and are shot down by farmers and occasionally are prey to concerted anti wild boar campaigns.

No special species of animals worth mention are to be found. Only in the riverine track in the Depalpur tehsil, stage – deer is occasionally seen. Endemic, however, is the menacing wild boar in the riverine belt of the Satluj and Ravi. They damage crops, and are shot down by farmers and occasionally are prey to concerted anti-wild boar campaigns.

Around the forest plantations, gray partridge is found, and there is duck and teal in the water –spots along the river banks of the Satluj and the Ravi during winter. With the ever

²District Census Report 1998.

Map 1: Location Map of Okara City



Source: Adapted from distancecalculator.globefeed.com

increasing number of licensed guns, these birds are getting smaller in numbers. Black partridge are the few that cling around the riverine track.

Fish is not brought in sufficient quantity for marketing purposes and as such, there is no export out of district. A small number is only brought to Okara, Depalpur and Haveli town for local consumption.

The demographical profile of city is mentioned in Table 1 and Table 2 shows growth rate and future projections.

Table 1: Demographic profile of Okara

Item	Value
Creation of Tehsil	1918
Creation of City	1900
Number of Union Councils	11
Total Area of the City	17 Sq Km
Total Population of the City (census 1998, including current urban growth)	358,635
Population - Male	185,235
Population - Female	173,400
Literacy rate of the City (census 1998)	63.7%
Average Household Size	7.2

Source: Outline Development Plan Okara 1996, Tehsil Municipal Administration Okara records, Urban Unit and District Census Report 1998

Table 2: Growth Rate and Future Projections

Population in 1998	Growth Rate (1981-1998)	Population in 2010	Future Estimates		
			2015	2020	2025
358,635	2.74	447,779	500,428	519,319	538,924

Source: Urban Unit July, 2010, Growth rate as per District Census Report 1998.

Table 3: Population Characteristics of Okara Tehsil in 1998

Okara		Population		
		Both Sexes	Male	Female
Tehsil	Urban	272324	150409	121915
	Rural	590040	305872	284168
	Total	862364	456281	406083
MC		201815	104245	97570
Cantt		56537	38966	17571

Source: District Census Report 1998.

Table 4: Census Population & Population Growth Rate of Okara Tehsil

Tehsil	1951	1961	1972	1981	1998
Population (Thousand Persons)	424	496	624	578	862
Population Growth Rate	-	1.58%	2.11%	-0.85%	2.38%

Source: Punjab Development Statistics 2010 & Urban Unit.

Note: The Definition of Urban Area was changed in 1971 therefore the 1981 census shows a negative or low growth rate.

2. Physical Features

Almost the entire district is in Bari Doab, a ridge of high land runs from north –east to south – west in the whole length of district. This ridge is often called the Dhaya, though the term is more properly applied to slope to the top of the ridge from the lowlands.

3. Spatial Organisation

Other than TMA, there are different department involved in Municipal Services. i.e includes Public Health Engineering Department, Provincial Highway, District Housing Department (PHATA), District Environment Department, Traffic Police and District Transport Department. District Road Department

C. Socioeconomic Data

Socioeconomic and other relevant information revealed from Multiple Indicator Cluster Survey (MICS) 2007-08. One of the main objectives of Multiple Indicator Cluster Survey (MICS) was to establish credible baseline for socio-economic status at each district level and Tehsil Level.

Table 5 Shows Socioeconomic indicators summary and Annex 1 shows detail socio economic information of Tehsil Okara. No further segregated information available with the Bureau of Statistics- Planning and Development Department Punjab. Population of Rural and Urban Ratio within Tehsil can help to estimate for an idea of urban proportional.

Table 5: Social Economic Indicators Summary

Social Indicators	Punjab	Tehsil Okara
Children Had diarrhoea in last two weeks	7.8	8.5
Had acute respiratory infection	7.2	9.3
None Water treatment methods not been used in the household	93.8	-
Boiled used in the household	2.8	-
Piped water is main source in dwelling	16.5	0.1
Improved sanitation facility available through Piped sewer system	20.9	45
Percentage of household population using improved sources of drinking water	96.8	72.8
Percentage of household population using sanitary means of excreta disposal	69.5	71.5
Percentage of household population using improved sources of drinking water and using sanitary means of excreta disposal	67.5	7,018
Solid waste disposal In open fields	78.1	-
Literacy rate (10 years and older)	59.3	5,247
Literacy rate (15 years and older)	55.6	4,380
Literacy rate (15-24 years)	73.3	1,428
Percentage of children aged 3-4 years currently attending preschool	13.5	364
Percentage of children of primary school entry age (5 years) currently attending grade 1	18.9	183
Percentage of children of primary school entry age (6 years) currently attending grade 1	38.4	189
Primary school gross attendance ratio (5-9 years)	97.2	917
Physical access to primary schools Boys government school <2 km	93	2.2
Physical access to primary schools Girls government school <2 km	91.4	2.2
Physical access to middle schools Boys government school <2 km	62.6	24.9
Physical access to middles chools Girls government school <2 km	62.8	28.9
Physical access to secondary schools Boys government school <2 km	50.6	34.8
Physical access to secondary schools Girls government school <2 km	46.9	40.8
Child labour -Working outside household	5.1	1,784
Physical access to nearest Government health facility	57.2	56.8
Employed	93.2	4.6
Unemployed and seeking job	6.8	100
Household utilities		
Electricity	92.5	95.9
Gas	26.4	23.6
Radio	40	41.7
TV	63.2	69.7
Cable TV	20.8	21.2
Telephone	15.9	14.8
Mobile	71	77
Computer	8.5	8.5
Internet	4.8	5.8
Fridge/Freezer	40.3	40.2
Air conditioner	6.6	6.3
Washing Machine	48.8	45.2
Cooler/ Fan	86.4	94.0
Cooking range/ microwave	6	4.4
Stitching Machine	72.7	71.5
Iron	80.2	83.3
Water filter	3.4	1.4
Donkey pump or turbine	54.5	75.1
Household possessions Bicycle	53.9	29.5
Household possessions Motorcycle/scooter	26.9	5.9
Owned houses	84.2	3.2
Receiving remittance as Zakat	1.4	0.2

Source:Govt of Punjab MICS Report 2007-2008

1. Employment and Unemployment

(a) Unemployment

Unemployment rate is measured as ratio of looking for work and laid off in total economically active population comprising employed, looking for work, laid off and unpaid family helpers, generally representing in percentage. The unemployment rate in the district was 15.2% which was mainly due to unemployment amongst male representing 15.5%. While female unemployment rate was just 1.2 %. This is because of their small proportion in their total economically action population. The unemployment rate was slightly low in rural as compared to urban areas representing 16.9% and 14.5% respectively. Detail is given in Table 6.

Table 6: Percentage of Population by Economic Categories 1998

Economic Category	All Areas			Rural			Urban		
	Both sexes	Male	Female	Both sexes	Male	Female	Both sexes	Male	Female
Economically Active	21.5	40.3	0.9	20.0	37.8	0.8	26.7	48.5	1.4
Not Economically Active	78.5	59.7	99.1	80.0	62.2	99.2	73.3	51.5	98.6
Children under 10	29.8	29.3	30.4	30.5	30.1	30.8	27.6	26.3	29.1
Students	6.6	12.5	0.2	6.3	11.9	0.1	7.8	14.3	0.2
Domestic Workers	33.9	2.4	68.5	34.2	2.6	68.3	33.2	2.0	69.3
Others	8.2	15.5	*	9.0	17.6	*	4.7	8.8	*
Unemployment Rate	15.2	15.5	1.2	14.5	14.7	1.5	16.9	17.4	0.7

Source: District Census Report 1998

(b) Employed population by Occupation

In 1998 of the total employed persons, 33.9% had elementary occupations followed by skilled agricultural and fishery works representing 40.2%, service workers, shop and market sales workers, 6.7% and craft and related trade workers representing 4.2%. In rural areas people having elementary occupations were again in majority, followed by skilled agriculture and fishery workers and service workers, shop and market sales workers representing 44.6%, 41.6% and 4.7% respectively. Further detail is given in the Table 7.

Table 7: Percentage of Employed Population by Occupation 1998:

Occupational Code	Description	All Areas	Rural	Urban
1	Legislators	*	*	0.1
2	Professional	3.6	2.2	7.1
3	Technicians and Associate professionals	1.2	0.9	1.8
4	Clerks	0.9	0.6	1.6
5	Service workers and shop and market sales workers	6.7	4.7	12.0
6	Skilled Agricultural and Fishery workers	33.9	44.6	6.6
7	Craft and Related Trade workers	4.2	3.3	6.5
8	Plant and Machine Operators and Assemblers	1.9	1.6	2.8
9	Elementary Occupations	40.2	41.6	36.5
0	Armed forces	7.4	0.5	25.1

Source: District Census Report 1998

(c) Employed Population by Industries

In 1998 majority of employed persons were working in construction industries, followed by agriculture, forestry, hunting and fishing industries and community, social and personal services industries, representing 36.3, 34.0 and 15.2 percent respectively. In rural areas

44.3% were looking in agriculture, forestry, hunting and fishing industries, 39.2% in construction industries and 6.6% in community, social and personal services industries. While in urban area majority was working in community, social and personal services 37.1%, followed by construction industries 28.8% and wholesale, retail trade and restaurant and hotel industries, 12.4% of the employed population, detailed data is shown in Table 8.

Table 8: Percentage of Employed Population 1998:

Industrial Code	Description	All Areas	Rural	Urban
1	Agricultural, Forestry, Hunting and Fishing	34.0	44.3	7.4
2	Mining and Quarrying	*	*	0
3	Manufacturing	3.7	2.8	6.1
4	Electricity, Gas and Water	0.2	0.3	0.1
5	Construction	36.3	39.2	28.8
6	Wholesale and Retail Trade and Restaurants and Hotels	6.3	3.9	12.4
7	Transport, Storage and Communication	2.1	1.5	3.6
8	Financing, Insurance, Real Estate and Business Services	1.4	0.6	3.4
9	Community, Social and Personal Services	15.2	6.6	37.1
0	Activities not adequately defined	0.8	0.7	1.0

* refers to a very small number

Source: District Census Report 1998

(d) Employment Status

Of the total economically active population 97.8% were registered as employed in 1998. Nearly 70.5% were self employed, 12.1% government employees and 14.2% private employees. Un-paid family helpers were recorded as 2.2%. The difference in proportions of employed population was significant between the genders and urban and rural residences. The detail can be seen in the Table 9.

Table 9: Employed population by employment status 1998

Employment status	All Areas			Rural			Urban		
	Both sexes	Male	Female	Both sexes	Male	Female	Both sexes	Male	Female
Total	100	100	100	100	100	100	100	100	100
Self employment	70.5	71.1	44.0	78.2	78.6	52.4	51.0	51.7	28.9
Employees (Govt)	12.1	11.7	30.1	4.0	3.7	19.3	32.9	32.4	49.8
Employees (Auto body)	0.8	0.8	2.0	0.6	0.6	0.9	1.4	1.3	4.0
Employees (Private)	14.2	14.1	17.3	14.3	14.3	18.1	13.5	13.5	15.9
Employers	0.2	0.2	0.5	0.1	0.1	0.6	0.5	0.5	0.2
Un-paid family helpers	2.2	2.1	6.1	2.8	2.7	8.7	0.7	0.6	1.4

Source: District Census Report 1998

D. Environment Conditions

The climate of Okara is hot in summer and comparatively cold in winter. May and June are the hottest months when temperature rises up to 44 degree centigrade. The Mon-soon starts at the end of June and remains by the middle of September but the average temperature is 36 degree centigrade. January is coldest month with average temperature of 6 degree centigrade. The annual rainfall is 490mm.

Water table in Okara city is 40 to 165 feet and up to this level the water quality is unfit for drinking purposes. From above 165 feet the water quality is good and fit for drinking.

Municipal Wastewater is being disposed through sewerage system. There are also drainage system exist. Untreated waste water is being utilized by the nearest farmers as well as disposed off into seepage drain. TMA Okara also sale out waste water at two places. There is no proper solid waste management system existed. There is no sanitary landfill available.

Poor sanitation can be seen in many areas. District Environment Department arranged public awareness campaigns. But still solid waste is not properly handled by Tehsil Municipal Administration as well as Hospitals and clinic etc.

District Environment reports shows that collection and disposal of municipal waste is not being carried out regularly. Dust pollution along the roads is a major problem. The main reasons includes lack of proper measures by the road construction department during construction work, also no action against the uncovered tractor trolleys which carries construction material and soil, sand.

Smoke and noise pollution by vehicles is the other main issue, emission of smoke from the foundries is degrading the environment level of the Okara city.

E. Incidence of Waterborne and Hygiene-Related Disease

Incidence of Waterborne and Hygiene-Related Disease information collected from Directorate General Health Services Punjab (Lahore.)

Directorate General Health Services Punjab is managing Health Managing Information System, according to the information in district Okara 54858 patients of following diseases visited government's health institutions:

- Diarrhoea/Dysentery in <5 yrs,
- Acute Flaccid Paralysis
- Worm Infestations
- Peptic Ulcer Diseases
- Cirrhosis of Liver
- Nephritis/ Nephrosis

As per the type wise disease Diarrhoea / Dysentery in >5 yrs, 21111 patient, Acute Flaccid Paralysis, 23patient, Worm Infestations, 5509 patient Peptic Ulcer Diseases, 26466 patient, Cirrhosis of Liver 1285 patients, Nephritis / Nephrosis patient 464 patients visited Government health institutions.

As per overall situation in Tehsil Okara, the Government Health institutions has provided health services to 12656patient of above mentioned categories disease. As per the type wise diseases Diarrhoea/Dysentery in >5 yrs, 5424 patient, Acute Flaccid Paralysis, 1patient, Worm Infestations, 1433 patient Peptic Ulcer Diseases, 5289 patient, Cirrhosis of Liver 243 patients, Nephritis / Nephrosis patient 266 patients visited Government health institutions.

The situation of patients visits to the government health institution in city Okara are mentioned in Table10.

Table 10:Incidence of Waterborne and Hygiene-Related Disease Jan-Jun2010

Facilities	Diarrhoea/Dysentery in >5 yrs	Acute Flaccid Paralysis	Worm Infestations	Peptic Ulcer Diseases	Cirrhosis of Liver	Nephritis/ Nephrosis
DHQ Hospital	596	0	53	313	7	165
DHQ Hospital(South city)	330	0	818	960	171	83
MCH CTR Bahadar Nagar	44	0	21	18	0	0
MCH CTR Chak NO.47-3R	34	0	0	0	0	0
MCHCTR Samadpura	33	0	40	11	0	0
MCH CTR NO.1	10	0	0	10	0	0
MCH CTR, Sirki MOH.2	60	0	40	0	0	0

Total	1,107	0	972	1,312	178	248
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Source: Health Management Information System Directorate General Health Services Punjab

F. Comparative Advantages, Weaknesses and Economic Potential

1. Existing Situation

(a) Land Use

Location – Connectivity: Okara is situated 127 km Southwest of Lahore on the G.T Road National Highway and the Lahore-Karachi main railway line. The nearest city is Sahiwal (39 km), which is accessible through the Sahiwal-Lahore road and railway (Map 2).

Urban Form: Okara was originally planned as a colony/mandi town in a radial form. Like other mandi towns, the layout follows a commercial centre in the middle of the town, with residential blocks toward the fringes. Streets largely follow a grid-iron pattern.

Urban Growth: Okara is a relatively new agricultural city developed by the British at the former site of the Okaan Jungle. Like other intermediate cities in Punjab, Okara is expanding in a haphazard manner with the absence of a master plan. On the Northern and Western sides of Okara, the Lower Bari Doab Canal presents a natural barrier to the physical growth of the City. As such, most of the recent developments are occurring toward the South.

The growth rate in Okara between 1981 and 1998 was 2.74%. Given current trends, the population is expected to increase from the current population of 447,779 in 2010, to 519,319 in 2020.

2. Service Delivery

Water Supply: The water supply network covers 60% of the town and serves 70% of the total population. 23 tube wells serve the town, of which 16 are operational and working 10-12 hours per day.³ No plan is being developed to address this issue.

Sewerage and Drainage: The coverage of the sewerage facility is approximately 50%. Of the remaining 50%, 25% is served with an open drain, while the other 25% is totally unserved. There is currently no sewerage treatment. No plan is being developed to address this issue.

Solid Waste Management: Most of Okara is covered by the City's solid waste management system. Solid waste is carried out through primary collection from the streets (through a four hour morning and afternoon shift), secondary collection from certain collection points, and final disposal. However no proper landfill site is available for final disposal. Solid waste is dumped in open spaces near the Canal on Faisalabad Road, Akbar Road near Cattle Mandi, Akbar Road near Sabri Colony and at Mansoorabad Pond. This open-space dumping is creating unsanitary conditions in the nearby areas.

Transport: No urban transport services are available except for motorcycles, rickshaws and auto rickshaws. The effective capacity of the new road system is reduced by poor traffic management, poor compliance with traffic regulations and the mix of motorized and non-motorized traffic.

The surface condition of the roads in Okara is very poor. During heavy rains, the lack of adequate drainage causes flooding on the roads for days at a time. This accelerates the

³PMDFC Planning report Okara

deterioration of the roads. There are only two streets in Okara with street lighting and adequate drainage.

There is one major flyover on Faisalabad Road in the centre of the town, and two underpasses. All are in good condition and are important for facilitating traffic in and out of the town.

3. Human Resources and Social Conditions

The socioeconomic data of Okara indicates that it is marginally below the provincial averages for the general socio-economic condition, but is not sufficient to constitute a comparative advantage over other towns included in the project survey.

TMA Human Resources: Most posts in of the TMA management are filled by permanent staff but it is significant that the post for Tehsil Officer Regulation has been vacant from October 2009 to June 2010. The Tehsil Officer of Infrastructure and Services was also briefly vacant in July and August of 2010.

4. Finance and Economics

(a) Finance

Based on the data reflected in the Okara budget books, the collection against demand has been very poor, with a range of 35%-57% over the last four years. This suggests that the water quality that the TMA is providing is very poor and/or that the staff responsible for collection have been ineffective.

The utilization in the non-development (Revenue) expenditure has been reasonable and remained more than 85%. However on the development side, utilization has been moving at a downward trend since 2005. There is currently no budget for 2010-2011 in sewerage or transportation services.

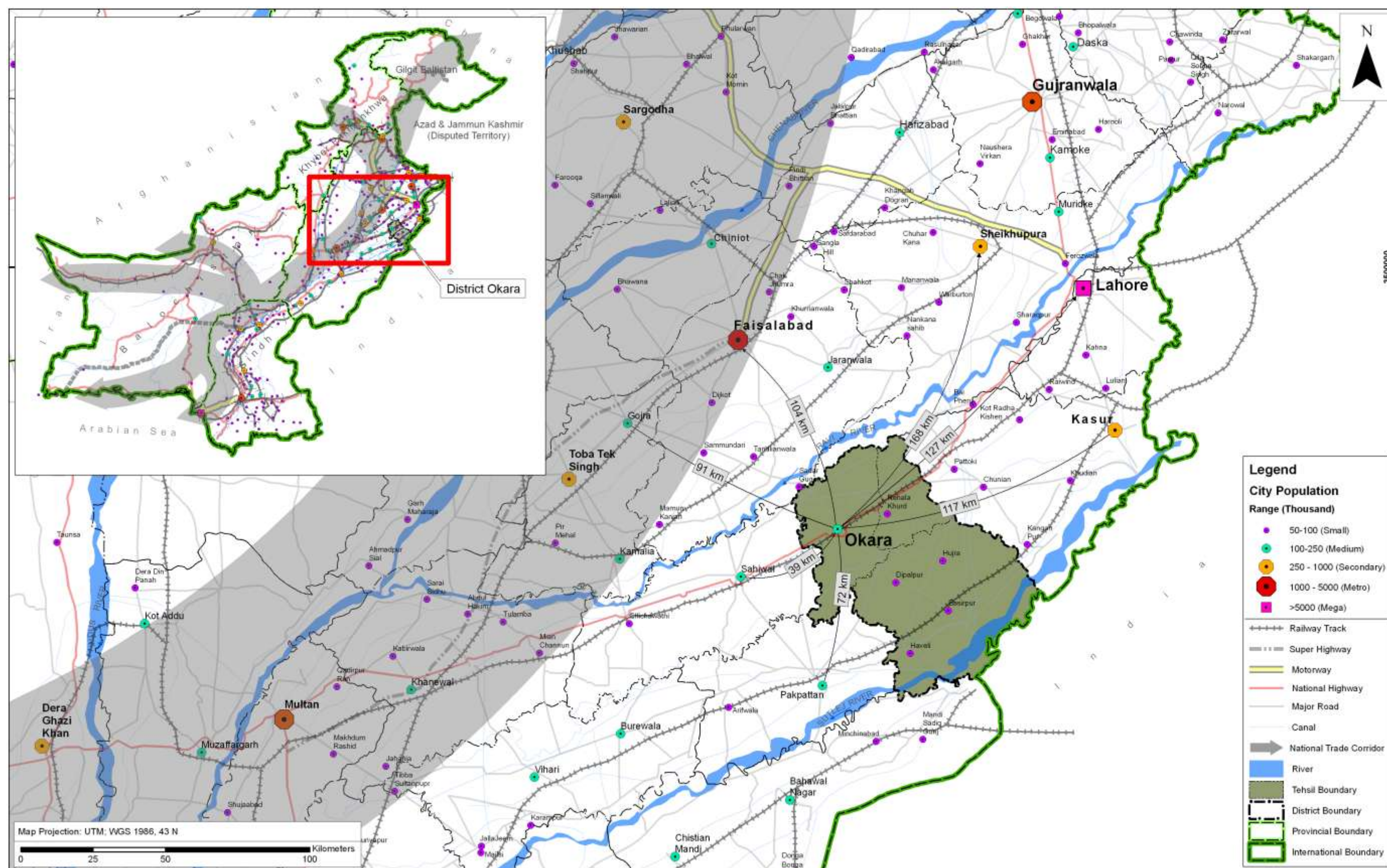
(b) Economics

Okara is historically famous for its agricultural-based economy and cotton mills, which existed since the British colonial era. Now, industry of all types including Rice, Sugar, Oil/Ghee, Electronics, Textile, Cotton, Surgical Cotton, export quality Crockery products, services and professional associations have developed in the area. The district also contains the military dairy farm and factory, a large scale live-stock and milk processing plant which fulfils most of the requirements for the Pakistani Army.

5. Urban Planning and Future Development

Okara has one overall plan developed in 1968-88 and updated in 1996-2021 by the Punjab Housing and Physical Planning Department. Since its development the plan has not been considered "in true spirit" during planning and development of urban Infrastructure for being too over-ambitious. However, many aspects of the plan were well developed and could still be considered.

Map 2: National Trade Corridor



Source: GHK Development data adapted from National Trade Corridor Management Unit (NTCMU).

G. SWOT Analysis

	Strengths	Weaknesses
Internal	<ul style="list-style-type: none"> Good connectivity to Lahore and Sahiwal. Large agricultural industry that earns steady income as the military supplier of meat and dairy produce. 	<ul style="list-style-type: none"> Decreasing overall investment in basic municipal services and increasing share of revenues invested in O&M. Lack of training and development for TMA staff and in particular no 'in-house' planning and development control capacity. Very poor cost recovery performance of the municipal water supply operations and poor utilization of development budget.
	Opportunities	Threats
External	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Lack of focus on major value-added sectors, likely to lead to a situation where the value-added per employee/enterprise would be affected adversely. Poor level of overall basic infrastructure provision.

