

“Restructuring Public Autonomous Bodies of Housing Urban