H. Okara City Services Comparison with other Cities

The overall analysis of the data collected shows that Okara is not in a better position compared to Sargodha, Gujrat, Rahim Yar Khan, Sahiwal, Sialkot, Chiniot, and Bahawalpur and similar as of Kasur, Sheikhpura, D.G Khan and Jhang. Table 11 presents information about the total population, service delivery coverage, economic activities, collection against demand, O&M Cost, investment in Services, TMA staff management filled etc., Key findings include:

1. Management of Liquid Waste services coverage is almost same i.e poor like in other cities Chiniot, Kasur, Sheikhpura and less compared to Sahiwal, Rahim Yar Khan, Bahawalpur, Sargodha and Jhang. There is no difference of ultimate disposal of Solid Waste and Liquid Waste which are being disposed as untreated to nearby outlets. Solid Waste Management situation is better compared to all other PCIP cities and similar as in Kasur, but there is difference regarding ultimate dumping of Solid Waste which is near city areas at open spaces.
2. Drinking water supply coverage in Okara is better compared to other cities like Rahim Yar Khan, Bahawalpur and Jhang. Okara sub soil water of the city is brackish and unfit for human consumption
3. Okara city also does not have the metered connections like other cities. But TMA has introduced different tariff for connection with and without electric motor on water supply connection
4. Urban transport is becoming burning issue of Okara City, because of its rapid urbanization growth. The population of Okara showed an increasing trend in the past it was a small settlement of 10,712 in 1931 which is now 447,779. Okara city requires immediate attention to plan for present and future needs for urban transport services. Currently urban transport services in Okara are similar as have in other cities. Like use of Motor Cycle Rickshaws, and Auto Rickshaws and also lack of traffic signals at chowks.
5. TMA Okara is also facing similar issues like other TMAs are facing i.e Capacity issues, both Human and Financial, Lack of Management skills, Lack of commercial and technical skills
6. Okara has better economic conditions because of its Location on the main GT road and Railway line connecting to major cities of Pakistan i.e Rawalpindi, Lahore, Multan, Karachi and Quetta and also Okara is very famous for its Rice, Sugar, Oil/Ghee, Electronics, Textile, Cotton, Surgical Cotton, export quality Crockery products.

Table 11: Summary of 12 TMAs

City	Economic				Technical				Financial			Management	
	Connectivity	Population	Population	Economic Activity	Service Delivery (Coverage)				Collection Against Demand	Meets O&M Cost	Investment in Services	TMA Management Filled	TMA Staff Filled
		2010	2020		Transport	Sewerage	Waste	Water					
Chiniot	Good	304,917	357,722	Fair	Yes	50%	Poor	75%	Good	Yes	Poor	80%	88%
Kasur	Good	404,550	495,082	Good	Yes	1%	Fair	70%	Fair	No	Poor	93%	70%
Sheikhupura	Good	503,817	623,852	Good	No	30%	Poor	40%	-	-	Poor	83%	100%
Okara	Fair	447,779	519,319	Fair	No	55%	Fair	70%	Poor	-	Poor	92%	82%
Sahiwal	Fair	406,681	482,775	Good	Yes	90%	Poor	90%	Good	No	Poor	95%	87%
Rahim Yar Khan	Fair	468,431	581,173	Good	Yes	85%	Poor	40%	Good	Yes	Fair	85%	76%
Bahawalpur	Fair	644,872	822,276	Good	Yes	82%	Poor	3%	Good	No	Fair	48%	90%
Sargodha	Good	692,250	862,227	Good	Yes	85%	Poor	70%	-	-	-	73%	94%
Gujrat	Good	421,211	500,515	Fair	Yes	50%	Poor	70%	-	-	-	96%	96%
Dera Ghazi Khan	Fair	421,308	539,310	Fair	No	60%	Poor	80%	Poor	No	-	54%	92%
Jhang	Fair	466,121	551,707	Fair	Yes	80%	Poor	25%	Poor	No	Poor	68%	52%
Sialkot	Good	809,588	1,007,390	Good	Yes	20%	Poor	35%	Good	No	Good	83%	92%

Source: GHK analysis based on data collected for developing city profiles

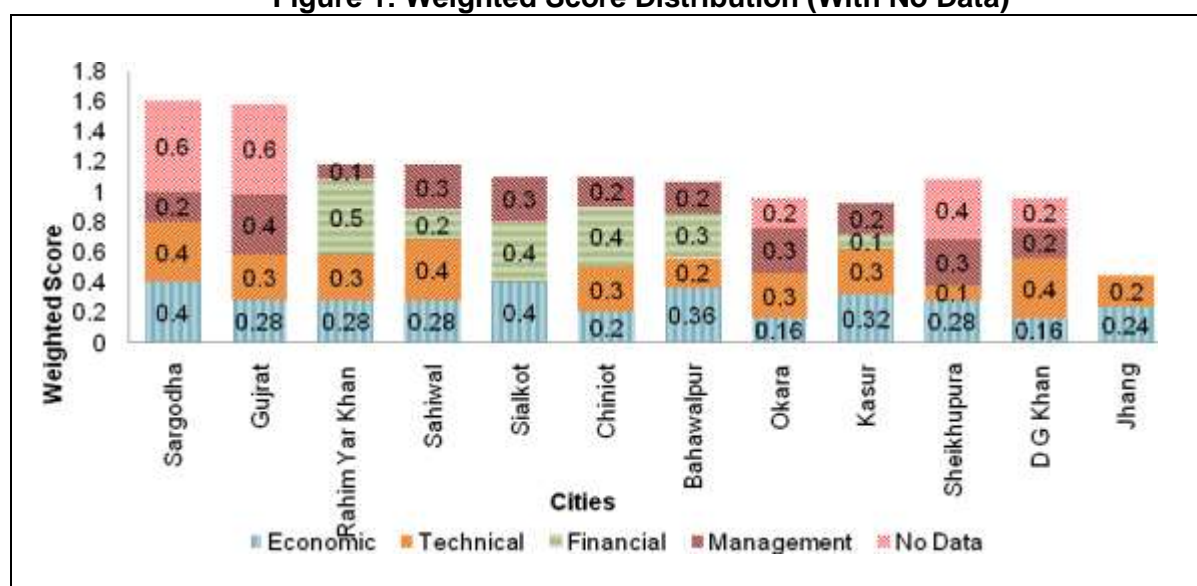
Good
Fair
Poor



7. TMA Okara Schedule of establishment shows that TMA has 82% filled position; this situation is encouraging compared to other towns. Okara TMA staff requires skills enhancement through trainings in specialized institutions and on job trainings.

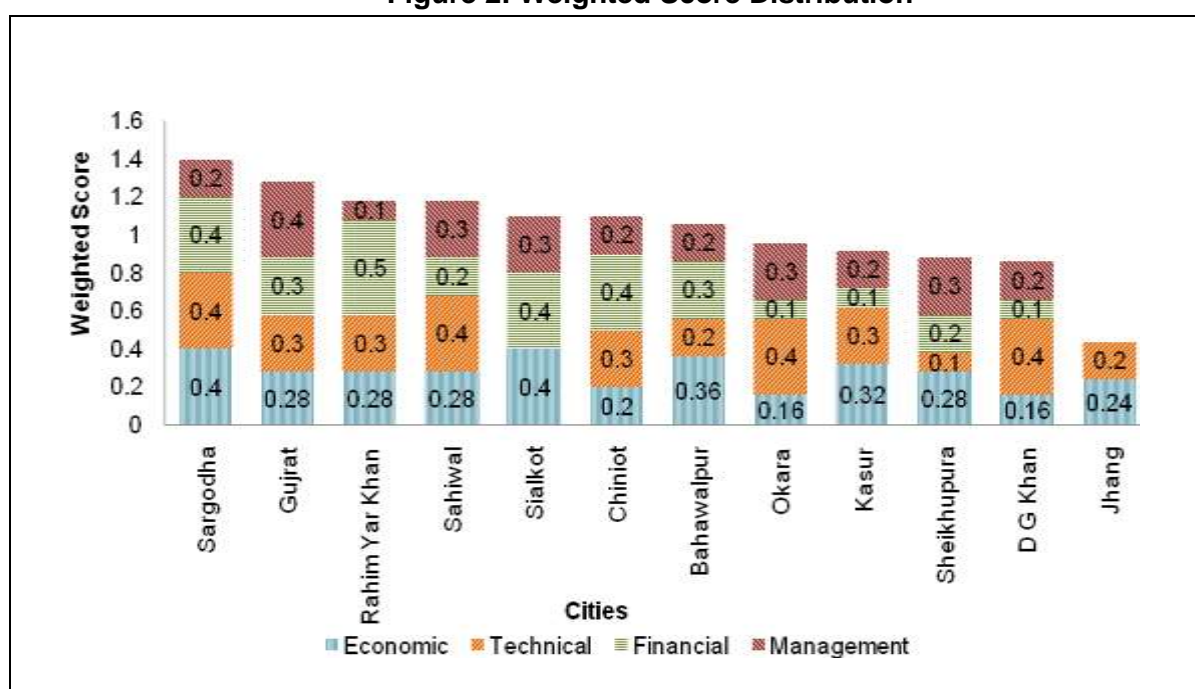
Further comparison and analysis presented at Figure 1, Figure 2 and Figure 3. The Figure 1 present weighted score distribution (with no data) among cities, and Figure 2 Shows weighted score distribution among cities. The Figure 3 present overall weighted score.

Figure 1: Weighted Score Distribution (With No Data)



Source: GHK analysis based on data collected for developing city profiles

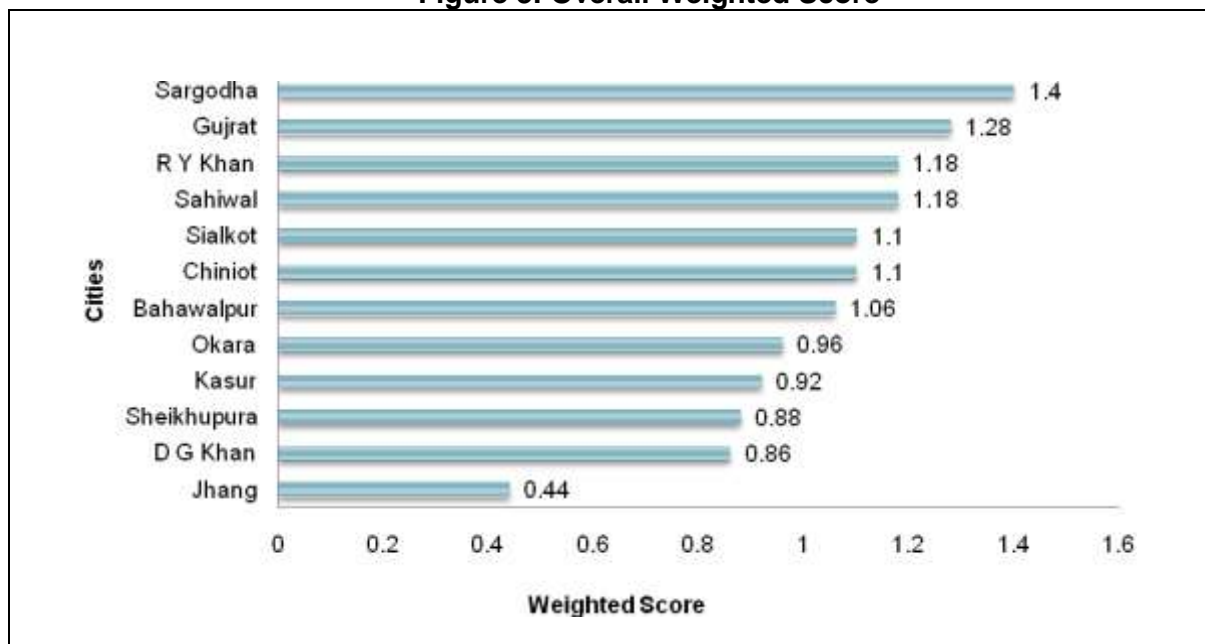
Figure 2: Weighted Score Distribution



Source: GHK analysis based on data collected for developing city profiles

The Figure 3 shows the overall weighted score of PCIIP cities in which Okara City is in much better position as compared to the other four cities i.e. Kasur, Sheikhupura, Dera Ghazi Khan and Jhang.

Figure 3: Overall Weighted Score



Source: GHK analysis based on data collected for developing city profiles

Section II

SERVICE DELIVERY BASELINE DATA



II. SERVICE DELIVERY BASELINE DATA

A. Water Supply Service

Okara city is a plain with a minor slope. The shallow sub soil water of the town is brackish and unfit for human consumption. Present source of water supply system in the town is with deep Tube wells installed at depth of 165 to 220 feet. Water table is at 45 feet. Most of the town is dependent on TMA water supply. Water supply coverage of the town is about 60%.

16 Tube wells of TMA are installed near LBD Canal. While six tube wells installed near 5/4-L Minor and one tube well is at Bus Stop. Two tube wells under Public Works Department are installed near LBDC to supply water only for Hospital and Girls Collage and officer's colony to feed the present water supply system of the town, there are 23 tube wells out of which 10 Tube wells are operational and working 10-12 hours/day⁴.

Connections are not metered and consumers pay by norms rather than actual consumption. Consumption is generally excessive and inefficient in relation to uses of water. Piped drinking water is used for fire fighting, while non potable ground water is generally available in the city. Piped water is also used extensive for horticulture.

No chlorination is done by TMA staff. Bleaching powder solution is used monthly and during the rainy days it is added after 15 days basis

There is need to measures the discharge of present tube wells and the additional source capacity needs to be worked out for cater for water shortage and un-served areas

Existing water supply services are shown in Map 3 and describe in Table 12.

1. Major Issues

- The shallow sub soil water of the town is brackish and unfit for human consumption.
- Nearly 40 % of the population is without piped water supply and people using their own source of water, mostly hand pumps and power pumps
- The quality of water from this shallow source is not so good and is mostly contaminated.
- OHRs not Operational

Table 12: Existing Water Supply Services Profiles

Sr. No.	Item	Value
1	Coverage	
	Water supply coverage area	60%
	Population	70%
2	Source	
	Ground Water (tube wells based system)	yes
	No of Tube Wells	23
	Functional Tube Wells	10
	Capacity of Functional Tube Wells	10 Cusec
	Surface Water (filter based system)/ -waterworks	No
	Total land available for filter based system/ Water works	Not applicable
	Total land vacant within filter based system/ Water works	Not applicable

⁴PMDFC Planning report Okara

Sr. No.	Item	Value
	Type of filters system	
	Rapid sand filters	Not applicable
	Slow sand filters	Not applicable
	No of Pumps installed	Not applicable
	No of Pumps Functional	Not applicable
	Capacity of Functional Pumps	Not applicable
	Water filter plants installed under Clean Drinking Water Initiatives	
	Total No of water filter plant	0
	Functional water filter plant	0
	Since when water filter plants are non functional	0
	Name of location of Water filter plant	
	Not Applicable	
	Who Operates the Not Applicable`	
	Water filter plants installed under TMA or DG Schemes	
	Total No of water filter plant	4
	Functional water filter plant	4
	Since when water filter plants are non functional	Not Applicable
	Name of location of Water plant	
	1.Old water works Tehsil road (Punjab Govt	
	2.Chamramandi water works (MPA funds)	
	3.Ghaziaabad water works (Punjab Govt Kachiabadi funds	
	4.Sammdpur road near darbar baba mehersshah	
	Who Operates the Water filter plant ? .all water filter plant maintain by TMA	
	Total Supply	2.7 mg/day
	Duration (Supply Hours)	12 Hours
3	Total Connections	9,051
	Domestic Connection without Electric motor	8,781
	Domestic Connection with Electric motor	236
	Commercial	34
	Industrial	0
4	Water Consumption	
	Per Capita water Consumption	50 g/d
	Total Water Consumption	2.7 MGD
	Overhead Reservoirs	5
	Capacity of OHT's	250,000 Gallons
	Ground Water Storage Tank	4
	Capacity of Ground Water storage tank	320,000 Gallons
5	Water Distribution Network	
	Type of Distribution pipe network	AC 15%, PVC 75,10% GI
	Approximate pipe length	5 Km
6	Staff	
	Total Staff for W/S Management	79
	Technical	67
	Non-technical	12
	Maintenance Teams	4
	Staff/1000 Population for Water Connections	6

Source: Assessment by TMA Okara Technical Staff- Ch. Muhammad Akram Water and Disposal Incharge
GHK field team Conversation during field survey with Mr Qaiser Raza Public Health Engineering
Department

(a) Is there any water supply plan developed, if so please provide detail?

No Plan developed

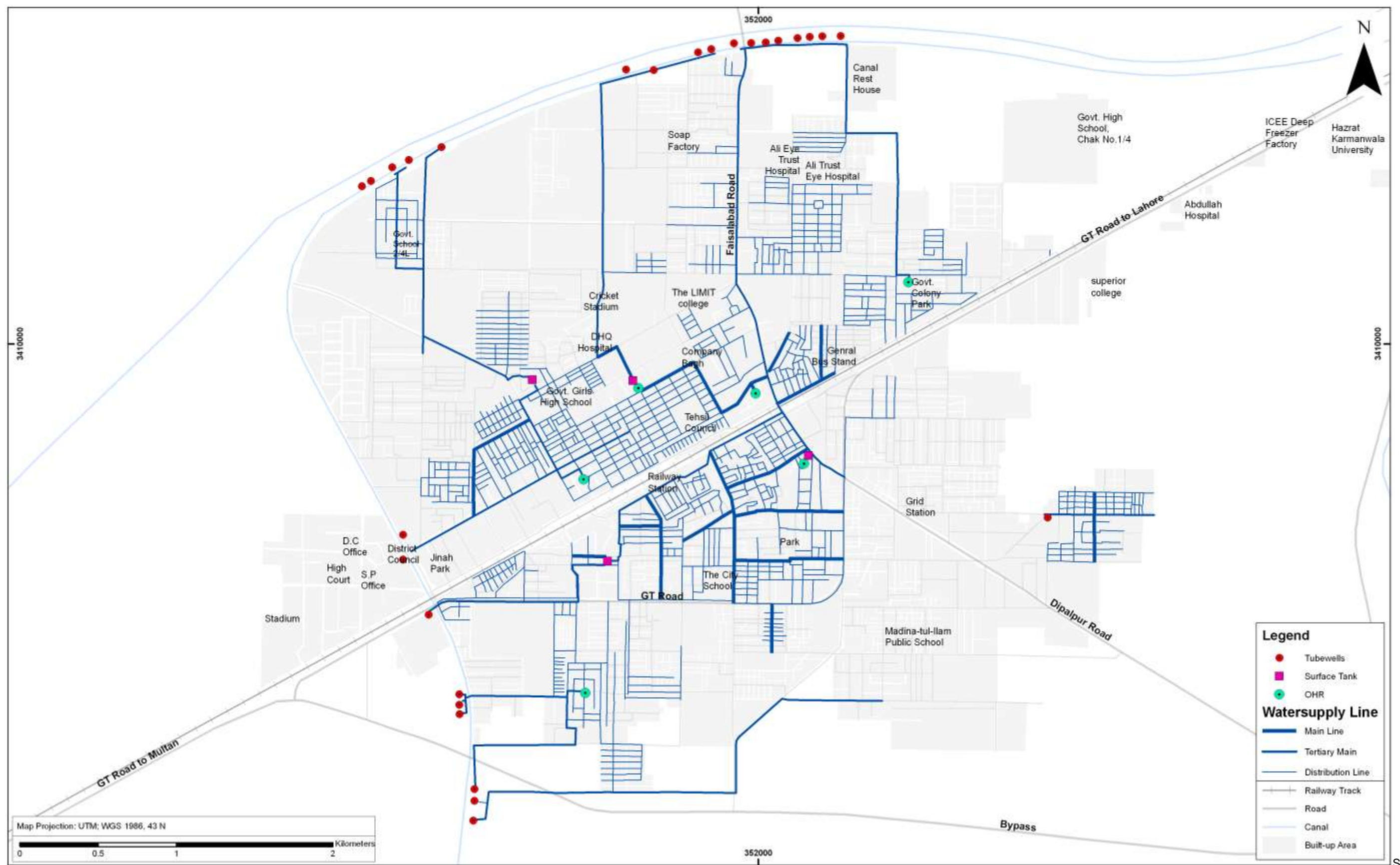
(b) Please provide detail, if TMA has outsourced water supply services any part of water supply services?

Not Outsourced

(c) Is there any Union for Water supply services if so please provide detail?

There is no separate union of Water supply staff. The Water supply staffs are part of Central Bargain Agent (CBA) TMA Okara. The name of CBA is **Labour Union** TMA Okara. (Present union is working since two year)

Map 3: Existing Water Supply System in Okara City



Source: Adapted from Urban Unit's Okara base map. Survey undertaken by GHK team who visited each location marked in the map

B. Sewerage and Drainage

Topography of Okara town is flat. Sewerage coverage is 50 % of the town and 25 % is served with open drain while remaining 25% are totally un-served area. 50% of the existed Sewerage is silted up. There is lot of stress on its trunk sewer; especially in monsoon season, flooding occurs in different locations.

Untreated wastewater is being sold to the farmers by annual tender. De-silting is being done manually. The disposal stations are working maximum hours so that water should not over flow in sewer lines, but during rainy season it is difficult to control and flooding occurs in different areas. Existing sewerage and Drainage System is shown in Map4 and describe in Table 13.

1. Major Issues

- Pressure on trunk sewer; especially in monsoon season.
- Disposal stations are not in good condition.
- City has grown from when it was developed many years back.
- Inadequate machinery to improve the sewerage system of the town.
- Sewage is being disposed of in open fields without treatment

Table 13: Existing Sewerage and Drainage System profile

Sr. No.	Item	Value
1	Sewerage Coverage	
	Area	50%
	Population	55%
	Approximate Length of Total sewers	10 Km
	Dia Range	9inch to 66 inch Mm
2	Drainage Coverage	
	Area	25-30%
	Population	25%
	Approximate open sewage drains	15 Km
	Approximate covered sewage drains	5 Km
3	Effluent/Discharge	
	Total Effluent/Discharge	40 Cusec
4	Pumping Arrangements	
	No of Pumping Stations	2
	No of Pumps	6
	Total Pumping Capacity	34 Cusec
5	Treatment Arrangements	
	Waste water treatment Plant	No
	Waste water treatment Plant Capacity	No
6	Connections	
	Total Connections	Connections not registered
	Domestic	Connections not registered
	Commercial/Industrial	Connections not registered
7	Recipient Body	
	Ultimate Discharge	River Sukhbias, LBDC
8	Staff	
	Total Staff for Management	73
	Technical	12
	Non-technical	61
	Maintenance Teams	49
	Pipe Breaks /Month	150
	Complaints /Month	250
	Staff/1000 Population for Sewerage Connections	6

Source: Assessment by TMA Okara Technical Staff- Ch. Muhammad Akram Water and Disposal Incharge
GHK field team Conversation during field survey with Mr Qaiser Raza Public Health Engineering
Department.

(a) Is there any sanitation plan developed, if so please provide detail?

No Sanitation plan developed.

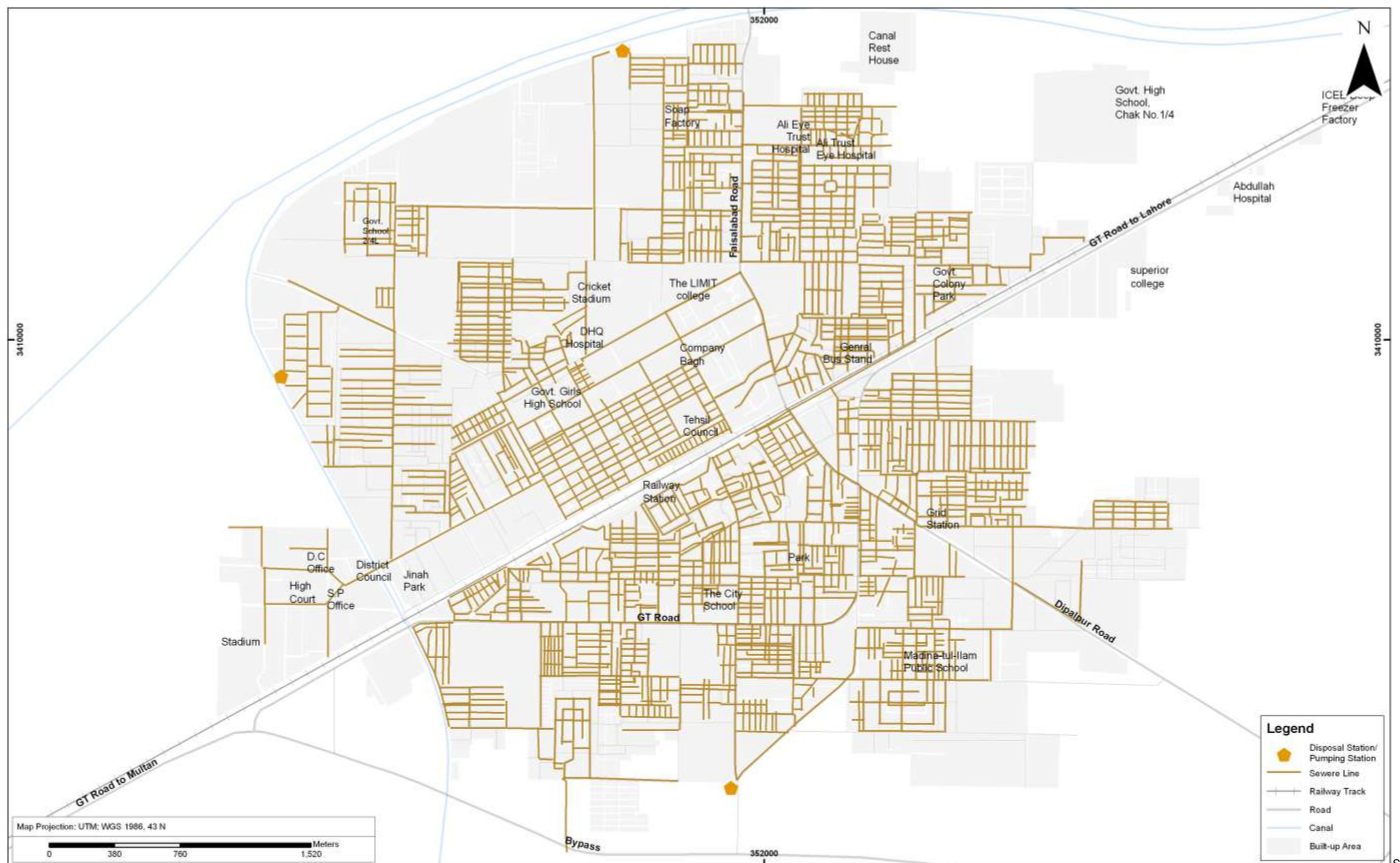
(b) Please provide detail, if TMA has outsourced sanitation services any part of sanitation services

Not Out sourced, TMA is maintaining the sanitation system.

(c) Is there any Union for Sanitation services if so please provide detail?

There is no separate union of Sanitation staff. The sanitation staffs are part of Central Bargain Agent (CBA) TMA Okara. The name of CBA is **Labour Union** TMA Okara.

Map 4: Existing Sewerage System in Okara City



Source: Adapted from Urban Unit's Okara base map. Survey undertaken by GHK team who visited each location marked in the map

C. Solid Waste Management

Solid waste generation in Okara is about 105 tons per day. Most of the town is covered by solid waste management system. Detail of service level in Mohallah and roads along with location of container. Solid waste management in Okara comprises of primary collection from streets, secondary collection and final disposal

After sweeping the streets and roads the sanitary workers carry the solid waste in wheelbarrows driven manually and collect at certain collection points. Sanitation staff starts work at 5:30 am each morning and ends the first shift at 9:30 am. Second shift is between 2:00 pm to 5:00 pm.

Existing solid waste management system is shown in Map 5 and describe in Table 14.

1. Major Issues:

- No proper landfill site is available in or out side of the city.
- Solid waste is dumped in open spaces near LBDC Canal on Faisalabad Road, Akbar Road near Cattle Mandi, Akbar Road near Sabri Colony and at Mansoorabad Pond.
- The solid waste is dumped in open spaces creating in-sanitary & unhygienic conditions.⁵

:

Table 14: Existing Solid Waste Management System Profile

Sr. No	Items	Value
1	Collection and Disposal	
	Waste Generated	105-140 Tons/day
	Waste Collected	85 Tons/day
	Generation Rate	0.5 kg/capita/day
	Waste Generated per HH	3.6 kg
	Waste Disposed Off	85 Tons/day
	Temporary Disposal Sites	4
	Location of Temporary Disposal Sites and since when these sites have been utilize	
	1.Akbar road near Sabri colony 1.5km from city centre	
	2.Akbar road near Cattle Mandi 2.5 km from city centre	
	3.Lower Bari Doub Canal edge near Chakdherd 5km from city centre	
	4.Lower Bari Doub Canal near Faisalabad road 4 km from city centre	
	Landfill sites	
	Are there any landfill site available	No
	If landfill sites available, please provide following detail:	
	Landfill site developed	Not applicable
	Landfill site	Not applicable
	If landfill site non-functional Please provide following information	
	Since when the site is non functional	Not applicable
	Main reason for non-functional landfill	
	Distance from centre of the City	Not applicable
2	Equipment	
	Hand Carts/Push cart	95
	Donkey Carts	No
	Secondary Containers	48
	Tractor Trolleys	7
	Arm Roll Trucks	No
	Truck	No
	Excavators	No
	Bulldozer	NO
	Vans	No

⁵Planning Report Okara developed by PMDFC

Sr. No	Items	Value
	Tractors with Bucket	3
	Tractors with Blade	2
	Tractors with container carrier	1
	Mechanical Sweeper	1
3	Staff	
	Chief Sanitary Inspector regular	No
	Chief Sanitary Inspector contract	No
	Chief Sanitary Inspector work charge	No
	Sanitary Inspector regular	1
	Sanitary Inspector contract	No
	Sanitary Inspector work charge	No
	Assistant Sanitary Inspector regular	2
	Assistant Sanitary Inspector contract	No
	Assistant Sanitary Inspector work charge	No
	Sanitary Supervisor regular	11
	Sanitary Supervisor contract	No
	Sanitary Supervisor work charge	No
	Sanitary Workers male regular	247
	Sanitary Workers male Contract	1
	Sanitary Workers male work change	45
	Sanitary Workers female regular	78
	Sanitary Workers female contract	4
	Sanitary Workers female Work	12
	Drivers Regular	7
	Drivers Contract	1
	Drivers work charge	0
	Other specialized staff	0
	Staff per 1000 persons	1

Source: Assessment by TMA Okara Technical Staff-Chief Office Muhammad Akram, Hafiz Umer Clerk and Mubashar Ahmed sanitary Inspector and GHK field team Conversation during field survey with different officials

(a) Scavenging Activities

Scavenging activities are often seen on roads and streets. And about 1000 scavengers are involved in this activity. Plastic bottles, glass bottles, irons, gatta, are collected by the scavengers. They also collect waste i.e Sharps, Pathological, Infectious, Radioactive, Chemical, Pharmaceutical and sale it locally. There are approximate 100 shops exist in Okara city. About 500 scavengers are involved in scavenging activities. Plastic bottles and iron and Gatta are the main items.

(b) Is there any SWM plan developed, if so please provide detail?

No proper plan has been developed,

(c) Please provide detail, if TMA has outsourced SWM services any part of SWM services

TMA has not outsourced any part of Solid waste services

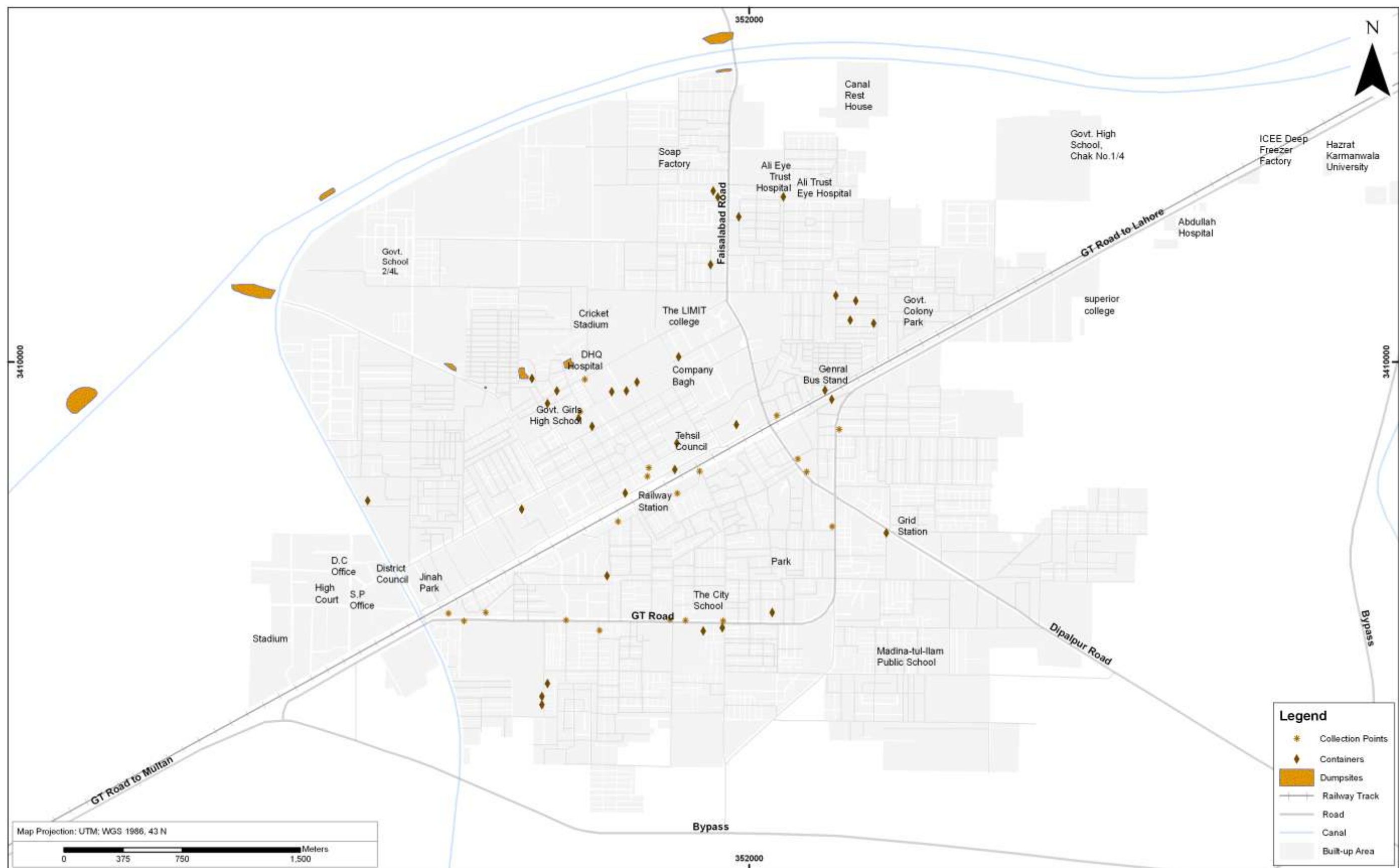
(d) Is there any Union for SWM services if so please provide detail?

There is no separate union established by SWM staffs. The sanitation staff is part of Central Bargain Agent (CBA) TMA.

(e) Is there are persons who are hired under contract and paid less than DMG/other staff

No persons hired under contract and paid less than DMG

Map 5: Existing Solid Waste Management System in Okara City



Source: Adapted from Urban Unit's Okara base map. Survey undertaken by GHK team who visited each location marked in the map

D. Urban Transport Service

Okara was originally planned as a colony/mandi town on the pattern of radial planning. Commercial zones lead to a central point and residential block on the back. The roads are straight and wide having right of way varying from 28ft -99ft. Congestion prevails throughout the town especially in central areas due to the lack of proper development control. Major roads passing through the town are GT road and By-pass Road.

Lahore-Multan Road: GT road that passes through the city is the main artery of entire road network. Being on the main GT road, has led different land uses to concentrate along the Highway. Its repercussions are twofold. On one hand, lot of traffic both slow and fast moving had been generated on the Grand Trunk road, causing obstruction in through traffic, accident hazards and lack of flow of fast moving vehicles.

Commercial activity and residential areas have sprung up along the GT Road. In addition, present Bus Stand created a lot of congestion. This haphazard development created need for diverting the through traffic outside the city area. Therefore, By Pass Road was constructed in the south of the town. This road diverts from the GT road in the southern direction, runs parallel to the town and then joins the Highway in south west of the town. With the construction of by pass, all of the fast moving through traffic moves without being obstructed by the slow moving traffic.

The roads that are frequently in use but are in extremely bad condition are Tehsilroad, Chamra Mandi Road, 36/2-L road, Jane Maola road, 27/2-L road, Khan Baba road, Sabzi Mandi Road, Old Mall Mandi Road and Ghalla Godown Road.

The surface condition of all of these roads is very poor. There are pot holes, broken surface that causes hindrance in driving and smooth flow of traffic. During rains, due to lack of adequate drainage services water stays for days on the roads. This further deteriorates the surface condition. Only Church road and Tehsil road have some partial drainage and street lights available, and all rest of the roads mentioned above are without street lights, drainage and adequate surface condition.

There is one major flyover in the centre of the town on Okara Faisalabad road. It was Constructed by Highway department. It is very important as it connects the town bifurcated by the railway track. It saves time and energy. Under this an under pass has been constructed on Benazir road. Another by pass was constructed on GT road and the road passing under in ¾ L road. These structures facilitate flow of traffic in Okara.

The entire town of Okara due to lack of proper planning suffers from traffic congestion. The most acute is along Faisalabad - Okara Road. Although a bypass has been constructed that diverts the through traffic outside the city area but due to ribbon development a number of commercial and institutional activities are situated here. This results in generating traffic both fast and slow.⁶

There is no Signal on any Chowk and no urban bus or Vagon services are available. On all roads mostly motorcycle rickshaws or Auto Rickshaws are being used as urban transport services. Due to rapid expansion of the city and 14.38 annual vehicle growths indicating, the immediate attention to improve transport infrastructure and provide urban transport services.

Existing road network, chowk, bus stands and truck stands are shown in Map 6. Motor Vehicle registered by type and average annual growth rate of registered vehicle is mentioned in Table 15 and Table 16 respectively

⁶Planning Report Okara developed by PMDFC

1. Major Issues

- The roads that are frequently in use but are not in good condition are Tehsil road, Chamra Mandi Road, 36/2-L road, Jane Maola road, 27/2-L road, and Khan Baba road, SabziMandi Road, Old Mall Mandi Road and Ghalla Godown Road.
- The surface condition of all of these roads is very poor.
- There are pot holes, broken surface that causes hindrance in driving and smooth flow of traffic.
- During rains, due to lack of adequate drainage services water stays for days on the roads. This further deteriorates the surface condition. Only Church road and Tehsil road have some partial drainage and street lights available, and all rest of the roads mentioned above are without street lights, drainage and adequate surface condition.
- There are frequent traffic jams due to lack of maintenance of the roads.

Table 15: Motor Vehicles Registered by Type 2003-2009

Year	Total	Motor cars, Jeeps and station wagons	Motor cycles and scooters	Trucks	Pickups/Delivery vans	Mini Buses/Buses/Flying coaches	Taxis	Auto Rickshaw	Tractors	Others
Up to June2002					295	371	0	0	12,910	10
Duration					112	12	0	0	632	0
Up to June2003	40,568	2,390	23,382	454	407	383	0	0	13,542	10
Duration	3,079	76	2,283	0	7	0	0	0	709	4
Up to June2004	43,647	2,466	25,665	454	414	383	0	0	14,251	14
Duration	6,810	47	5,518	0	43	4	0	252	940	6
Up to June2005	50,457	2,513	31,183	454	457	387		252	15,191	20
Duration	9,532	74	7,798	1	30	2	0	404	1,222	1
Up to June2006	59,989	2,587	38,981	455	487	389	0	656	16,413	21
Duration	10,106	81	8,952	0	5	0	0	21	1,043	4
Up to June2007	70,095	2,668	47,933	455	492	389	0	677	17,456	25
Duration	15,532	86	14,531	4	13	5	0	144	743	6
Up to June2008	85,627	2,754	62,464	459	505	394	0	821	18,199	31

Source:Punjab Development Statistic2003-2010

Table 16: Average Annual Growth Rate of Registered Vehicles 2006-2009

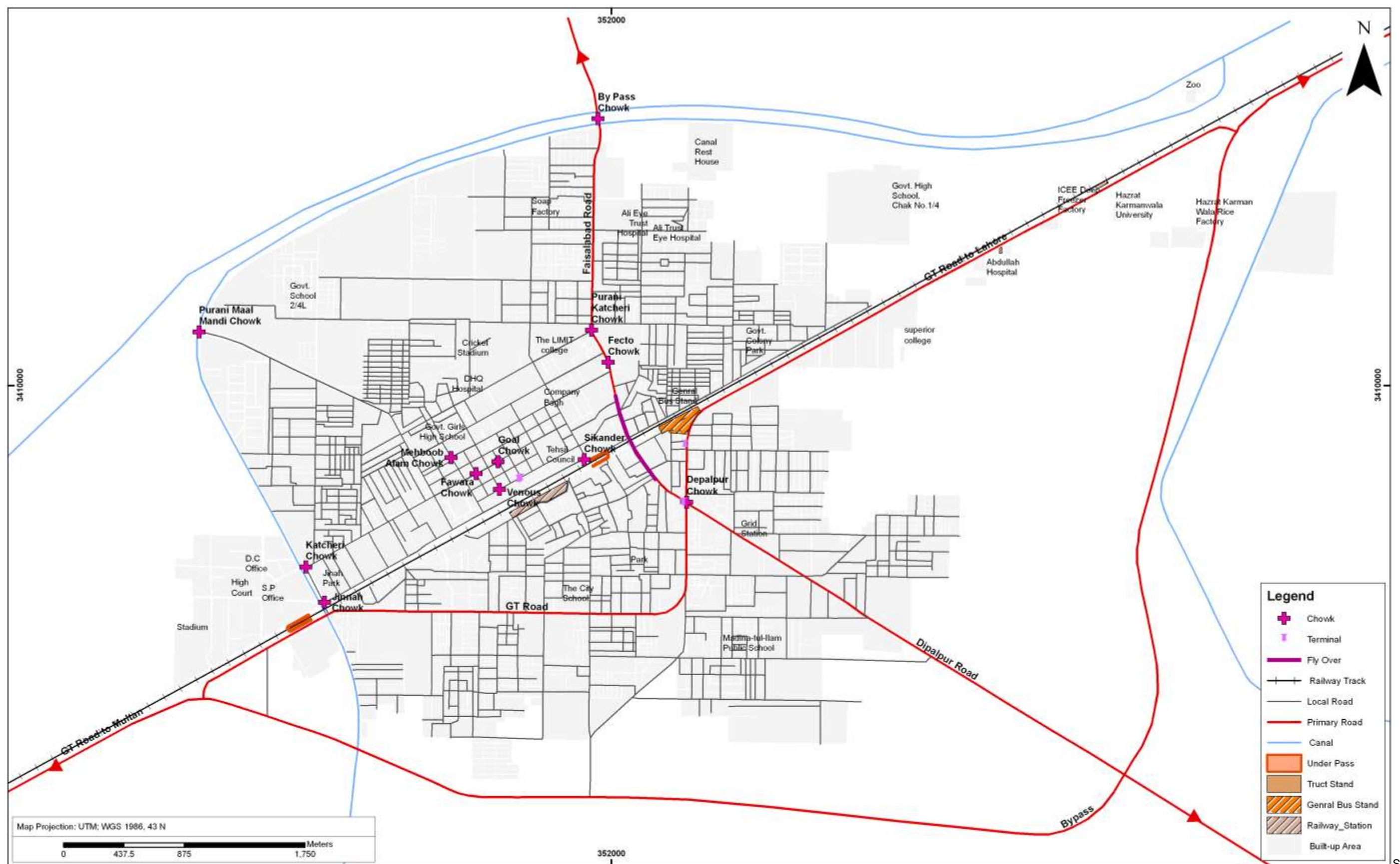
Total	Motor cars, Jeeps and station wagons	Motor cycles and scooters	Trucks	Pickups/Delivery vans	Mini Buses/Buses/Flying coaches	Taxis	Auto Rickshaw	Tractors	Others
14.38	1.56	19.19	14.18	10.05	1.52	0	61.60	5.90	26.18

Source: Punjab Development Statistic 2003 -2010

2. Major Chowks

There important chowks mentioned in Table 17. All of these chowk are without traffic signals, the traffic passes haphazardly through them.

Map 6: Existing Transport System in Okara City



Source: Source: Adapted from Urban Unit's Okara base map. Survey undertaken by GHK team who visited each location marked in the map

Table 17: List of Major Chowks

Sr.No.	Name of Chowks	Remarks
1	Haki Chowk	without traffic signals
2	Gung Road	
3	Jinnah Park	
4	Almass	
5	Sheruk Pur	
6	Batti	
7	Faisalabad bypass	
8	Sadder Thanas	
9	Regal Cinema	

Source: GHK field survey

3. Major Road Passing through City, Controlling Department of Each Road

Major roads passing through city and its controlling department are listed in Table 18.

Table 18: Major Road Passing through City, Controlling Department of Each Road

Sr. No.	Name of Road	Controlling Department
1	GT Road	National Highway
2	By-Pass Road	District Road /highway Department

Source: GHK field survey

4. Off Street Parking Places

There is no off street parking facility available in city Okara

5. Major Urban Routes

Major urban routes are listed in Table 19.

Table 19: List of Major Urban Routes in City

Sr. No.	Route Name	Transport Available	Number of Passengers travelling per day
1	Benazir central avenue	Motor Cycle Rickshawand Auto Rickshaw	8,000
2	MA Jinnah Road		2,000
3	Tehsil road		2,000
4	Church road		2,000
5	Depalpur road		5,000
6	Iqbal avenue		5,000
7	Samadpura road		5,000
8	Palus cinema road		5,000
9	Faisalabad road		8,000

Source: GHK field survey

6. Flyover

Flyovers in City are listed in Table 20.

Table 20: List of Flyover

Sr. No.	Name of Flyover	Year of Construction	Condition
	Faisalabad flyover	1988	Good

Source: GHK field survey

7. Underpasses

Table 21 shows List of Underpasses in City

Table 21: List of Underpasses

Sr. No.	Name of Underpass	Year of Construction	Condition
1	Slkandar Chowk	1995	Good
2	District Complex	2008	Good

Source: GHK field survey

8. Bus / Vagon Stands

Table 22 shows list of Bus/Vagon Stands in City.

Table 22: List of Bus / Vagon Stands

Sr. No.	Name of Bus Stand	Type	Area
1	General Bus Stand Intera City Bus service	Govt.	No Information available with TMA
2	AC Bus Stand Intera City Bus service		
3	Itafaq travel Intera City Bus service	Private	
4	Madina travel Intera City Bus service		
5	Rana Travel Intera City Bus service		

Source: GHK field survey

9. Truck Stands

Table 23 Shows List of Truck Stands in city Okara.

Table 23: List of Truck Stands

Sr. No.	Name of Truck Stand	Area
1	Opp Ghallamandi	No Information available with TMA

Source: GHK field survey

10. Urban Transport Services

No Urban transport services is available, Motor Cycle Rickshaws and Auto Rickshaws are available.

11. Railway Line

The national intercity railway line is passing through the city.

Section III

HUMAN RESOURCE OF TMA



III. HUMAN RESOURCE OF TMA

A. Analysis on organization, planning and management of the municipal infrastructure and services, including capacity, systems and procedures

The key components of organization, planning and management of the municipal infrastructure and services, including capacity, systems and procedures under the Punjab Local Government Ordinance 2001 are as follows:

1. Tehsil Nazim/ Administrator

The Tehsil Nazim/ Administrator is a key position in the overall institutional arrangement of Tehsil Municipal Administration (TMA). As per The Punjab Local Government Ordinance 2001 along with subsequent amendments, Tehsil Nazim/ Administrator is responsible for;

- to provide vision and direction for efficient functioning of the municipal administration;
- to formulate strategies for development of municipal infrastructure and improvement of delivery of the municipal services of the Tehsil;
- to oversee formulation and implementation of long term and annual municipal development programmes;
- to oversee the delivery of services by the Tehsil Municipal Administration and implementation of the laws governing the municipal services;
- to present the budget proposal to the Tehsil Council for approval;
- to present a report in person on the performance to the Tehsil Council at least once in six months;
- to supervise the utilization of the funds allocated to the Tehsil Municipal Administration and to ensure their proper accounting;
- to establish and supervise the working of the Internal Audit Office; and
- to represent Tehsil Municipal Administration on public and ceremonial occasions
- The Tehsil Nazim personally responsible for any loss, financial or otherwise, flowing from the decisions made by him personally or under his directions in violation of any provisions of this Ordinance or any other law for the time being in force and for any expenditure incurred without lawful authority.

2. Tehsil Municipal Officer (TMO)

Tehsil Municipal Officer (TMO) is the coordination officer between the four Tehsil Officers like TO Finance, TO infrastructure, TO Regulation and TO Planning & Coordination. TMO is also Principal Accounting Officer of the Tehsil Municipal Administration. He is focal person for:

- Redressing public complaints relating to Tehsil Municipal Administration; and
- for liaising with the District Government and the Local Government Commission, through the District Government, for resolution of disputes relating to Tehsil Municipal Administration. TMO is responsible:

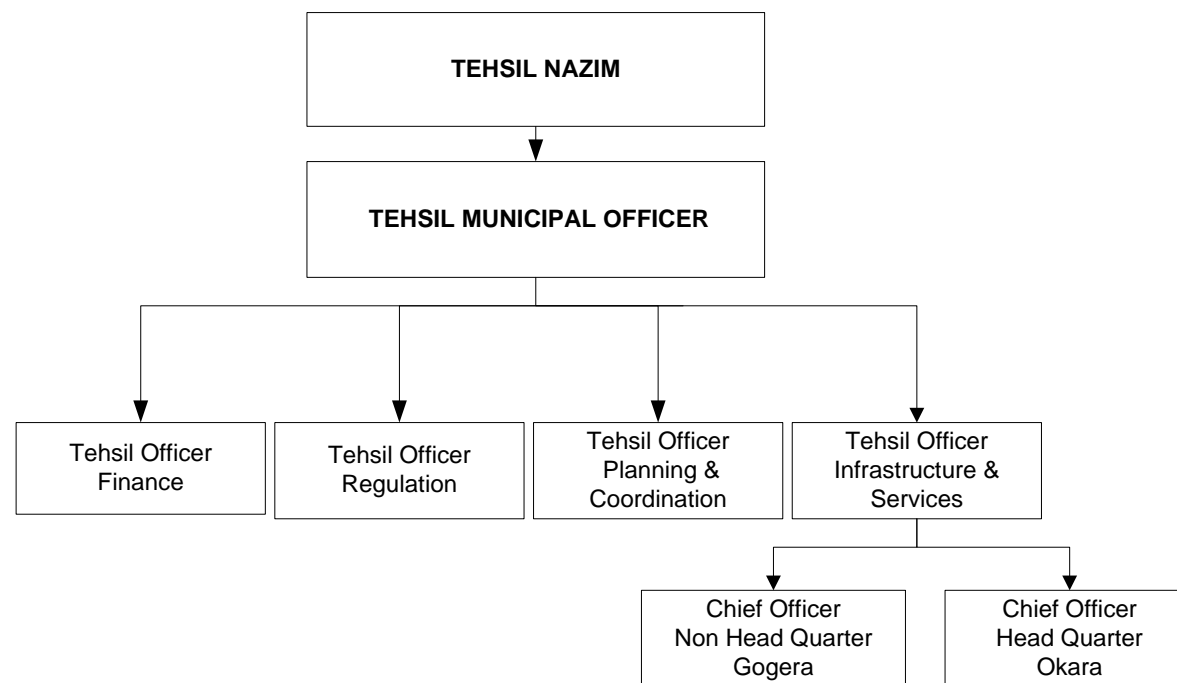
- To ensure that the business of the Tehsil Municipal Administration is carried out in accordance with PLGO 2001 along with time to time amendments and any other law relating to municipal services for the time being in force.
- Co-ordinate the municipal activities of the Tehsil Municipal Administration and Union Administrations within the Tehsil for coherent planning and development of municipal Infrastructure and for effective and efficient functioning of the Tehsil Municipal Administration.
- Exercise general supervision over programmes, projects, services, and activities of the Tehsil Municipal Administration; and provide information required by the Tehsil Council for the performance of their functions:
- Provided that while dealing with the Government, District Government and Local Government Commission, the Tehsil Municipal Officer shall not bypass the Tehsil Nazim.

3. Tehsil officers (TO)

- Ensure that the business of the office under his administrative control is carried out in accordance with law and the human and material resources placed at his disposal are optimally utilized to improve governance;
- Co-ordinate and supervise the activities of the office and ensure efficient service delivery by the functionaries under his administrative control;
- Supply information to the Monitoring Committees of the Town Council, Tehsil Council and Union Councils;
- Take appropriate corrective actions based on the information received from Monitoring Committees;
- Enforce relevant Federal, Provincial and municipal laws;
- Prepare development plans and propose budgetary allocations for their execution;
- Implement approved plans and policies;
- Authorize disbursement of performance bonuses to the employees;
- Prepare proposals for expenditures necessary for the proper conduct of programs, projects, services, and other activities;
- Propose relevant bye laws on service delivery to the Town Municipal Officer or Tehsil Municipal Officer; and
- Act as Departmental Accounting Officer for his respective office and be responsible to the Accounts Committee of the Town Council or Tehsil Council.

Planning & delivery of services, functions of elected officials & civil servants Local Government Finance and Planning and Development Budgets are provided in the Punjab Local Government Ordinance 2001.

B. Organization Structure of TMA Okara



Source: TMA Budget 2010-11 – Schedule of Establishment

Post Filled with Gazetted Staff  Post Filled Non-Gazetted Staff  Post Vacant 

C. Filled or Vacant Key position of TMA Management since July 2008

The five key position in each TMA play important role in service delivery as mentioned in PLGO 2001. Each position has very specific responsibility and has impact on the other department efficiency. The Table 24 showing the information of key staff availability.

Table 24: Showing Filled or Vacant Key Position of TMA Management

Sr. No	Designation	BS	2008-09											
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	Tehsil Municipal Officer	18												
2	Tehsil Officer Infrastructures & Services	18												
3	Tehsil Officer Finance	17												
4	Tehsil Officer Regulation	17												
5	Tehsil Officer Planning & Coordination	17												

Sr. No	Designation	BS	2009-10											
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	Tehsil Municipal Officer	18												
2	Tehsil Officer Infrastructures & Services	18												
3	Tehsil Officer Finance	17												
4	Tehsil Officer Regulation	17												
5	Tehsil Officer Planning & Coordination	17												

Sr. No	Designation	BS	2010-11		
			Jul	Aug	Sep
1	Tehsil Municipal Officer	18			
2	Tehsil Officer Infrastructures & Services	18			
3	Tehsil Officer Finance	17			
4	Tehsil Officer Regulation	17			
5	Tehsil Officer Planning & Coordination	17			

Source: Establishment branch record of TMA Okara

Post Filled through permanent staff

Post Filled through contract staff

Post Vacant



Post Filled with Gazetted Staff Post Filled Non-Gazetted Staff Post Vacant

D. Overall TMA Establishment as per Budget 2010

Overall schedule of Establishment of Tehsil Municipal Administration is included in Table 25, which is showing the total sanctioned position, total filled and vacant post. This table will further help to assess the service delivery by the key department.

Table 25: Establishment Schedule of Tehsil Municipal Administration

Sr. No.	Designation	BPS	Sanctioned Strength			Filled									Vacant		
						Regular			Contract			Total					
			M	F	Total	M	F	Total	M	F	T	M	F	T	M	F	T
1	Tehsil Nazim	-	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
2	Tehsil NaibNazim	-	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
3	Tehsil Municipal Officer	18	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
4	Tehsil Officer (I & S)	18	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
5	Tehsil Officer (Finance)	17	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
6	Tehsil Officer (Regulation	17	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
7	Tehsil Officer (P & C)	17	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
8	Astt: Tehsil Officer (I & S)	17	3	0	3	1	0	1	0	0	0	1	0	1	2	0	2
9	Council Officer	16	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
10	Asst: Tehsil Officer (F)	16	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
11	Chief Officer (H. Q)	16	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
12	Building Officer	16	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
13	Accountant	14	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
14	Superintendent Fire Brigade	14	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
15	Sub-Engineer	11	6	0	6	2	0	2	0	0	0	2	0	2	4	0	4
16	Head Draftsman	13	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
17	Draftsman	11	3	0	3	1	0	1	0	0	0	1	0	1	2	0	2
18	Assistant	14	15	0	15	15	0	15	0	0	0	15	0	15	0	0	0
19	Assistant Librarian	11	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
20	Superintendent Parks	11	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0

Post Filled with Gazetted Staff  Post Filled Non-Gazetted Staff  Post Vacant 

Sr. No.	Designation	BPS	Sanctioned Strength			Filled									Vacant		
						Regular			Contract			Total					
			M	F	Total	M	F	Total	M	F	T	M	F	T	M	F	T
21	Superintendent Water Disp:	11	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
22	Stenographers	12 to 15	2	0	2	1	0	1	0	0	0	1	0	1	1	0	1
23	Vehicles Supervisor	9	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
24	Head Fireman	8	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
25	Senior Clerks	9	19	0	19	18	0	18	0	0	0	18	0	18	1	0	1
26	Junior Clerks	7	36	4	40	10	4	14	0	0	0	10	4	14	26	0	26
27	Tracer	7	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
28	Legal Advisor	Fix	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
29	Vet: Doctor	Fix	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
30	Sanitary Inspector	8	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
31	Asstt: Sanitary Inspector	6	2	0	2	2	0	2	0	0	0	2	0	2	0	0	0
32	Driver Fire Lorries	7	3	0	3	3	0	3	0	0	0	3	0	3	0	0	0
33	Driver Sprinkling lorry	6	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
34	Fireman	5	9	0	9	8	0	8	0	0	0	8	0	8	1	0	1
35	Tractor Drivers	5	10	0	10	8	0	8	0	0	0	8	0	8	2	0	2
36	Car/Jeep Drivers	5 to 6	9	0	9	9	0	9	0	0	0	9	0	9	0	0	0
37	Traffic Clerk/Time Keeper	3	11	0	11	10	0	10	0	0	0	10	0	10	1	0	1
38	Sanitary Supervisor	5	14	0	14	12	0	12	0	0	0	12	0	12	2	0	2
39	Electrician	3 to 5	4	0	4	0	0	0	0	0	0	0	0	0	4	0	4
40	Tele Phone Operator	5	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
41	Tube Well Operators	2 to 4	58	0	58	26	0	26	0	0	0	26	0	26	32	0	32
42	Daftri	2	0	1	1	0	1	1	0	0	0	0	1	1	0	0	0
43	Machine Operator	2	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
44	Disposal Drivers	2	12	0	12	9	0	9	0	0	0	9	0	9	3	0	3
45	Plumber	2	3	0	3	1	0	1	0	0	0	1	0	1	2	0	2
46	Fitter	2	2	0	2	2	0	2	0	0	0	2	0	2	0	0	0
47	Fitter Cooli	1	2	0	2	1	0	1	0	0	0	1	0	1	1	0	1
48	Road Mate	2	2	0	2	2	0	2	0	0	0	2	0	2	0	0	0

Post Filled with Gazetted Staff  Post Filled Non-Gazetted Staff  Post Vacant 

Sr. No.	Designation	BPS	Sanctioned Strength			Filled									Vacant		
						Regular			Contract			Total					
			M	F	Total	M	F	Total	M	F	T	M	F	T	M	F	T
49	Garden Mate	2	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
50	Light Inspector	10	2	0	2	2	0	2	0	0	0	2	0	2	0	0	0
51	Baildar	1	52	0	52	44	0	44	0	0	0	44	0	44	8	0	8
52	Naib Court Clerk	3	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
53	Chowkidar	1	21	0	21	20	0	20	0	0	0	20	0	20	1	0	1
54	Naib Qasid	1 to 2	43	0	43	33	0	33	0	0	0	33	0	33	10	0	10
55	Muhafiz Phattic	1	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
56	Sanitary Worker	1	296	62	358	296	62	358	0	0	0	296	62	358	0	0	0
57	Sanitary Worker	D/W	45	0	45	0	0	0	45	0	45	45	0	45	0	0	0
58	Sewer Man	1	49	0	49	14	0	14	0	0	0	14	0	14	35	0	35
59	Sewer Man	D/W	70	0	70	0	0	0	70	0	70	70	0	70	0	0	0
60	Mali	1	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
61	Cleaner Sprinkling lorry	1	1	0	1	1	0	1	0	0	0	1	0	1	0	0	0
62	Fero Printer	1	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
Total			835	67	902	573	67	640	115	0	115	688	67	755	147	0	147

Source:TMA Budget 2009-2010

The special approval and appointment of daily wages staff after June 30th 2010 is not included in the budget2010 -11

Post Filled with Gazetted Staff  Post Filled Non-Gazetted Staff  Post Vacant 

**E. Analysis on the Municipal Staff
(Assignment and recruitment process, including staffs responsibilities and qualifications, performance monitoring and evaluation, compensation and incentive structures, in light of civil service rules, including deputation and contracting policies)**

The district, tehsil and union administrations and councils are new organisations created by the devolution process through the PLGO 2001. The PLGO gives each institution particular roles and responsibilities. In particular, the devolution process is an attempt to bring decision-making closer to citizens, improve service delivery and the participation of civil society. In essence this is a major change agenda and successful implementation will require the employees of these bodies to adapt to this change and deliver accordingly. The quality of service delivered by any organisation is directly dependent on the skills, experiences and professionalism of its staff and the resources available to them.

It is important that the staff have the necessary systems, procedures and processes available to them and that staff have ownership and responsibility in translating the priorities and policies as laid down by the Nazim and members of the Tehsil. The Human Resource Management concept is new in Local Government and not understood by most government officials. There is little or no experience of human resource (HR) management, either at the corporate level, or within the service areas, i.e. departments in TMA. The HR management at the centre is mainly involved in the administration of the transfers, postings, and recruitment processes. Departments do not have any specifically identified staff engaged in the HR work. However budgets are devolved to departments in accordance with their staffing complement and departments are then responsible for payment of salaries and benefits.

The Staffing Inheritance of the TMA in the Tehsil, the TMA TMO performs coordination functions similar to those of the DCO at the district level. There are four TOs reporting to the TMO; TO (R), TO (I&S), TO (F) and TO (P&C). The TMA has inherited staff from the former urban councils, the rural district councils and also from various Provincial level departments. In city a district, many staff has been transferred to various tehsils from the Development Authorities that were responsible for structural planning, Moreover tehsils cannot redirect resources from deleting posts. This provides little incentive for tehsils to make savings or to redirect resources to identified needs. Tehsils can however transfer existing staff within the particular services to cover for staff shortages and administrative reasons.

There is a lack of training and development programmes for TMA employees. For example, few of them have received training about the PLGO 2001. There are no formal mechanisms to determine and analyse training needs within the Tehsil, nor any in-house training facilities.

Setting wage scales and hardship or remoteness allowances are two important features of a pay policy. The salaries and pay scales for all grades are set nationally. Allowances are attached to posts in line with grading. There are established rules for moving within grades and into the next grades. There is no TMA control over basic pay scales, and very little scope for paying 'over' allowances. There are no other formal rewards or recognition schemes. There are also no local schemes that are operational. It is possible, however, for a TMA to establish incentive payments for its personnel.

The PLGO 2001 states that, "In every budget a provision may be made for payment of performance incentive bonuses as prescribed." The performance-pay provision of the PLGO provides local government policy makers an opportunity to exercise some limited control over pay.

The system in operation is through the Annual Confidential Reports (ACRs). Under the system all employees must go through the ACR process every year of their service. However the

general practice of undertaking these is not embedded within the system and it is usually done when a subordinate is seeking transfer or promotion. This performance appraisal form mentions job descriptions of the individual being appraised; however no formal job descriptions exist. This raises questions about the accuracy of each ACR.

The introduction of job descriptions with clear job specifications should lead to clarity for employees and managers about the duties each post holder has to do in fulfilling their role, and the performance and qualifications expected from them. This is perhaps a major reason why the ACR process does effectively improve performance and why appraisals do not feed into training, skills requirements or in improving operational efficiency of the service/organisation.

**F. Assess the capacity of the provincial government, local governments, and current urban service providers
(To provide sustainable urban services and/or to implement the investment program)**

Sr. No.	Item	Comments
1	List of Current Service Provider	
	Tehsil Municipal Administration	
	Public Health Engineering Department	
2	Is there any customer focus? Any complaint centre	Complaints cell established in Jun 2010. 2 staff member (1 male and 1 female are working in complaint centre.
3	Any asset registries	Yes they have registers for TMA asset
4	Any use of computers/A computer with operator?	13 Computers, 11 Printers, 6 Regular Computer operator and 6 work charge computer.
5	Is there a fax machine in the TMA?	Yes – 044-9200454
6	Is there a website? An internet connection at TMA? An email address	Internet Connection available. Email address is also available: tma_okara@yahoo.com . www.tmaokara.com .

Source: conversation between TMA management and GHK team during field survey

Section IV

FINANCIALS AND ECONOMICS OF TMA



IV. FINANCIALS AND ECONOMICS OF TMA

A. Financial Assessment

1. Introduction

Urban services and the urban environment in Punjab's intermediate cities are in poor condition. Basic urban services (water supply, sewerage and drainage (WSS); solid waste management (SWM); and urban transport) fail on three accounts: physical coverage is poor, quality is inadequate, and delivery is intermittent. Infrastructure to deliver these services is absent or deteriorating. Access to piped water ranges from 14% to 55% of urban households, but these water supplies are intermittent (often only 3 hours per day) and unsafe for drinking. Sewerage coverage ranges from 20% to 50%; there is no treatment. Only about 50% of households have municipal SWM services; no sanitary landfills exist.

Poor urban planning and service delivery adversely affects peoples' quality of life, limits investment opportunities, and hampers regional economic growth and job creation. Punjab's urban services are inadequate due to poor institutional, governance and financial arrangements that define municipal service delivery and financing. Services and functions operated by municipalities⁷ are highly inefficient mostly because of the capacity, management and institutional issues. Many of the municipal services provided by these cities do not generate revenue. Revenues from user charges are insufficient to cover even operations and maintenance (O&M) costs of service provision, because of low tariffs, high technical and commercial losses and poor collections.

Punjab cities are constrained by, among others:

- Weak local government structures and their implementation;
- Absent or inefficient municipal service providers;
- Inadequate infrastructure, inappropriately designed for operational requirements;
- Little focus on cost recovery and own-source revenue generation, and
- No system, staffing or incentives for urban planning and management.

The Punjab Planning and Development Department with the assistance of ADB is proposing significant support for urban planning, management and infrastructure investment for several Punjab's intermediate cities through the proposed Punjab Cities Improvement Investment Program. The project will assist GoPb to develop intermediate cities with clear vision and with integrated, efficient, and sustainable systems and services. It will also support more effective implementation and management arrangements, including stronger municipal management, professionalized service providers, and private sector partnerships.

2. Financial Analysis

(a) General

During the inception and post inception phases Sialkot, Sargodha, Gujrat and Sheikhpura were visited to get the overall financial picture of the key service providers. In addition, literature review of the major documents and studies by other donor agencies was conducted. Secondary financial data (budget books, tax schedule, etc) were collected and a quick financial analysis conducted to supplement the overall financial assessment of the whole project.

⁷Under the PLGO 2001, TMAs have the functional responsibility of municipal services in these cities as well as their entire tehsil

The main purpose is to review the financial management of the TMA and to assess the capacity of the municipalities to finance major investments in municipal infrastructure, and, to appropriately operate and maintain the municipal services. Financial Management of the city is a key area which strengthens and helps efficient municipal service delivery through cost recovery and appropriate management of O&M expenditures. Our initial assessment suggests that in the above cities proper HRM practices are not followed. Most of the finance managers [TO (Finance)] are not appropriately trained for efficiently managing the municipal finances of the respective local governments. Weak link between capacity development and professional growth, poor salary structure and lack of performance management and insufficient human resources are other issues which are affecting the efficiency of the finance and other service delivery offices.

It is important to note here that most of the TMAs in Punjab do not follow the practice of maintaining a separate account for the development expenditure and it is, therefore, extremely difficult to work out the actual development expenditure sector wise. The TMA by following the New Accounting Model would be able to maintain their accounts in such a way that the breakup of development expenditure by sector would be easy and transparent.

We have also noticed that the implementation of planning criteria set by the government is weak and the concept of integrated planning approach does not exist. According to the PLGO, the local governments function in accordance with the policies of the provincial government. However, there is no communication/ intimation about the provincial government's strategy or policy or development direction on any specific issue.

In addition there is also the problem of capacity (lack of planning professional); lack of a comprehensive database of municipal schemes and requirements; maps, master plans, infrastructure development plans and network maps, etc.; lack of consultation in preparing development plans and schemes; lack of financial resources; and, present allocation process where instead of need-based allocations, equal amount for development schemes to all councillors is considered to be the ideal criteria (resulting in small scattered schemes usually of around Rs 200,000) which do not have much impact on the overall situation of the city or the tehsil.

Due to the budgetary constraints the coverage and quality of municipal service delivery is affected. The major source of receipts of the municipalities is the fiscal transfers from the provincial government of their share in the provincial consolidated fund based on the PFC Award announced by the Provincial Finance Commission.

(b) Own Source Revenues (OSR) and User Charges for municipal services

Urban Immovable Property Tax (UIPT): Internationally, Property Tax is considered as a major source of municipal revenues. UIPT is collected by the Excise and Taxation Department (E&TD) and after deducting collection charges and share of the provincial government, a major share of UIPT comes to the municipality which has the urban place from where this UIPT has been collected. UIPT share transferred to TMA Okara increased from Rs.7.4 million in 2005-06 to Rs.10.6 million in 2006-07.

The revised budget for 2007-08 is Rs.19 million while the budget estimate for 2008-09 is Rs.5 million –these two do not bear any similarity to the share being actually transferred during 2005-06 and 2006-7. The municipality does not have any responsibility in UIPT collection, the share of the municipality in UIPT collected is not timely intimated by the Provincial Government, usually the share is not regularly transferred, and, the municipality does not reconcile the figure of their UIPT share with the provincial E&TD.

Tax on Transfer of Property (TOTP): TOTP is a major source of income for the municipalities. TOTP is levied on almost all transactions where immovable property is transferred and TMA Okara has leased this source to contractors for collection of TOTP. The income of TMA Okara from TOTP was Rs.13.8 million in 2005-06 and then increased and ranged between Rs.21 million to 24 million during 2006-07 to 2008-09.

TMA's collect TOTP themselves or can get their share from the district government which collects the tax while registering the property transfers. Keeping in view the rapid increase in property prices, TOTP is a very dynamic tax and the TMA's must improve their reconciliation system with the district governments so that the TOTP actually collected by the district governments is transferred to the TMA's or the tax collected by the Contractor on their behalf is in line with the value of transferred property.

Rent of Municipal Properties: Most TMA's that came into existence under PLGO 2001 inherited valuable urban properties (shops, land, offices, etc) from the former municipalities (municipal corporations, municipal committees and town committees). Though generally the rents have not been increased since long, property income remains a major source of income of the municipalities. The property rental income of TMA Okara was Rs.3.5 million in 2005-06 and decreased to Rs.2.7 million in 2006-07. The revised estimate and the budget estimate for subsequent years remained at Rs.5.5 million.

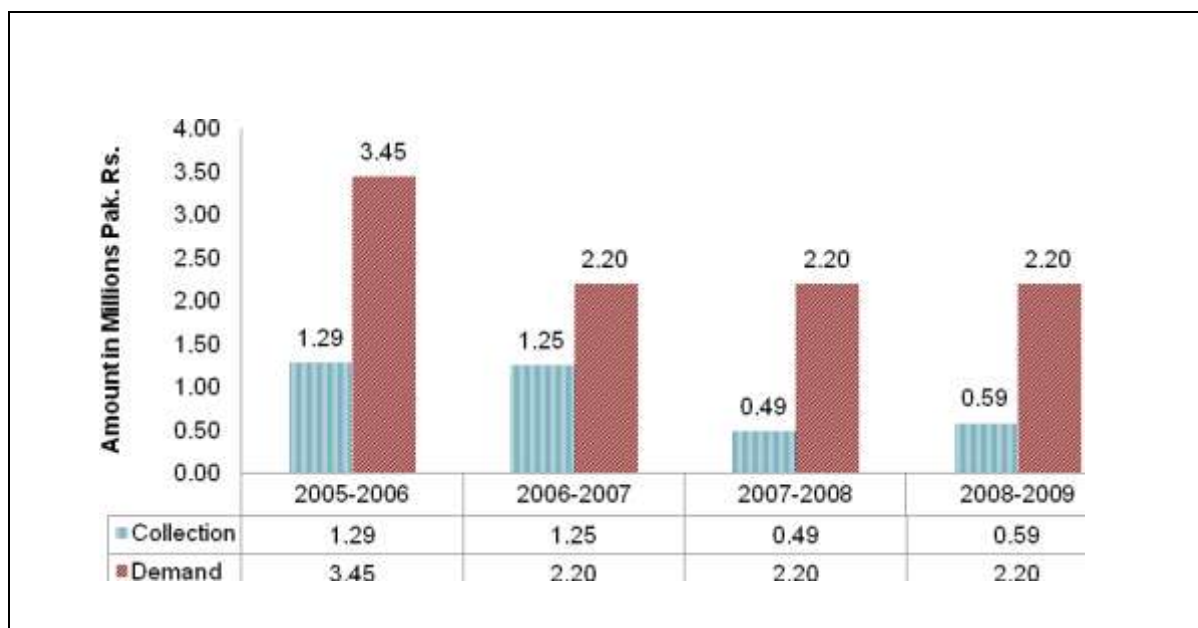
According to the budget of 2008-09, Rs.25.7 million is recoverable as arrears of property rents which based on recovery of 2006-07, translates to about ten years un-recovered rent.

Fees withdrawn by Provincial Government: The provincial government has withdrawn some sources of municipal fee such as licence fee for Motorcycle rickshaw and Tonga/Rehra as well as parking fee. These were being collected since long and this withdrawal has resulted in a loss of municipal revenues.

Water Supply: Based on the data reflected in the budget books we have analysed that except 2007-2008 the collection against the demand raised been less than 35% except in year 2006-2007 the collection reached up-to 57% against the demand raised. This establishes the fact that the TMA is facing serious problems in the collection of revenue and one of the reasons could be that perhaps they are not providing good quality clean water or may be the staffs that is responsible for collection is involved in rent seeking. The consultant is unable to comment further as there is not enough information in the budget books on this particular issue. Figure 4 gives us the snapshot of the collection level against the total demand raised (water rate).

Figure for Repair & Maintenance cost could not be attached because it could not include the repair and maintenance expenditure into account because the consultant team was not provided with the details of the Repair & Maintenance cost. Usually the prevalent practice is that the municipalities do not spend any amount on R&M unless the system becomes inoperative and then the R&M expenditure is usually met from the development budget (and replacements are considered as development).

Figure 4: Water Rate Collection Against the Total Demand Generated by TMA Okara



Source: GHK analysis based on TMA budget books 2005-2009

The average budgeted recovery of only Rs.2 million based on a total of 9,181 water connections (residential 8,781; residential with motor 236; and commercial 34) means that on an average only Rs.217 per connection per annum is being recovered. This is very low compared to the approved rates which range between Rs.360 per annum for residential connections without motor, Rs.600 per annum for residential connection with motor; and Rs.1, 800 per annum for commercial connections.

The budgeted revenues from and expenditure on water supply for 2008-09 shows the huge gap between what is spent and what is recovered. The total cost of water supply is Rs.13.5 million against which only Rs.2 million is recovered, the cost recovery being 15%. About Rs.5.5 is for establishment while the remaining amount is for operating expenses. Electricity at about Rs.6.5 million and repairs at Rs.1.5 million are the main components of operating expenditure.

The arrears of water supply of Rs.25.7 million were due on 30th June 2008, the recovery is very slow and the arrears equal about twelve years recovery based on the budgeted recovery of Rs.2 million per annum. A special recovery drive for arrears needs to be conducted. Due to the poor recovery of user charges from this source, it is important that surveys for illegal connections should be conducted and they should either be regularized or disconnected.

Monthly or annual user charges are not based on some criteria such as cost recovery of a certain percentage of cost of service provision and these have not been revised since long. There is a need to provide some tariff guidelines as well as to provide training to the staff for preparing tariff sufficient for cost recovery.

Presently in most of the municipalities the quality of services provided is low, and, the user charges are inadequate to meet even the salary expenses. These user charges lack any clear rationale. There is no concept of (i) calculating cost of service provision, (ii) calculating unit costs, (iii) cost recovery, and (iv) revising user charges/ tariff that were fixed years ago. In many TMAs, the budgeted and actual revenue and expenditure on service delivery are not

arranged in a way that may facilitate costing, e.g. TMA Okara's budgets, do not show the actual expenditure on establishment and operations for providing services such as water supply, disposal pumps and sanitation are not shown.

User Charges – Sewerage / Disposal Works: Currently only sewerage connection is being charged generating negligible revenue, the sewerage tax is Rs.25 per annum. The revenue from this source and expenditure on disposal works budgeted for 2008-09 shows the huge gap between what is spent and what is recovered. The total cost of staff and operating expenditure of disposal works is Rs.23.4 million, of which Rs.10 million is for establishment and Rs.13.4 million for operating expenditure of which electricity at Rs.6.5 million and POL for disposal pumps at Rs.5 million the main component. As stated earlier under water supply, user charges are not based on some criteria such as cost recovery of a certain percentage of cost of service provision. It is important that the municipality conducts a survey and builds its database so that the revenue potential from this source can be utilized, and, with improved revenues better services could be provided to the citizens through better maintenance of the municipal services.

User Charges – SWM: Solid Waste Management is one of the main functions of a municipality and under PLGO 2001 it is the main functional mandate of a TMA. The total budget for staff and operating expenditure on SWM was Rs.44.6 million in 2008-09 against which there was no cost recovery. Of this amount, Rs.40 million was budgeted for establishment and Rs.4 million for POL, the major part of operating expenditure.

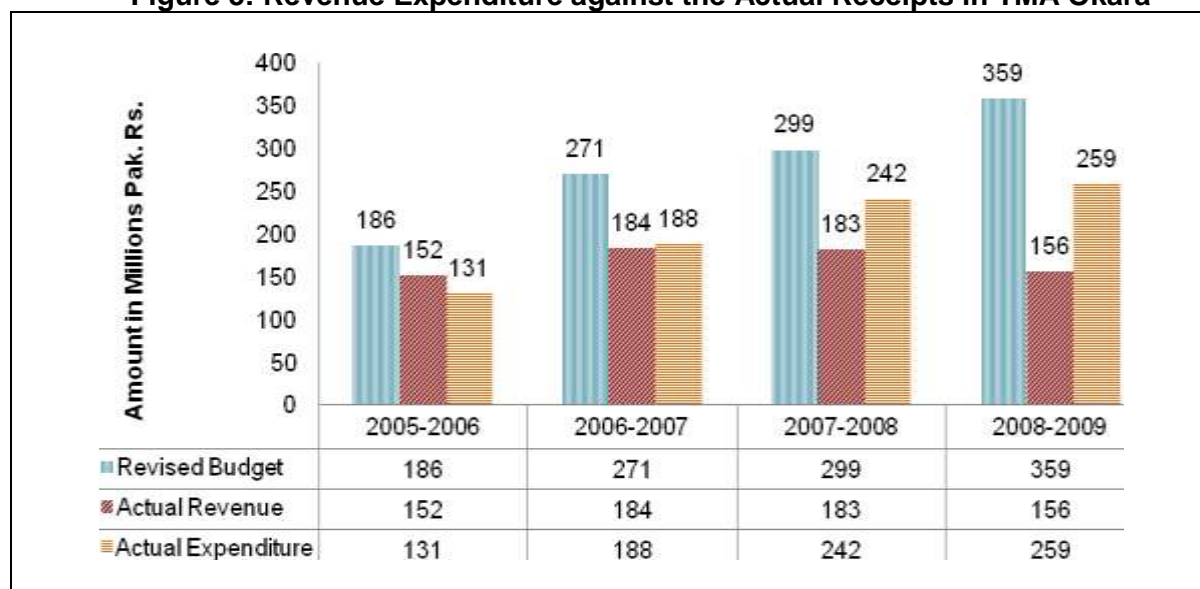
(c) Budget Surplus and Development Expenditure

According to PLGO 2001, local governments are not allowed to approve deficit budget. However, the general practice in many local governments is that they prepare a surplus budget by creating an accounting entry based on the assumption that the provincial government may provide additional funds. It may be pointed out that the share of different municipalities is spelled out in the PFC Award and so the municipalities should know exactly what they can expect in the subsequent year for which the annual budget is being prepared.

The financial data (budgets) of TMA Okara from 2005-2006 to 2008-2009 were examined and it was observed that since 2006-2007 the TMA has been in deficit i.e. exceeded their budgets compared to the available financial envelope. The data suggests that the budgets were not prepared properly and the utilization against the revised budget has been good but the issue is that they have exceeded the limits. This is shown in Figure 5 below. It is important to note that we are not analysing the actual expenditure data and our analysis is based on budget books. Our experience suggests that most of the budget data are vague estimates and therefore, the actual data will need further investigation.

The above figure clearly illustrates that TMA Okara always had less funds and under that conditions they possibly could not undertake any mega infrastructure project related to water supply & sanitation or other municipal services. Therefore, under the current scenario TMA needs financial assistance from the provincial government and donor agencies to undertake mega infrastructure projects for the improvement of municipal services in Okara City.

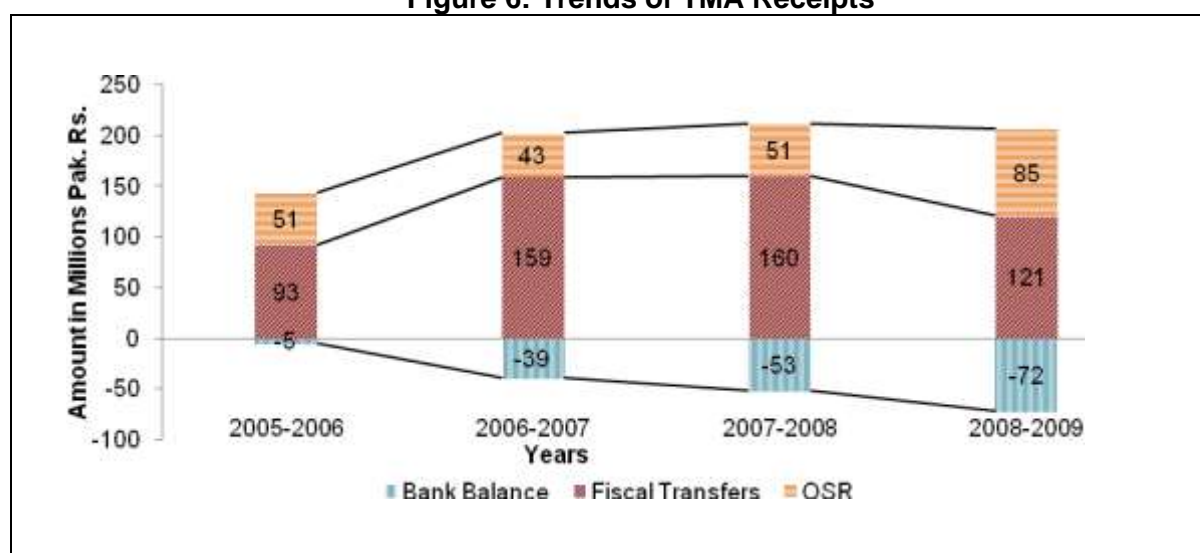
Figure 5: Revenue Expenditure against the Actual Receipts in TMA Okara



Source: GHK analysis based on TMA budget books 2005-2009

By looking at the trends of the TMA Okara's receipts (Figure 6) the provincial government fiscal transfers have increased in 2006-07 and decreased in 2008-2009. The OSR has been consistent except increased in 2008-2009. The only issue here is that their net bank balance has gone into negative and perhaps that would be the CCB balance or conditional grants balance which would keep their balance in positive. This is a serious issue and clearly demonstrates the financial management issues. The local fund audit department conducts annual audit of every TMA and it is not clear why this serious financial management irregularity wasn't pointed out. The reasons for deficit budgeting or any explanation on this issue is not given in the budget books.

Figure 6: Trends of TMA Receipts



Source: GHK analysis based on TMA budget books 2005-2009

Development Planning and Budgeting: The development budget of TMAs is to be prepared (a) in line with the vision of the Tehsil Nazim; (b) within an overall framework looking at capital and current expenditure for the next few years; (c) linking budgetary amounts with performance; (d) limited to functional responsibility of the TMAs; (e) focused

on municipal requirements of the tehsil instead of simply dividing amongst the councillors and assuring that these projects are for the benefit of a large number of beneficiaries; (f) considering O&M requirements of the proposed schemes; and (g) providing 25% of the development budget as non-lapse-able funds for CCB schemes.

Development planning and budgeting for TMAs suffer from a number of deficiencies such as: (a) the budgets generally do not present any “vision”, mission or policy statement of the tehsil Nazim or TMA as required under the budget rules or the overall development planning by the Zila Mushawarat committee; (b) despite clear functional jurisdiction under the PLGO, a number of schemes in the devolved sectors are being undertaken at the provincial level from the provincial PSDP; and (c) TMAs are not following any overall development plan/strategy for investment in the provision of municipal services. The tehsil councils consider the most appropriate or politically acceptable distribution of development funds is an equal distribution between the UCs (Naib union Nazims acting as tehsil councillors) of whatever funds are available for development, keeping discretionary quotas for the tehsil Nazim, and, allocating some amount to the members elected on special seats.

It is observed that the councillors generally do not know about the overall development plan, if any, prepared for their TMAs. They, however, are consulted for allocation of funds for development schemes, and in this case their entire focus is on what schemes they can get for their constituency. The overall requirement of the city through major infrastructure schemes is not their priority.

Schemes to be implemented from the development budget are required to be listed as a part of the annual budget; however, most of the TMAs did not attach a list of schemes with their budgets. Generally, only bulk allocations for development expenditure are approved by the councils in budget sessions, and, the individual schemes are approved by the council at some later date. With the criteria applied for allocation being equal funds for all UCs, the municipal functions in the urban areas do not receive the amounts/ schemes necessary for their upkeep and improvement. Usually no funds are allocated under the development budgets for improving garbage disposal which is the prime responsibility of a municipality, but the major portion of TMAs development budget is spent on streets and drains because these are seen as directly benefiting the voters.

Regarding major infrastructure projects, it is important to point out that before 2001 municipalities were provided loans by the provincial government which they repaid along with interest. As a security, municipality's share of UIPT was available with the provincial government and it could deduct the annual instalment of loan from this share. Before 2001, under the PLGO 1979, the municipalities could take loans and issue municipal bonds; however, they did not use this facility directly. The provincial government through the federal government took loan from donors/banks and then provided these to the municipalities. The donors/ banks were satisfied because they got sovereign guarantee and the provincial government was comfortable because the municipalities could not come under an unreasonable debt. Under the present circumstances, it is difficult for the TMAs to finance mega infrastructure projects without the financial assistance from provincial/ federal governments, donors and/or private investors.

(d) Cash Flow

The initial financial analysis of the TMA Okara suggests that TMA has always exceeded its financial envelope while incurring the expenditure except in 2005-2006. Figure 7-11 suggests that TMA did not prepare its budget based on the Net Bank Balance without CCB Balance and therefore, incurred expenditure without knowing the portion of CCB balance in the original bank balance. This is a common practice while local governments preparing budget and incurring expenditure. Since 2006-2007 the TMA has exceeded the financial envelope

but on the other hand that also suggests that due to lack of financial management expertise TMA Okara could not manage its resources

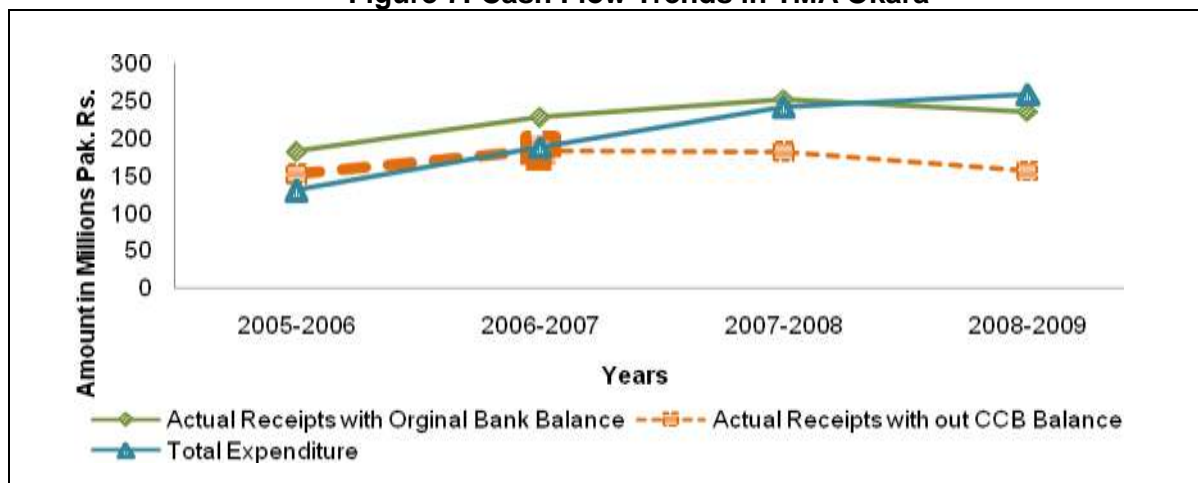
The budget data suggests that there is a need to establish Municipal Finance Systems where the over expenditure trends could be discouraged and the limited financial resources could be used for improving the urban services of Okara City. The PMDFC has started the implementation of a computerized financial management system in different TMAs of the Punjab. FMIS package has been developed for municipalities by the Consultants of PMDFC and it has currently been implemented in more than 30 TMAs. Under this intervention, computers, printers and software are provided to the municipality. The consultants provide training to relevant TMA staff and also provide regular support through visits.

(e) Expenditure Management and Variances

A positive feature of most of the funding of TMAs is its discretionary nature. Being a one line transfer from the provincial government to the TMAs according to the PFC Award, the grant or OSR is not earmarked for any sector and can be used to meet any of the functional responsibilities of the TMA. The only constraint on expenditure discretion arises from the proportion of the budget consumed by salary costs, over which the TMAs have little control (the higher the proportion of these expenditures in the budget, the less the overall budgetary discretion for the local government). Whilst salary costs have been increasing as a share of the budget (mainly due to increments as well as additional increases of 15% per annum by the provincial government during the last three years), there is still significant room for discretion across the operational and development budgets.

The utilization in the non-development (Revenue) expenditure has been reasonable and remained more than 85%. However on the development side in years 2005-2006, 2006-2007 and 2008-2009 the utilization rate has been slow. One of the possible reasons for the

Figure 7: Cash Flow Trends in TMA Okara



Source: GHK analysis based on TMA budget books 2005-2009

Low utilization in 2008-2009 could be the change of political government where they have stopped the local governments to spend on the development projects. The above cash flow analysis does not support these analysis as TMA exceeded the financial limits while incurring expenditure how is that possible to spend less in the development expenditure. The consultant is of the view that since the analysis is based on the budget data. Therefore, there is a need to further investigate the existing data in order to test the reliability and accuracy.

The expenditure variance may be due to the reasons that: (i) expenditure budget has to be reduced in line with the actual receipts; (ii) recurrent budgets are prepared without any

budget allocation norms; and (iii) development expenditure is projected based on arbitrary/unrealizable revenue projections (expected grants from provincial governments) and they drag down the ratio of total actual expenditure compared to budgeted expenditure. There are no budget norms for projection/ allocation of O&M expenditure for any municipal service, and without any change in service coverage or quality of service there may be large fluctuations in the reported expenditure.

It appears that expenditure variances are neither calculated nor analyzed and these are not used for preparing the next years' budgets. There are no budget allocation norms for non-salary and operating expenditure. Vacancies result in reducing the actual expenditure compared to the budgeted while some vacancies (such as sanitation staff) are filled in by casual daily workers so that service delivery is not affected.

The Budget Rules provide Format BDO-5 for outstanding liabilities and loans while BDR-4 is a Schedule for showing arrears. Only a few TMAs complete and attach Form BDR-4 and Form BDO-5 with their annual budget documents.

According to the Budget Rules, currently thirteen monthly statements are required to be prepared for budget monitoring. There is no 'Financial Reporting Manual' or 'instructions' regarding the financial statements that need to be prepared by the TMAs so that there can be consistency in financial reporting. The budget monitoring formats prescribed in the existing budget rules are quite cumbersome to fill, which is one of the reasons why they are not filled. The other reason could be that the provincial government has not asked the TMAs about these forms and the reason why these are not being regularly filled.

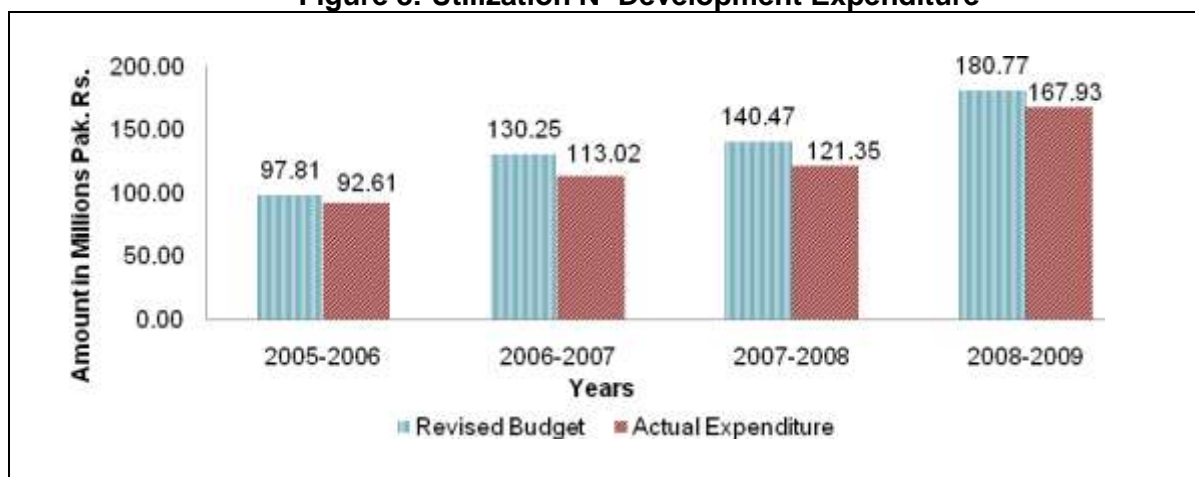
The Budget Rules provide a number of formats which can help in performance budgeting and performance evaluation such as Policies and proposed activities of the TMA (BSF-1), Service Delivery Performance Targets (BSF-2) and service delivery facility status (BSF-3). There is a lack of data that may be used for measuring performance. Even basic quantitative data⁸ is not available. No information is available about performance targets and service delivery facility status as usually the TMAs do not complete prescribed budget formats which can help in performance budgeting. TKA Okara has added only "blank" Forms BSF 1 to 3 to the annual budget documents.

(f) CCB Utilization

Table 26 suggests that the overall utilization of CCB has been 37% which is low as most of the local governments are unable to utilize CCB money because of the 20% community share. That also suggests that CCBs in Okara are not very proactive and have contributed less as 8 million as community share which is 20% of the total project. However, on the other hand if look at the yearly utilization rate it is giving us a complete different picture. Except 2005-2006 where the utilization against the budget was 21% in the remaining years the utilization has been more than 99% and year 2008-2009 the utilization has been more than 5000%. Which does not make any sense at all? It is also not supported by the aforementioned cash flow analysis. As explained that our source is budget data and the question of reliability can always be questioned. Therefore, there is a need to verify the data for accuracy purposes.

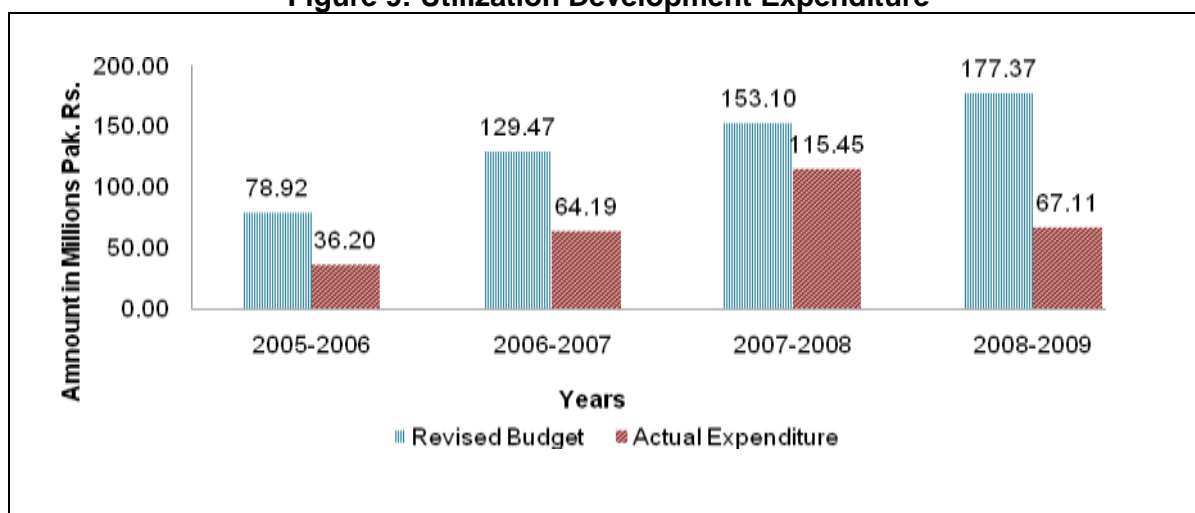
⁸ Such as (i) persons served by a specific service (clearly showing persons served in the CO unit, other town/villages, and other settlements in the TMA); (ii) units of electricity consumed (for electricity, tube wells, disposal pumps, etc), (iii) functional and non-functional street lights; (iv) service delivery staff; etc.

Figure 8: Utilization N- Development Expenditure



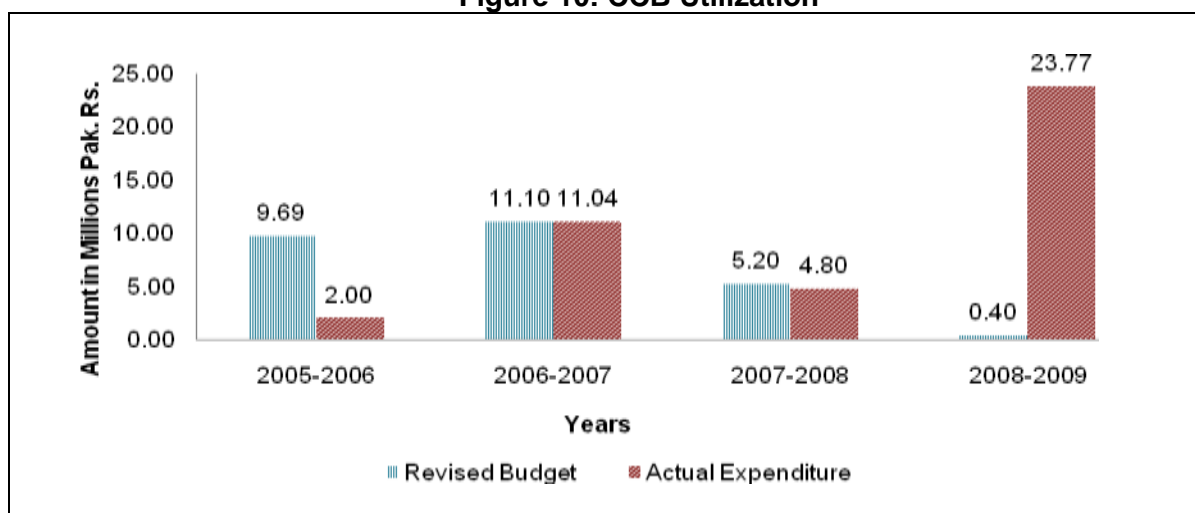
Source: GHK analysis based on TMA budget books 2005-2009

Figure 9: Utilization Development Expenditure



Source: GHK analysis based on TMA budget books 2005-2009

Figure 10: CCB Utilization



Source: GHK Analysis Based on TMA Budget Books 2005-2009

Table 26: CCB Share and Outstanding Balance (based on revised budget)

Annual Development Plan		CCB Share	Actual Expenditure CCB			Balance CCB	Cumulative Balance
Year	Revised Budget		Previous	Current	Total		
2003-2004	39.61	9.90	0.00	0.80	0.80	9.10	9
2004-2005	39.61	9.90	0.00	0.80	0.80	9.10	18
2005-2006	59.26	14.82	0.00	2.00	2.00	12.81	31
2006-2007	100.10	25.03	0.00	11.04	11.04	13.99	45
2007-2008	118.10	29.53	0.00	4.80	4.80	24.73	70
2008-2009	136.04	34.01	0.00	23.77	23.77	10.24	80
	453	113	0	42	42	71	
Community share					8		
Percentage Utilization					37%		

Source: GHK analysis based on TMA budget books 2003-2009

Table 27: TMA Budgets for Development and Non Development

Amount in Rs

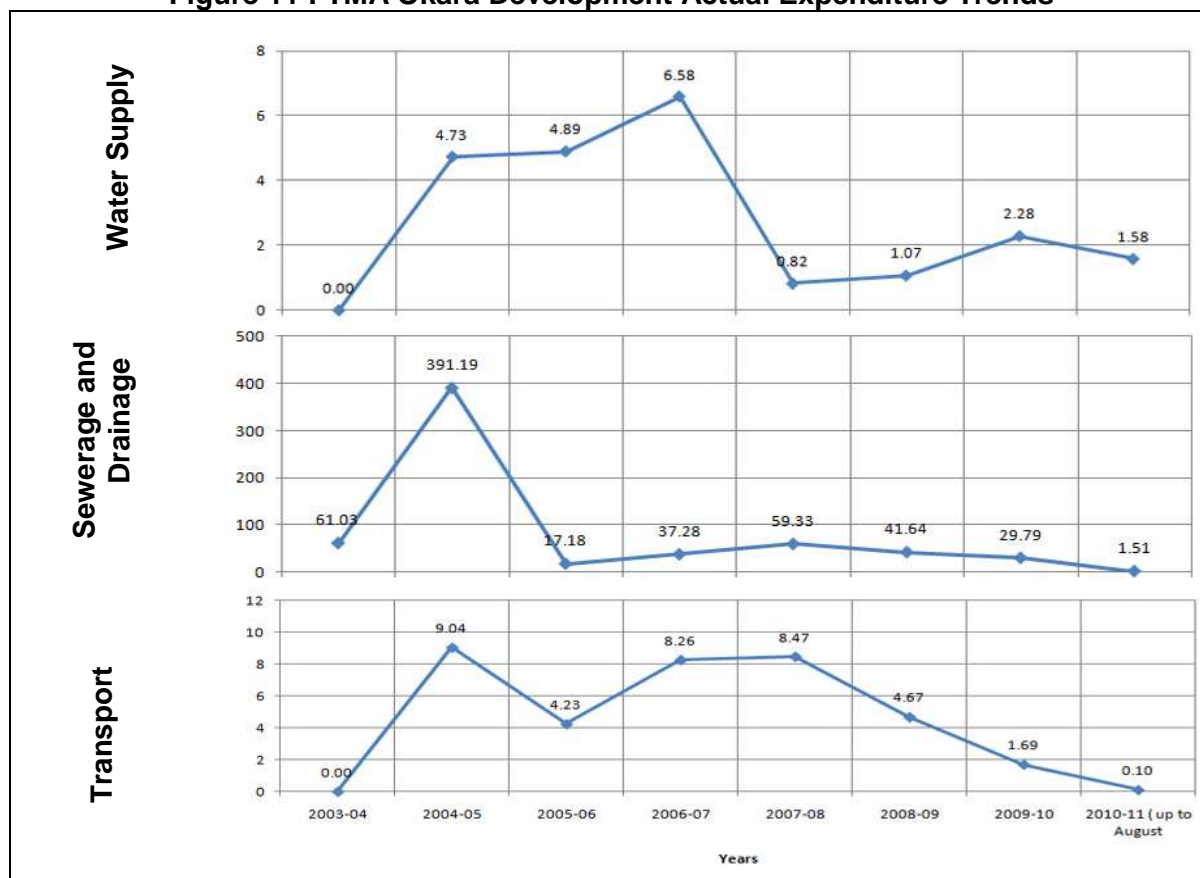
Sector	2010-11	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04
Development -Total	67.495	69.080328	137.21428	85	101	59.262	63.036	72.386
Non Development- Total	211.484	197.08	185.565	125.684	133.55	102.423	90.74	76.8

Source: Tehsil Officer Account sheets and TMA budget books 2003-2010

Table 28: TMA Actual Expenditure for Development and Non Development

Sector	2010-11 (2 Month)	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04
Development								
Water Supply	1.58	2.28	1.07	0.82	6.58	4.89	4.73	0.00
Sewerage and drainage	1.51	29.79	41.64	59.33	37.28	17.18	391.19	61.03
Solid waste Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building	0.09	5.35	7.80	7.95	5.26	4.46	3.65	0.00
Roads	0.10	1.69	4.67	8.47	8.26	4.23	9.04	0.00
Others	1.65	6.51	5.94	38.10	24.69	14.34	24.39	2.14
Total	4.94	45.63	61.11	114.66	82.06	45.10	432.98	63.17
Non Development								
Water Supply	4.35	14.37	14.02	10.75	11.21	8.03	8.78	8.98
Sewerage and drainage	9.09	29.90	40.47	17.45	19.07	13.51	11.62	9.48
Solid waste Management	10.09	52.72	45.45	37.16	32.85	30.95	25.53	22.20
Building	0.53	1.64	1.54	1.05	0.93	1.12	1.04	0.84
Roads	0.69	1.92	1.96	1.50	1.33	1.22	1.01	0.08
Others	0.98	79.21	70.99	60.50	73.08	40.43	35.48	33.28
Total	25.74	179.76	174.42	128.41	138.47	95.24	83.46	74.86

Source: Tehsil Officer Account sheets and TMA budget books 2003-2010

Figure 11 : TMA Okara Development Actual Expenditure Trends


Sector	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11 up to August
	Million Pak. Rs.	Million Pak. Rs.	Million Pak. Rs.	Million Pak. Rs.	Million Pak. Rs.	Million Pak. Rs.	Million Pak. Rs.	Million Pak. Rs.
Water Supply	0	4.726	4.887	6.579	0.821	1.068	2.284	1.578
Sewerage and drainage	61.025	391.189	17.177	37.276	59.330	41.637	29.787	1.509
Solid waste Management	0	0	0	0	0	0	0	0
Transport	0	9.036	4.234	8.260	8.466	4.674	1.695	0.105
Total	63.169	432.984	45.103	82.061	114.661	61.113	45.626	4.940

Source: GHK analysis based on TMA budget books 2002-2010

Table 29: PHED Interventions by Sector (water supply and sanitation 2003-2010)

Amount Million Pak. Rs.

Sectors	2010-11	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04
Water supply & Sewerage	0	56.969	168.416	166.937	6.808	23.853	0	0
Total	0	56.969	168.416	166.937	6.808	23.853	0	0

Source: PHED Lahore

Table 30: List of ongoing Infrastructures Projects

Amount Million Pak. Rs.

Sr.No.	WS/ SD/S WM	Name of Scheme	Executing by (TMA, PHED and NGOs)	Total Cost	Beneficiary Population
1	SD	Construction of Drain soling culvert UC.26	TMA Okara	0.4	No Information Available with TMA
2	SD	PCC, soling UC. 90/2		0.4	
3	SD	Construction: of drains, soling 22/4L UC.13		0.46	
4	SD	Construction of Soling resoling B,C colony Faisl Mahmood colony		0.875	
5	SD	Construction of Nullah Benazir road		1.475	
6	SD	PCC Zafar colony UC.98/10		0.7	
7	SD	Sewerage Fateh town		0.3	
8	SD	Repair of screening chamber LBDC		0.465	
9	SD	Const of Drains, Soling, culverts Sherka Bala Zarin UC.24		0.4	
10	SD	Const of Drains, Soling, Culverts 12,14,15/1R UC.27		0.4	
11	SD	Const of Temporary Slaughter house TMA Okara		0.65	
12	SD	Soling, Road, Drains, Chak 24/G.D		1	
13	SD	Soling, Road, Drains, 42/G.D		1	
14	SD	Soling, Road, Drains, Jaboka		2	
15	SD	Soling, Road (PulKhoo Sultanwala to Dera Ch. Muhammad Aslam Gogera & 18/G.D (Ch. Maqsood Gogera)		1	
16	SD	Providing & Laying of Tuff Tile & Sewerage Gali Fiyaz Ghor Wali Samad Pura		0.4	
17	SD	Providing & Laying of Tuff Tile, Soling & Drains Sindhi Muhallah		0.4	
18	SD	Providing & Laying of Tuff Tile & Sewer, A-Line Gali Amanat Bhola Wali		0.5	
19	SD	Providing & Laying of Tuff Tile & PCC, Allah Dad Colony, Gali Ashfaq, PA		0.2	
20	SD	Construction of drain Abadi near petrol pump Sadder Gogera		0.3	
21	SD	Laying of PCC Street No. 2, (Zafar Gilani Wali), Faisal Colony No. 1		0.5	
22	SD	Supply of manhole covers and frames		0.75	
23	SD	De-silting of wells at Disposal works LBDC and Govt colony.		0.4	
24	SD	P/L Sewerage Ghao Shalah Factory G.T. Road		0.15	
25	SD	Repair of Sewerage Line Christian Colony, Okara		0.9	
26	SD	Supply of bitumen, stone aggregate / Bajar and bajary etc for Patch work of various roads, Okara city		1	

Sr.No.	WS/ SD/S WM	Name of Scheme	Executing by (TMA, PHED and NGOs)	Total Cost	Beneficiary Population
			Sub Total	17.025	
27	SW	Supply of wheel barrows for sanitation (Hand Carts)	TMA Okara	0.5	No Information Available with TMA
28	SW	Purchase of Generator Set 80/KVA.		1	
29	SW	Purchase/ Repair of peter engines.		0.5	
30	SW	Purchase of Tractor Trolleys		1	
31	SW	Purchase of Hydraulic Trolleys		0.5	
32	SW	Other Implements		1	
33	SW	Purchase of Movable generators (02 Nos.)		0.8	
			Sub Total	5.3	
34	WS	Water supply, sewerage, PCC, Faisal Mahmood colony	TMA Okara	0.45	
35	WS	Supply of suction/ delivery pipe		0.2	
36	WS	Repair/ replacement of old and rusty water supply pipes, Okara city		0.5	
37	WS	Supply motor and repair of Tube Well and laying of Water Supply pipe to Madina Town Tube Well.		0.4	
38	WS	Supply of electric motors, cable, switches, starter breaker for water supply installations and repair of tube wells		0.7	
39		Supply of switch, starter, tube rods, bulbs, wire, ladder for street lights Okara city		0.2	
			Sub Total	2.45	
			Total	24.775	

WS (water supply) SD (sewerage/ drainage) SWM (Solid waste management)

Table 31:TMA Budgets and Actual Receipts

Budget Receipts								
Source	2010-11	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04
Taxes	47	56.065	58.005	53.941	37.026	29.635	31.6	28.15
Rate	52.889	2.2	2.2	2.2	2.2	3.45	3	3
Rent		56.00	5.525	5.5	5.5	5.5	5.45	5
Fees		25.591	32.787	20.621	19.519	31.793	11.307	7.868
Sale of Property		0.55	1.106	0.219	0.277	0.289	0.15	0.083
Other sources		2.327	0.457	0.722	0.242	1.02	1.0105	3.675
Grants	172.292	190.00	215.86	193.95	159.752	84.568	97.272	108.6
Mise	11.922	0.635	0.3	0.2	0.2	0	0	0.125
Total	284.103	333.368	316.24	277.353	224.716	156.255	149.7895	156.5

Source:Tehsil Officer Finance -TMA budgets books 2003-2010

Actual Receipts								
Source	2010-11	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04
Taxes	6.61	5 0.49	4 5.46	4 8.39	3 8.58	2 5.76	3 1.91	27.68
Rate	8.23	0 .46	0 .74	0 .59	1 .25	1 .29	1 .22	0 .76
Rent		2.11	2.87	2.71	2.75	3.56	4.65	2.71
Fees		28.56	29.88	21.16	20.48	31.29	10.04	6.92
Sale of Property		0.52	1.26	0.36	0.26	0.36	0.09	0.16
Other sources		2.31	0.37	0.66	0.35	2.61	1.14	3.76
Grants	1 2.95	1 44.0	1 47.4	1 59.9	1 59.2	8 2.03	9 4.41	108. 59
Mise	0 .06	0 .37	0 .49	1 .54	0 .28	0 .00	0 .00	0 .00
Total	2 7.85	2 28.8	2 28.5	2 35.4	2 23.2	1 46.9	1 43.4	150. 58

Source: Tehsil Officer Finance - TMA account books 2003-2010

Table 32:TMA Tariff Structure

Sources	Tariff Per Unit							
	2010-11	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04
Water								
Registration of Connection fee (Domestic connection without motor)	425	425	425	425	425	425	425	425
Registration of Connection fee (Domestic connection with motor)	505	505	505	505	505	505	505	505
Yearly Service Charges Domestic Connection without motor)	360	360	360	360	360	360	360	360
Yearly Service Charges Domestic Connection with motor)	600	600	600	600	600	600	600	600
Registration of Connection fee(Commercial /Industrial	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025
Yearly Service Charges Commercial /Industrial) Connection	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Sanitation								
Registration of Connection fee (domestic)	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge
Yearly /Monthly Service Charges domestic	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge
Registration of Connection fee(Commercial /Industrial)	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge
Yearly /Monthly Service Charges Commercial /Industrial)	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge	Not Charge
Transport								
Wagon fee per trip	10	10	10	10	10	10	10	10
Rickshaw fee monthly	150	150	150	150	150	150	150	150
Taxi Stand monthly per taxi	150	150	150	150	150	150	150	150

Source: TMA Schedules of Tax/ Fees Year up to 2010

B. Outsourced service contracts. (Existing / proposed)

- Water Supply Services
- Sewerage and Drainage Services
- Solid waste Management Services

Not outsourced due to Government of Punjab instruction to not outsource

The Notification issued by Local Government & Community Development Department on 21st March 2007. NO.SO.R(LG)5-23/2003, The Governor of the Punjab direct that in the Punjab Local Government (Auctioning of Collection Rights) Rules ,2003, the following amendment shall be made.

Amendment: in the said rule3 shall be substituted by the Following:

Auction of Collections Right :- (1) Sub Rule(2) Local Government May collect an income through a contractor by awarding contract for collection rights for a period not exceeding one year.

A local Government shall not award contract for collection of an income Including water rate, Building fee, Commercialisation Charges, sanitation fee, Licence Fee and Lighting rate or arrears of the income demand for which can be raised against a specific person and its arrears can be carried forwards.

Table 33: Taxes / fees Collection Services

Sr. No.	Name /Title	Scope	Amount
Selling of waste water			
1	Selling of waste waterat Lower Bari Doub Canal disposal station	From year 2003-04 contract not awarded due to not received any interest from users	0
2	Selling of waste waterat Lower Bari Doub Canal disposal station	From year 2004-05 No contract awarded due to not received any interest from users	0
3	Selling of waste waterat Lower Bari Doub Canal disposal station Year 2005-06	Collect fee on behalf of TMA Contract awarded	41,000
4	Selling of waste waterat Lower Bari Doub Canal disposal station Year 2006-07		105,000
5	Selling of waste waterat Lower Bari Doub Canal disposal station2007-08		110,000
6	Selling of waste waterat Lower Bari Doub Canal disposal station Year 2008-09		350,000
7	Selling of waste waterat Lower Bari Doub Canal disposal station year 2009-10		190,000
8	Selling of waste waterat Chungi No 6 newdisposal works2003-04		50,000
9	Selling of waste waterat Chungi No 6 newdisposal worksYear 2004-05		72,000
10	Selling of waste waterat Chungi No 6 newdisposal worksYear 2005-06		85,000
11	Selling of waste waterat Chungi No 6 newdisposal worksYear 2006-07		120,000
12	Selling of waste waterat Chungi No 6 newdisposal works2007-08		93,000
13	Selling of waste waterat Chungi No 6 newdisposal worksYear 2008-09		100,000
14	Selling of waste waterat Chungi No 6 newdisposal worksyear 2009-10	From year 2009-10 contract not awarded due to technical reasons	0
15	Fee on Dangerous Item business	Collect fee on behalf of TMA Contract awarded	505000
16	Bakra Mandi Fee		700000
17	Bakra Mandi Akbar Road		600000
18	Advertisement		3005000
19	Fee for rickshaw stand		Contract Canceled
20	Fee Tanga Stand		300000
21	Add Fee		1400000
22	Fee Truck / Taxi Stand		126000
23	Hotel & Restaurant	Contract not awarded	
24	Fee on Dangerous Item business Gogera		
25	Teh Bazar Gogera		
26	Fee on Transfer of Property		
27	Sale of Waste Water		

Source: Tehsil Officer Finance Records

C. Public Private Partnership contracts

- Water Supply
- Sewerage and Drainage
- Solid waste Management

No Public Private partnership Contracts implemented in TMA Okara

Section V

MAJOR PROJECTS AND FUTURE DEVELOPMENT



V. MAJOR PROJECTS AND FUTURE DEVELOPMENT

List of Major Projects

TMA do not have Major Projects in their mind

D. Future Development:

TMA officials told that they have no thought for any future development projects

E. Forecast for Future Developments, Costs

No Forecast of future development

Section VI

URBAN PLANNING



VI. URBAN PLANNING

A. Land use and Settlements Pattern

Land use means spatial distribution of various city functions interrelated to each other within the planning area. These uses may be residential, commercial, educational, industrial etc. The study and analysis of these land uses is essential in assessing the existing deficiencies in spatial arrangements and also to determine the future requirements in respect of each function.

Availability of an upto date base map is a pre-requisite for carrying out land use survey of an area. However, correct base map of Okara Town was neither available, with the Municipal Committee nor with any other concerned nation building department/ agency. The Housing and Physical Planning Department Government of Punjab developed outline development plan in 1968 for a period of 20 years (1968-88). The revision / updation of plan necessitated in order to guide the existing and future growth of Okara town on scientific lines.

The land use survey of the Town was conducted. According to land use survey, there is a total area of about 2990 acres within the municipal limits of the town. In addition, there are about 647 acres of contiguous development outside the municipal limits. The details of various land uses as per survey conducted in 1996 are mentioned in the Table 34.

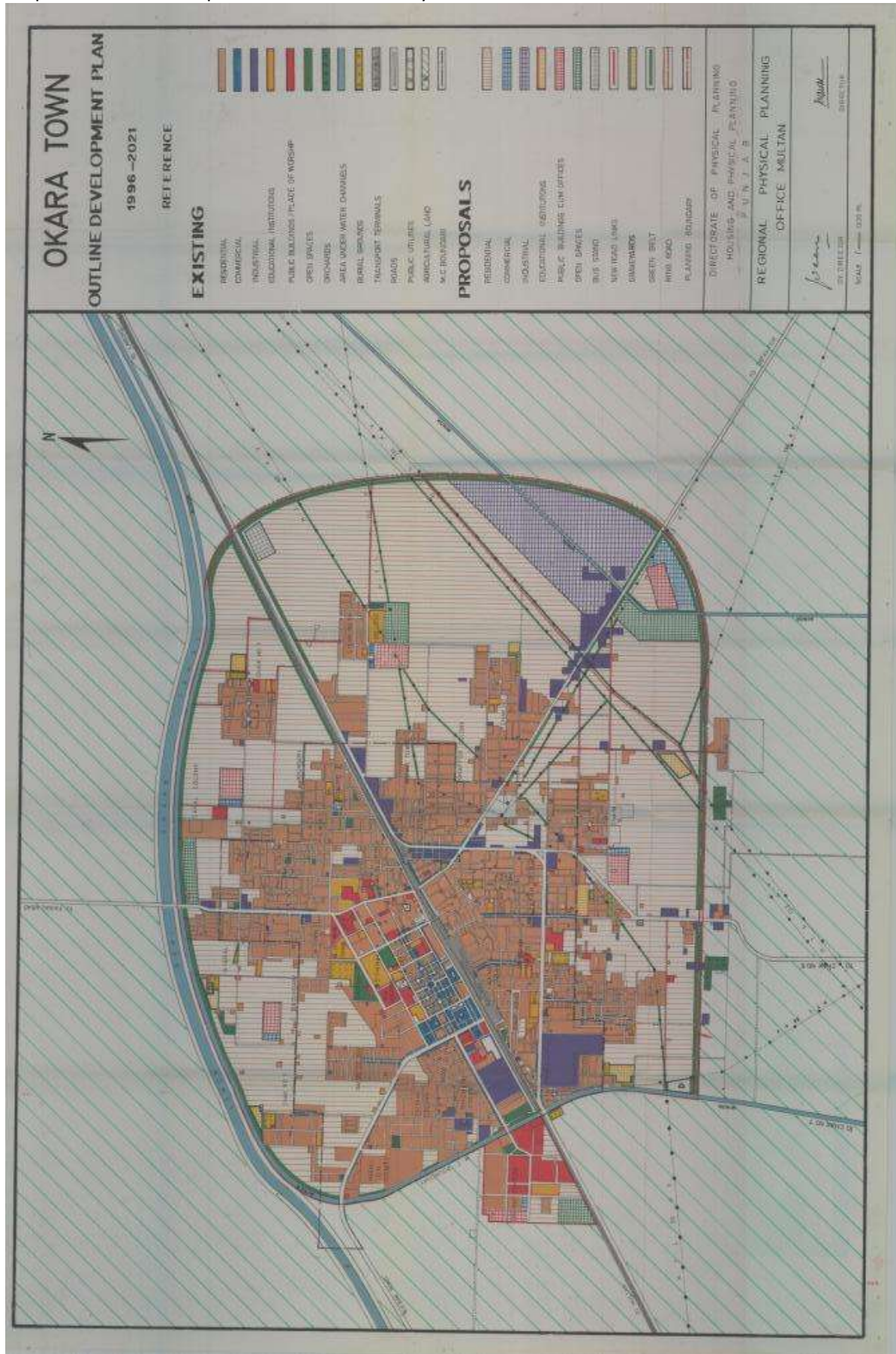
Table 34: Land Use of Okara

Sr.No	Type of land use	Area within M.C(acre)	Area out of M.C(acre)	Total	Percentage
1	Residential	1571.25	411.00	1982.25	62.02
2	Industrial	201.25	25.00	226.25	7.08
3	Commercial	4.08	1.00	55.08	1.72
4	Educational Institutions	124.62	29.50	154.12	4.82
5	Health Intuitions	17.70	4.00	21.70	0.68
6	Public Buildings				
	Govt. Offices	24.80	65.00	89.80	2.81
	Mosques/Church	29.60	2.00	31.60	0.99
	Cinemas	4.60		4.60	0.15
	Press club	0.08		0.08	
7	Transportation				
	Railway	109.00	21.00	130.00	4.07
	Road/street	332.04	82.50	414.54	12.97
	Bus Stand	3.20		3.20	0.10
8	Grave yard	21.60	5.00	26.60	0.83
9	Public Utilities				
	Water supply	7.20		7.20	0.23
	Disposal Works	0.05	1.00	1.05	0.03
	Parks/Open spaces	33.60		33.60	1.05
	Electricity	4.33		4.33	0.14
10	Stadium	10.00		10.00	0.31
	Total Urban area	2549.00	647.00	3196.00	100.00
11	Agriculture Land	248.90		248.90	56.44
12	Vacant Land.	151.80		151.80	34.42
13	Canal	40.30		40.30	9.14
	Total non-urban area	441.00		441.00	100.00
	Total Area(A+B)	2990.00	647.00	3637.00	

Source: Updation / Revision of Outline Development Plan Okara 1996-2021

The Table 34 shows that the area both under urban and non –urban land uses within and outside the municipal limits is 3637 acres. The residential occupies bulk of area 62.02% of the total urban land use.

Map 7: Outline Development Plan of Okara City



The town has been divided into two zones by the railway line and GT road. e.g. Northern Zone and Southern Zone.

Northern zone is located in the north of railway line. It is an old part of the town. This area is dominantly residential in character and presents a picture of incompatible land use. The main commercial activity is concentrated in this zone. The other important uses located in the area are saw mills, Flour Chakies, Civil Hospital, Educational institutions, Ginning Factories, Grain Market, Timber Market, Fruit & Vegetable Market, Hotels, Parks, Stadium, Telephone Exchange, Government Offices, and Veterinary Hospital. Some commercial activities are also taking place haphazardly in the shape of ribbon development along Faisalabad Road and Akbar road.

Southern Zone is mostly residential in character with both regular and irregular streets pattern. This zone, apart from residential areas, accommodates commercial establishments, Industrial units, educational institutions and bus stand. Ribbon type of development is also seen along main roads.

Government of Punjab launched Punjab Municipal Service Improvement Project (PIMSIP) through Punjab Municipal Development Fund Company (PMDFC). The project aims at the institutional development of TMAs through improving systems directly related to their functions and through investments in service delivery. Under PMDFC support a Planning report for Okara city developed in 2008.

⁹Main commercial area is located in the central part of the town. There are four major markets which originate from Gol Chowk; these include Rail bazaar, Katchary bazaar, Saddar bazaar and Hospital bazaar. There are a number of other markets in the CBD which include Anarkali bazaar, Haq bazaar, and Sarafa bazaar. Service area of these bazaars is the whole town.

In Okara there are few parks and play grounds located in different parts of the town. Major parks include Safdar Shaheed Park and Jinnah Park. Jinnah park is located on Allama Iqbal Road and along 4-L Minor at Jahaz Chowk. Safdar Shaheed Park is located along Tehsil road in the central part of the town. Two parks in District complex are reserved for ladies and children. There are two stadiums in the town i.e. new stadium and Old stadium. New stadium is located in the District complex. Old stadium is located along Stadium road in the central part of the town.

There are three main graveyards in the city one is located on Jane Mohallah road, other in Ahmad town and the biggest graveyard is located in the north of Old stadium. In Okara, there is one degree college for women and one Boys College in addition to a number of secondary and high schools for boys and girls. Women College is located in the south of the town near 36/2-L road and Boys College is located on Stadium road. There is one nursing school and one vocational training institute in the city.

Like other intermediate cities of Punjab Okara is growing in very haphazard manner in the absence of a master plan. Colonies are being developed wherever site is available. On the northern and western side of Okara there are some natural barriers to the growth of city i.e. Lower Bari Doab canal and 4-L minor due to these hindrances the development of the city is not possible on that side. City is mainly growing in the southern direction.

⁹PMDFC -Planning Report 2008

Comparison of land use in 1968 and 1996: Okara was originally a planned town based on rectangular grid iron pattern. After partition, the developments took place in the southern and eastern sides haphazardly and incompatible land uses were mixed up due to lack of proper planning and development control. In 1968, the area within municipal limits was 1688 acres, out of which the largest portion was agricultural / vacant land whereas the second dominant use was residential, which was 36% of the total area. The town is still expanding in the northern, southern and eastern directions. The mushroom and uncoordinated growth still continues unabated. The non urban area use area was 727 acres in 1968, which has now decreased to 441 acres. In 1996, the area under the municipal limits was 1688 acres, which is 2290 acres in 1996.

Land use map of Okara City is added in this document as Map 8. Table 35 to Table 41 present information on the Education Units, Health Unit, Housing schemes, Housing Characteristics, Katchi abadis, and Markets.

Table 35: Education Units (Government and private)

Gender	No. Of Schools	Area in Kanal	No. of Boys	No. Of Girls
Female	458	2,651	177,87	85,693
Male	517	5,167	91,086	3,125

Source: Punjab Education Management Information System Database

Table 36: Health Units (Government and private)

Hospitals		Dispensaries		T.B. Clinics		S.H. Centres	M.C.H. Centres
No.	Beds	No.	Beds	No.	Beds	No.	No.
2	311	13	16	1	-	-	6

Source: Punjab Development Statistic 2010

Table 37: List of Housing Schemes (Govt. and Private)

Sr. No.	Name	Type	Area
1	Housing Colony at Lahore Rd	Govt	No Information available with TMA

Source: TO P&C TMA Okara Records

Table 38: Housing Characteristics of Okara Tehsil in 1998

Okara		Type of Structure				Housing Facilities	
		Total	Pacca	Semi Pacca	Kacha	Potable Water	Electricity
Tehsil	Urban	35783	29109	3180	3494	10848	32998
	Rural	87921	40849	9315	37757	8283	57790
	Total	123704	69958	12495	41251	19131	90788
MC		27810	23805	2462	1543	8006	26050
Cantt		6080	3815	574	1691	2706	5443

Source: District Census (Housing) Report 1998

Table 39: List of Katchi Abadis (Recognized and Un-recognized)

Sr. No.	Name	Type	Area
1	Ahmad abad.	Recognised	99k-16m-2s
2	Basti Bohar		17k-8m-5s
3	Mustafa Park		1k-0m-0s
4	Chamra Mandi		198k-0m-0s
5	Christian colony		34k-12m-4s
6	Faizabad		106k-8m-2s

7	Ghazi abad		99k-1m-2s
8	Kot Amir Ali Shah		27k-7m-8s
9	KotFetah Jamal		26k-2m-1s
10	Kumhar Mohallah		18k-0m-06s
11	Mansoor Abad		106k-15m-3s
12	Muhammad Pura		36k-14m-3s
13	Muzaffar Colony		92k-19m-0s
14	NaiAbadi.		10k-15m-6s
15	Niaz Market		9k-2m-0s
16	QaimPura		1k-14m-3s
17	Samad Pura		331k-6m-7s
18	Sindhi Mohallah		76k-10m-2s
19	Sirki Mohallah		11k-2m-2s
20	Sobha Singh		No Information with TMA

Source: TO Regulation TMAOkara Records

Table 40: List of Major Commercial Areas

Sr. No.	Name	Type	Area
1	Haq bazaar	Cloths	No Information available with TMA
2	Katchary Bazar	Sports and Chemical, Clinic	
3	Saddar Bazar	Cloth, General , Hardware and Iron	
4	Hospital Bazar	Medicine	
5	Gole Chowk	Books	

Source: TO P&C TMA Okara Records

Table 41: List of Markets

Sr. No.	Name	Type	Area
1	Rauf Market	General	No Information available with TMA
2	Adda Road	Workshop / Mechanic	
3	Machli Market	Store purpose	
4	Katchary bazar	Sports and Chemical etc	
5	Inside Katchary Bazar	Store purpose	
6	C Block Market	Cloths and stitching	
7	Union Committee C	Store purpose	
8	Ghala Mandi	Food	
9	Old Office market Municipal Committee	Hotel and Mobile phone	

Source: TO P&C TMA Okara Records

1. Street Lights

Although all major roads are provided with the facility, but the secondary roads have partial supply. Roads provided with street lights include Benazir Road, Tehsil Road, College Road, Mandi Road, Along 4-L Road Samad Pura Road, Sharqui Mohallah Road, Church Road and Depalpur Road.

Following Are Roads with partial street Lights:

Eid Gah Road, Akbar Road, Power House Road, Allama Iqbal Road, Jane Mola Road, Khan Baba Road, 27/2-L Road, Sabzi Mandi Road, Old Mall Mandi Road, Ghalla Godown Road, Govt Colony Road and Ghoray Shah Road. 36/2-L road does not have street light. Table 42 Shows detail of Street Lights in City.

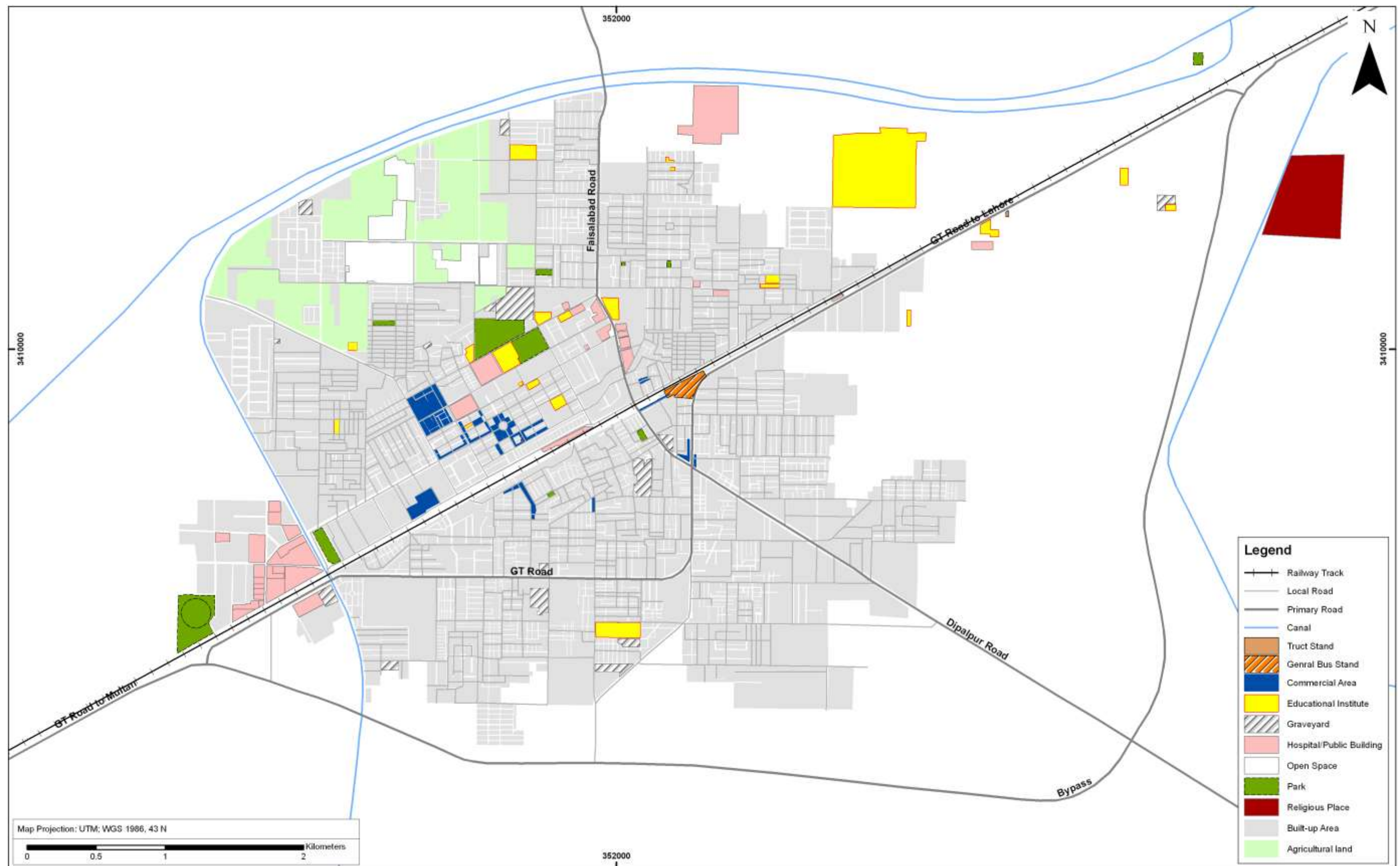
Table 42: List of Street Lights

Sr.No	UC No	Total Bulb	Mercury Bulb	Sodium Bulb	Simple Bulb
1	89	143	12	36	22
2	90	152	4	138	39
3	91	219	24	117	22
4	92	124	13	18	43
5	93	88	13	95	48

6	94	136	1	82	14
7	95	61	1	-	16
8	96	121	1	55	39
9	97	101	14	11	38
10	98	118	9	8	22
11	99	84	-	16	15
Total	-	1347	92	576	318

Source: Planning Report Okara 2008

Map 8: Land Use Map of Okara City



Source: Adapted information from Urban Unit Land use map

2. Parks

¹⁰Okara town is blessed with a number of small and medium sized open spaces scattered throughout the town. However, two of the main parks are Safdar Shaheed Park and Jinnah Park.

Safdar Shaheed Park: The area of this park is 7 acres. The plots are green and a good number of trees have been planted. These trees provide shade and add aesthetic beauty to the park.

The facilities that are provided include the jogging track, and walkways. In the morning and evening a number of people come for walk and exercises. There are two fountains. The park has a boundary wall.

Jinnah Park: It is located on Allama Iqbal Road and along 4-L Minor at Jahaz Chowk. The total area of this park is 6 acres. The park is bounded by a boundary wall. The plots are grassy and the level of plantation is very good. There is one fountain and electricity lights are present.

Small parks / open spaces: Other than these main parks, there are number of small parks/open spaces scattered throughout the town. The size of the open spaces varies from 15 Marla, 1 kanal, 2kanal and 4 Kanal.

Fateh town park, Gulshan e Fatima Park and Rehmatullah' town park are in good condition.

There are also parks/ open spaces in the city e.g. MehboobAlam Park, Sher Rabbani Town Park, Qadir Colony Park, Sharif Pura Park, Sabri Park, Nawab Colony Park, Waris Colony Park, Ameer Colony Park, Lalazar Colony Park.

There are also vacant spaces earmarked for parks e.g. Government Colony- 1 acre, Faisal Colony - 4 kanal, Khalid Town - 3 kanal and Dar ul Ehsan Town -15 Marla. Presently in use as a playing area.

B. Economic zones/ Industry sites

Every city has different and varying type of economic base to support its inhabitants. Industry and commerce are considered to be major factor of urbanisation. In Okara, the commercial activity has developed only Upto the level that it can meet the requirements of both local population as well as the inhabitants of surrounding areas. But for specialised shopping, peoples prefer high urban centres like Lahore and Faisalabad.

Okara is predominantly an agricultural based town with small scale industrial development within the municipal limits. Thereafter, industries are mostly agro based, which are sprung up all over the town in haphazard way. This has resulted in intermixture of all land uses. The dominant industrial units are Textile Mills, Cotton Ginning & Pressing and oil Mills. Ghee Mills and Sugar Mills are located outside the Municipal Limits along Faisalabad Road.

There is no Area exclusively earmarked for industrial activities in the town. As a result, the industrial units have been established haphazardly along major roads within and outside the municipal limits. Main concentration of industries is along L.M.Q road and Depalpur road. While some of the industrial units have also been established within the residential areas, which have created numerous problems.

¹⁰ PMDFC Planning Report 2008

C. Largest industries and Chamber of Commerce

"Okara Chamber of Commerce & Industry, Okara" has been established since 1st October, 2004 with 25 Members. It started functioning in 2005 and has been contributing its share in the interest and benefit of business community. In the beginning a body of 9 Executive Members was formed to look after the affairs of the Chamber. The number of members is increasing day by day which has since been reached 312 in total. OCCI's Main Objective:

The objectives of the Chamber are to serve as catalyst and work on "NO-PROFIT NO-LOSS" basis and as such do not involve itself in any business activities and thinking in the private sector for finding "out of box" solutions for long standing pressing problems. The Chamber has already adopted a long term strategy and is constantly formulating business plan for short/medium term that area in line with its long term objectives. Multibillion product/raw material industry awaits attention from the concerned authorities.

The main objective of Okara Chamber of Commerce & Industry is to promote trade/business and industrial activities in the area of its jurisdiction by facilitating and assisting the whole business community providing them initial information in terms as technology up gradation and skills development training assistance. And to business resolving issues between the entrepreneurs by arbitrating, representing the concerns of the business community through the elected standing committees and representatives to the Government and to assist the concerned authorities in developing the policies that shall be conducive for doing business. Furthermore, areas of concern for the industrial environmental harmony which is threatened due to complicated taxation and tightening of monetary policies,' will be addressed by the OCCI which already slashed the credit growth to private sector.

Another objective of the Okara Chamber of Commerce & Industry is to focus all efforts on the development of business and to promote/develop, stimulate and protect the economic interest of Pakistan in general and of those engaged in Industry, Trade, Commerce, Mineral, Transport, Agriculture, Banking, Insurance, Shipping and construction in particular, to boost up professional development to the ability of achieving full advantage of modern era and technology both in business and industry in order to meet the requirements of the area.

The OCCI announces programme for creating awareness about health & safety, discrimination in remuneration and wages, disciplinary practices to bring down production charges, enhancement of quality and freedom to form associations and management systems for locals and nationals.

The following are the major industrial units

1. Michaels fruit farm
2. Baba Farid Sugar Mill
3. Namiat Banspati Ghee
4. Namiat Gutta Mill
5. Abid Rice Mill
6. Anmol Textile at Lahore Multan Road
7. Sherakpur Floor Mill at Lahore Multan Road
8. Rafi Floor Mill within Urban Area of Okara City
9. Pakistan Geleton Unit (Feed manufacture)

ANNEXURE



Annex 1: Socio-Economic Indicators

Social Indicators	Punjab	Tehsil Okara
Number of households		
Weighted	91,075	1,014
Un-weighted	91,075	779
Number of women		
Weighted	86,148	1,007
Un-weighted	86,148	766
Number of under-5 children		
Weighted	70,226	836
Un-weighted	70,226	653
Child malnourishment		
Weight for age		
Below 2SD	33.6	33.9
Below 3SD	11.3	10.6
Height for age		
Below 2SD	42.4	38.2
Below 3SD	23.3	18.4
Weight for height		
Below 2SD	13.4	12.1
Below 3SD	5.6	3.2
Above 2SD	6.9	3.2
Number of children aged 0-59	57,368	778
Adequately fed Infants		
0-5 months exclusively breastfed	48.5	59.2
6-8 months who received breast milk and complementary food at least 2 times in prior 24 hours	30.0	52.6
9-11 months who received breast milk and complementary food at least 3 times in prior 24 hours	32.5	24.7
6-11 months who received breast milk and complementary food at least the minimum recommended number of times per day	31.0	38.9
0-11 months who were appropriately fed	40.2	48.0
Number of infants aged 0-11 months	14,498	187
Households within with salt test result		
Percent of households in which salt was	98.9	91.8
Number of households interviewed	91,075	1,014
No salt	0.3	0.7
0 PPM	87.7	89.2
>0 to < 15 PPM	5.7	3.4
15+ PPM* Total	6.3	6.8
Total	100	100
Number of households in which salt was tested or with	90,333	938
Children's vitamin A supplementation		
Within last 6 months*	79.4	63.7
Prior to last 6 months	4.8	21.9
Not sure When	5.4	0.3
Not sure if received vitamin A	0.9	0.0
Never received vitamin A	9.5	14.1
Total	100	100
Number of children aged 6-59 months	62,613	752
Oral rehydration treatment		
Had diarrhoea in last two	7.8	8.5
Number of children aged 0-59months	70,226	836
NIMKOL	22.5	29.4
Recommended homemade fluid	10.1	18.0
Pre-packaged ORS fluid	21.6	10.7
No Treatment	53.0	43.7
ORT Use Rate	47.0	56.3
Number of children aged 0-59 months With	5,445	71
Children with diarrhoea who:		
Had diarrhoea in last two weeks	7.8	8.5
Number of children aged 0-59months	70,226	836

Social Indicators	Punjab	Tehsil Okara
Drank More	25.3	11.7
Drank the same or less	69.4	80.1
Ate somewhat at less, same or more	47.8	29.0
Ate much less or none	46.6	66.0
Home management of diarrhoea	15.2	5.7
Received ORT or increased fluids AND continued feeding	29.5	25.9
Number of children aged 0-59 months with diarrhoea	5,445	71
Care seeking for suspected pneumonia		
Had acute respiratory infection	7.2	9.3
Number of children aged 0-59 months	70,226	836
Govt hospital	17.0	5.2
Govt health care	1.7	5.9
Rural health centre	2.5	0.0
Dispensary	2.7	0.0
Other public	0.6	0.0
Private hospital	10.1	1.8
Private physician	42.6	48.1
Dispensary/compounder	20.1	35.6
Mobile centre	0.7	0.0
Other private medical	1.5	0.0
Relative or friends	1.0	0.0
Traditional practitioner	1.2	2.1
Homeopath	0.8	1.9
Other	0.0	0.0
Any appropriate provider	70.3	61.0
Number of children ages 0-59 months with suspected pneumonia	5,022	78
Knowledge of the two danger signs of pneumonia		
Is not able to drink or breastfeed	29.7	53.2
Becomes sicker	66.1	64.3
Develops a fever	72.4	70.1
Has fast breathing	25.1	42.1
Has difficulty breathing	23.9	36.9
Has blood in stool	15.3	12.7
Is drinking poorly	30.8	55.5
Has Other Symptoms	1.5	0.0
Mothers/caretakers who recognize the two danger signs of pneumonia	10.1	18.5
Number of mothers/caretakers of children aged 0-59 months	70,226	836
Solid fuel use		
Electricity	0.1	0.0
Liquid propane gas Lpg	4.2	1.9
Natural gas	24.9	21.3
Biogas	0.1	0.0
Coal/Charcoal	0.6	0.4
Wood	54.3	48.4
Straw/shruggrass	3.6	10.8
Animal dung	12.0	17.2
Agricultural crop residue	0.2	0.0
Other missing	0.1	0.0
Total	100.0	100
Solid fuels for cooking	70.6	76.8
Number of households	91,075	1,014
Household water treatment		
Water treatment method used in the household		
None	93.8	-
Boil	2.8	-
Add bleach/chlorine or Solar disinfection	0.0	-
Strain through a cloth	0.2	-
Use water filter	2.0	-
Let it stand and settle	1.0	-
Other/DK	0.1	-
All drinking water sources		

Social Indicators	Punjab	Tehsil Okara
Appropriate water treatment method	4.8	-
Number of household	592,843	-
Improved drinking water sources		
Appropriate water treatment method	4.9	-
Number of household	573,930	-
Unimproved drinking water sources		
Appropriate water treatment method	2.6	-
Number of household	18,913	-
Source of drinking water		
Piped into dwelling	16.5	3.4
Piped into yard or plot	0.4	0.1
Public tap	2.9	3.8
Hand pump	31.6	21.8
Donkey pump	39.4	66.8
Protected well within dwelling	0.8	0.1
Tube well/ turbine	3.2	0.0
Protected well outside dwelling spring rainwater	0.8	-
Bottled/can water	1.4	1.2
Unprotected well within or outside dwelling / unprotected	0.4	-
Tank art with smack tank	0.7	0.7
Surface water	0.3	-
Bottled can water	0.4	0.2
Other missing	1.4	1.8
Total	100	100
Improved source of drinking water	96.8	97.3
Number of household members	592,843	7,018
Household water treatment		
None	93.8	98.2
Boil	2.8	0.8
Add bleach/chlorine or Solar disinfection	0.0	0.0
Strain through a cloth	0.2	0.0
Use water filter	2.0	0.4
Let it stand and settle	1.0	0.5
Other/DK	0.1	0.0
All drinking water sources		
Appropriate water treatment method	4.8	1.2
Number of household	592,843	7,018
Improved drinking water sources		
Appropriate water treatment method	4.9	1.2
Number of household	573,930	6,827
Unimproved drinking water source		
Appropriate water treatment method	2.6	0.0
Number of household	18,913	191
Time to source of drinking water		
Water on	92.3	92.3
Less than 30 minutes	5.1	4.9
30 minutes to less than 1 hour	1.6	1.9
Premises 1 hour or more	0.8	0.7
Don't know	0.2	0.3
Total	100	100
Mean time to source of drinking water* Number of households	22.6	23.2
	91,075	1,014
Bacteria water testing		
Percent of households in which water was tested	91.4	94.3
Number of households	91,075	1,014
Bacteria was present	48.7	77.5
Bacteria was not present	51.3	22.5
Total	100	100
Number of households in which water was tested	83,222	956
Type of toilet facility used by household		
Improved sanitation facility		
Piped sewer system	20.9	24.0

Social Indicators	Punjab	Tehsil Okara
Septic tank	36.5	45.0
Pit latrine	9.6	2.2
Ventilated Total improved pit latrine	0.7	0.1
Pit latrine with slab	1.6	1.2
Public/ communal latrine	0.1	0.3
Uncovered pit	0.3	0.0
Unimproved sanitation facility		
Bucket	0.0	-
No facilities or bush or field	29.4	27.1
Other	0.5	0.0
Missing	0.3	0.1
Total	100.0	100
Percentage of population using sanitary means of Other excreta disposal	69.5	72
Number of household members	592,843	7,018
Use of improved water sources and improved sanitation		
Percentage of household population:		
Using improved sources of drinking water	96.8	97.3
Using sanitary means of excreta disposal	69.5	72.8
Using improved sources of drinking water and using sanitary means of excreta disposal	67.5	71.5
Number of household members	592,843	7,018
Disposal of waste water		
Sewerage connected with main line	19.3	17.2
Sewerage connected with open drain	30.2	48.0
Septic tank	7.4	9.4
Pit in or outside house	10.9	9.0
Open street or open fields	32.1	16.2
No response/ DK	0.1	0.1
Proper disposal of waste water	56.8	74.5
Number of households	592,843	7,018
Disposal of solid waste		
Collected by any municipal institution	7.8	12.4
Any municipal institution Disposed of by solid waste management dep't	1.8	0.7
Private company vehicle collects from home	4.5	3.2
In open streets	7.7	4.2
In open fields	78.1	79.6
No response/ DK	.1	-
Proper disposal of solid waste	14.1	16.2
Number of households	592,843	7,018
Hands washing before meal		
All with soap	44.5	22.0
All without soap	12.2	5.0
Some with soap	31.1	54.4
Some without soap	6.8	11.3
No one	5.4	7.3
No response/ DK	0.0	-
Adequate washing	56.5	27.0
Number of households	592,843	7,018
Hands washing after using latrine		
All with soap	57.8	35.6
All without soap	8.2	2.2
Some with soap	25.4	38.0
Some without soap	6.2	18.0
No one	2.4	6.2
No response/ DK	0.1	-
Proper hand washing	65.9	37.7
Number of households	592,843	7,018
Use of contraception		
Percent of women (currently married) who are using:		
Not using any method	67.8	73.4

Social Indicators	Punjab	Tehsil Okara
Female sterilization	7.7	7.5
Male sterilization	0.1	0.1
Pill	2.4	1.2
IUD	3.7	3.6
Injections	2.5	2.6
Condom	8.6	7.7
Foam/jelly	0.1	-
LAM	2.3	1.3
Periodic abstinence	2.2	0.3
Withdrawal	2.4	2.4
Total	0.2	0.0
Other	100.0	100
Any modern method	25.1	22.7
Any traditional method	7.1	3.9
Any method *	32.2	26.6
Number of women currently married	83,389	971
Contraceptive drop out		
Reason for discontinuing contraception		
Percentage of women ever used but are not currently using contraceptives	4.3	0.7
Number of women	83,389	971
Religious reasons	11.3	-
Want another child	35.8	23.6
Want a son	9.3	76.4
Contraceptive products too expensive	1.0	-
Woman/husb and is ill	3.5	-
Terminated temporarily	7.3	-
Side effects	6.2	-
Menopause	7.3	-
No reason/ Other	9.5	0.0
Missing	8.7	-
Total	100	100
Number of women who ever used but are not currently using contraceptives	3,601	7
Unwilling pregnancy		
Wanted to get pregnant?		
Now	67.0	65.0
Later	21.2	19.6
Did not want more children	4.3	3.1
Missing	7.6	12.3
Percentage of unwilling pregnancy	25.5	22.7
Number of pregnant women	9,272	128
Antenatal care Provider		
Medical doctor	41.2	28.5
Nurse/ midwife	6.6	6.2
Lady health visitor	4.9	3.9
Lady health worker	0.8	0.8
Traditional birth attendant	26.4	27.1
Relative/Friend	0.4	0.0
Other/missing	2.3	0.9
No antenatal care received	17.4	32.6
Total	100	100
Any skilled personnel*	52.7	38.6
Number of women who gave birth in the preceding two years	29,696	341
Assistance during delivery		
Medical Doctor	32.8	32.6
Nurse/ midwife	6.0	5.0
Lady health visitor	3.8	2.8
Lady health worker	0.6	1.1
Traditional birth attendant	54.5	57.6
Relative/ friend	1.0	-
Other/ missing	1.0	0.9

Social Indicators	Punjab	Tehsil Okara
No attendant	0.4	0.0
Total	100	100
Any skilled personnel	42.6	40.4
Delivered in health facility**	38.3	40.8
Number of Women who gave birth in Preceding two years	29,696	341
Postnatal care provider		
Medical Doctor	31.7	32.6
Nurse/ midwife	5.6	5.0
Lady health visitor	3.6	2.3
Lady health worker	0.7	1.1
Traditional birth attendant	51.8	57.4
Relative/ Friend	1.0	-
Other/ missing	1.6	0.0
No postnatal care received	4.0	1.6
Total	100	100.0
Any skilled personnel*	40.9	39.9
Number of women who gave birth in the preceding two years	29,696	341
Currently married women by age		
Age group in years		
15-19	3.2	4.1
20-24	13.9	12.8
25-29	21.5	21.1
30-34	18.8	19.1
35-39	18.3	17.8
40-44	14.2	13.9
45-49	10.2	11.2
Total	100	100
Number of married women 15-49	83,389	971
Literacy rate (10 years and older)		
Male		
Literacy rate	68.7	68.3
Number of Household members	227,607	2,727
Female		
Literacy rate	49.5	47.6
Number of Household members	217,054	2,520
Total		
Literacy rate	59.3	58.4
Number of Household members	444,661	5,247
Literacy rate (15 years and older)		
Male		
Literacy rate	66.1	65.5
Number of Household members	189,685	2,267
Female		
Literacy rate	44.7	42.0
Number of Household members	182,312	2,113
Total		
Literacy rate	55.6	54.2
Number of Household members	371,997	4,380
Literacy rate (15-24 years)		
Male		
Literacy rate	79.0	79.2
Number of Household members	64,064	708
Female		
Literacy rate	67.7	66.7
Number of Household members	63,807	720
Total		
Literacy rate	73.3	72.9
Number of Household Members	127,872	1,428
Pre-school attendance		
Male		
Percentage of children aged 3-4 years currently attending preschool	13.8	6.7
Number of children aged 3-4 years	14,977	182

Social Indicators	Punjab	Tehsil Okara
Female		
Percentage of children aged 3-4 years currently attending preschool	13.2	5.2
Number of children aged 3-4 years	14,323	181
Total		
Percentage of children aged 3-4 years currently attending preschool	13.5	5.9
Number of children aged 3-4 years	29,300	364
Primary school entry		
Percentage of children of primary school entry age (5 years) currently attending grade 1	18.9	25.5
Number of children of primary school entry age (5 years)	14,684	183
Percentage of children of primary school entry age (6 years) currently attending grade 1	38.4	47.8
Number of children of primary school entry age(6 years)	16,234	189
Primary school net attendance ratio (5-9 years)		
Male		
Net attendance ratio	54.0	58.5
Number of children	39,519	475
Female		
Net attendance ratio	51.8	57.3
Number of children	37,026	443
Total		
Net attendance ratio	52.9	57.9
Number of children	76,545	917
Primary school gross attendance ratio (5-9 years)		
Male		
Gross attendance ratio*	101.6	104.6
Number of children	39,519	475
Female		
Gross attendance ratio*	92.5	96.3
Number of children	37,026	443
Total		
Gross attendance ratio*	97.2	100.6
Number of children	76,545	917
Public and private primary school attendance rate		
Attending public primary school	55.9	56.5
Attending private primary school	43.0	43.2
Attending Madrasa/NSC	0.2	0.3
Attending primary school but DK type of school or type is missing	0.9	0.0
Total	100.0	100.0
Number of children 5-9 years old	40,501	531
Middle/Secondary school net attendance ratio		
Male		
Net attendance ratio	29.6	31.6
Number of children	37,922	460
Female		
Net attendance ratio	27.8	33.1
Number of children	34,743	406
Total		
Net attendance ratio	28.7	32.3
Number of children	72,665	866
Secondary school age children attending primary school		
Male		
Percent attending primary school	46.3	45.3
Number of children	37,922	460
Female		
Percent attending primary school	40.4	38.3
Number of children	34,743	406
Total		
Percent attending primary school	43.4	42.0
Number of children	22,665	866
Education gender parity		
Primary school net attendance ratio (NAR), females	51.8	57.3

Social Indicators	Punjab	Tehsil Okara
Primary school net attendance ratio (NAR), males	54.0	58.5
Gender parity index (GPI) for primary school NAR*	0.96	0.98
Secondary school net attendance ratio (NAR), females	27.8	33.1
Secondary school net attendance ratio (NAR), males	29.6	31.6
Gender parity index (GPI) for secondary school NAR	0.94	1.05
Physical access to primary schools, MICS Punjab, 2007-08		
Boys government school		
<2 km	93.0	97.8
2-5 km	5.3	2.2
>5 km	1.7	0.0
Girls government school		
<2 km	91.4	97.8
2-5 km	5.9	2.2
>5 km	2.7	0.0
Boys private school		
<2 km	74.7	99.2
2-5 km	9.6	0.8
>5 km	15.7	0.0
Girls private school		
<2 km	74.0	99.2
2-5 km	9.8	0.8
>5 km	16.2	0.0
Number of household members	91,075	779
Physical access to middle schools, MICS Punjab, 2007-08		
Boys government school		
<2 km	62.6	68.6
2-5 km	43.2	24.9
>5 km	14.2	6.5
Girls government school		
<2 km	62.8	58.0
2-5 km	21.0	28.9
>5 km	16.3	13.1
Boys private school		
<2 km	65.5	95.3
2-5 km	13.1	4.3
>5 km	21.5	0.4
Girls private school		
<2 km	65.3	95.7
2-5 km	13.1	3.9
>5 km	21.7	0.4
Number of Household members	91,075	779
Physical access to secondary schools, MICS Punjab, 2007-08		
Boys government school		
<2 km	50.6	47.5
2-5 km	23.2	34.8
>5 km	26.2	17.7
Girls government school		
<2 km	46.9	33.4
2-5 km	21.8	40.8
>5 km	31.3	25.8
Boys private school		
<2 km	56.0	87.6
2-5 km	13.4	12.0
>5 km	30.6	0.5
Girls private school		
<2 km	56.6	87.6
2-5 km	13.3	12.0
>5 km	30.1	0.5
Number of Household members	91,075	779
Birth registration		
Birth is not registered because:		
Birth is registered*	77.0	92.0

Social Indicators	Punjab	Tehsil Okara
Don't know if birth is registered	2.7	0.0
Number of children aged 0-59 months	70,226	836
Costs too much	4.4	9.0
Must travel too far	14.2	28.3
Didn't know child should be registered	42.7	21.2
Late, didn't want to pay fine	13.3	13.4
Doesn't know where to register	15.1	3.1
Other	14.4	17.3
Don't know	8.0	7.8
Total	100.0	100
Number of children aged 0-59 months without birth registration	14,521	50
Child labour		
Working outside household		
Paid work	0.6	0.1
Unpaid work	1.0	0.8
Household chores for 28+ hours/ Week	0.8	0.6
Working for family business	2.9	3.4
Total child labour	5.1	4.5
Number of children aged 5-14 years	149,210	1,784
Labourer students and student labourers		
Percentage of children in child labour	5.1	4.5
Percentage of children attending school	73.6	76.6
Number of children 5-14 years of age	149,210	1,784
Percentage of child labourers who are also attending school	48.9	57.4
Number of child labourers aged 5-14	7,545	81
Percentage of students who are also involved in child labour	3.4	3.4
Number of students aged 5-14	109,769	1,366
Child disability		
Percentage of children aged 2-9 years with reported disability by type of disability		
Delay in sitting, standing or walking	0.9	1.1
Difficulty seeing, either in the daytime or at night	0.6	0.6
Appears to have difficulty hearing	1.1	0.8
No understanding of instructions	1.3	1.3
Difficulty in walking, moving arms, weakness or stiffness	1.2	1.1
Have fits, become rigid, lose consciousness	0.8	0.5
Not learning to do things like other children his/her age	1.1	0.7
No speaking / cannot be understood in words	2.0	1.8
Appears mentally backward, dull, or slow	1.1	0.4
Percentage of children aged 2-9 years with at least one reported disability	5.2	4.2
Number of children aged 2-9 years	119,796	1,443
3-9 years		
Speech is not normal	4.2	1.2
Number of children aged 3-9 years	105,445	1,281
2 years		
Cannot name at least one object	9.5	3.6
Number of children aged 2 years	13,951	162
Knowledge of preventing HIV transmission		
Percentage who know transmission can be prevented by:		
Heard of AIDS	29.5	27.6
Number of women	86,148	1,007
Safe sex	23.0	19.8
Safe blood transfusion	20.9	22.1
Disposable syringe	21.7	22.6
Knows all three ways	18.0	16.3
Knows at least two ways	22.2	23.0
Doesn't know any way	74.7	74.8
Number of women who think a person can do something to avoid AIDS	22,470	261
Attitudes toward people living with HIV/AIDS		
Percent of women who:		

Social Indicators	Punjab	Tehsil Okara
Would not care for a family member who was sick with AIDS	1.1	2.2
If a family member had HIV would want to keep it a secret	23.5	18.9
Believe that a teacher with HIV should not be allowed to work	24.0	7.7
Would not buy food from a person with HIV/AIDS	24.1	7.5
Agree with at least one discriminatory statement	43.3	26.2
Agree with none of the discriminatory statements	56.7	73.8
Number of women who have heard of AIDS	25,409	278
Prevalence of Cough, TB and Hepatitis		
Had cough for more than last three weeks	2.2	4.0
Diagnosed with Tuberculosis during last one year	0.3	0.4
Diagnosed with Hepatitis during last one year	0.7	1.2
Total number of household members	584,640	6,917
Care provided by Lady Health Worker (LHW)		
Visited by LHW	50.4	74.4
Total number of women	86,148	1,007
Purpose of Visit For ORS, Vitamin and Medicines	54.3	25.1
Weighed the child	11.3	14.0
Provided useful info	59.4	73.7
Other	114.6	22.0
DK/Missing	1.6	0.2
Number of women visited by LHW	43,238	748
Physical access to health facility		
Type of nearest health facility		
Government	57.2	43.1
Private	42.4	56.8
Missing	0.4	0.1
Distance to the nearest health facility (in minutes)		
Within 29 minutes distance	75.2	92.8
30-35 minutes distance	15.3	3.7
One hour or more	9.0	3.0
Missing	0.5	0.5
Number of household members	592,843	7,018
Unemployment rate		
Employed	93.2	95.4
Unemployed and seeking job	6.8	4.6
Total	100.0	100
Total number of households 15 years or more in active labour force	163,215	1,811
Family member working outside village		
Members working outside village/town	11.6	5.9
Number of household members	592,843	7,018
Place of work of members working outside village/ town		
Other village/ town	21.2	27.7
Other district	26.8	30.7
Other Province	11.5	8.7
Overseas	38.8	32.9
DK/Missing	1.7	-
Number of household members working outside village/ town	68,593	417
Main material of the floor		
No Floor	1.9	2.2
Katcha floor	40.6	47.3
Pacca floor	57.4	50.5
Others/ Missing	0.1	0.0
Number of Households	91,075	1,014
Main material of the roof		
Natural roofing	0.3	1.5
Katcha roofing	15.8	16.0
Pacca roofing	83.5	82.4
Others/Missing	0.4	0.1
Number of households enumerated	91,075	1,014
Main material of the walls		
No walls	1.5	0.7
Katcha walls	22.0	19.4

Social Indicators	Punjab	Tehsil Okara
Pacca walls	76.2	79.8
Others/ Missing	0.2	0.1
Number of households enumerated	91,075	1,014
Household utilities		
Utilities		
Electricity	92.5	95.9
Gas	26.4	23.6
Radio	40.0	41.7
TV	63.2	69.7
Cable TV	20.8	21.2
Telephone	15.9	14.8
Mobile	71.0	77.0
Computer	8.5	8.5
Internet	4.8	5.8
Fridge/Freezer	40.3	40.2
Air conditioner	6.6	6.3
Washing Machine	48.8	45.2
Cooler/ Fan	86.4	94.0
Cooking range/ microwave	6.0	4.4
Stitching Machine	72.7	71.5
Iron	80.2	83.3
Water filter	3.4	1.4
Donkey pump or turbine	54.5	75.1
None/ any two/ any three utilities		
Nonutility	3.6	2.1
More than two utilities	93.4	96.4
More than three utilities	88.5	92.1
Total number of households	592,843	7,018
Household possessions		
Possessions		
Watch	89.0	91.3
Bicycle	53.9	63.7
Motorcycle/scooter	26.9	29.5
car or other vehicle	8.9	5.9
Animal drawn cart	7.6	6.7
None/ at least one possession		
No possession	5.6	4.1
At least one possession	94.4	95.9
Total number of households	592,843	7,018
House, agricultural land and livestock ownership		
House Ownership		
Own	84.2	90.2
Rented	5.2	3.2
Rent free/ squatter/other	8.6	5.5
Govt./ Subsidized rent	1.5	0.5
Own but mortgaged or pledged	0.1	0.0
Other/Missing	0.5	0.6
Own agriculture land	34.2	39.2
Own livestock	50.9	53.1
Number of household members	91,075	1,014
Household size and mean number of persons per room		
Number of household members		
1	1.1	0.8
2-3	12.1	9.1
4-5	25.4	22.4
6-7	30.0	31.3
8-9	18.5	21.6
10+	12.6	14.9
Total	100.0	100.0
Mean household size	6.5	6.9
Mean number of persons per room	3.7	4.0
Number of households	91,075	1,014

Social Indicators	Punjab	Tehsil Okara
Receiving remittance from Pakistan		
Households Receiving remittances from Pakistan	5.5	3.1
Total number of household	91,075	1,014
Amount of remittances received from Pakistan (Rs.)		
Less than 3,000	38.9	41.8
3,000 to less than 5,000	21.4	20.8
5,000 to less than 10,000	27.3	37.5
10,000 to less than 20,000	9.4	0.0
20,000 or more	1.9	0.0
Not specified	1.0	0.0
Median value of remittances from Pakistan (Rs.)	40,000	36,000
Total number of households receiving remittances from Pakistan	5,026	32
Receiving remittance from abroad		
Households receiving remittances from abroad	4.1	1.7
Total number of household	91,075	1,014
Amount of remittances received from abroad (Rs)		
Less than 3,000	14.2	8.4
3,000 to less than 5,000	9.1	0.0
5,000 to Less than 10,000	25.1	28.3
10,000 to less than 20,000	30.3	32.6
20,000 or more	20.4	30.6
Not specified	1.0	0.0
Median value of remittances from Pakistan (Rs.)	120,000	120,000
Total number of households receiving remittances from abroad	3,702	17
Cash donations		
Households receiving cash donations	1.4	0.7
Total number of household	91,075	1,014
Amount received		
Less than 3,000	83.1	100
3,000 to less than 5,000	5.5	0.0
5,000 to less than 10,000	4.4	0.0
10,000 to less than 20,000	2.5	0.0
20,000 or more	0.9	0.0
Not specified	3.6	0.0
Median value of Zakat/ donations	5,000	6,620
Total number of households receiving Zakat/ donations	13,000	7
Pension Benefits		
Receiving pension	6.2	2.9
Total number of households	91,075	1,014
Source of pension		
Govt.	91.8	96.0
EOBI	1.8	0.0
Other	0.6	-
Missing	5.9	4.0
Number of households receiving pension	5,678	29
Benefit from government social protection schemes		
Received benefits from Govt .schemes of social protection	15.6	35.4
Total number of households	91,075	1,014
Benefits		
Zakat	1.4	-
Dearness Allowance	1.0	0.2
Health subsidy	7.0	0.1
Education subsidy	21.2	3.0
Marriage grant	0.1	0.0
Subsidized food	0.8	-
Edu subsidy - Books	53.8	34.0
Edu subsidy - Cash	12.0	3.0
Other	1.6	1.0
Missing	1.1	0.0
Number of households getting benefits	14,241	359
Purchasing goods from government utility stores		
Households purchasing goods from utility stores	11.8	10.7

Social Indicators	Punjab	Tehsil Okara
Total number of households	91,075	1,014
How often purchase goods from utility stores		
Regularly	16.8	9.5
Rarely	79.4	88.3
Missing	3.8	2.2
Considers Govt .utility stores as beneficial to a common man		
Yes	20.9	10.6
No	69.7	88.0
DK	8.6	1.2
Missing	0.9	0.2
Number of households purchasing goods from utility stores	10,780	108

Source: District Based Multiple Cluster Indicators Survey, 2007-08 database software

Annex 2: List of Govt. officers provided information

Sr.No.	Name of Officer	Designation	Department	Contact / Telephone
1	Fiaz Ahmad	TMO	TMA	0300-6881503
2	Abdul Ghafar	TO Finance	TMA	0345-7533451
3	Javad Gondal	TO P&C	TMA	0333-6965770
4	Qari Mafooz-u-Rehman	TO I&S	TMA	0300-9696881
5	Ch Muhammad Yousaf	TO Regulation	TMA	0300-6979319
6	Hafiz Umar	Clark TO Regulation	TMA	0300-2479989
7	Muhammad Akram	Chief Officer	TMA	0347-6753124
8	Bashart	Sanitary Inspector	TMA	0321-6960949
9	Qasir Raza	Executive Engineer PHED	TMA	044-9200080 0322-4173195
10	Muhammad Ahmad	Clark Education	TMA	0346-7981626
12	Manzoor Ahmad	Office Superintendent	TMA	0322-7010608
13	Ch Abdul Qayoom	DO Environment	TMA	0333-4312974

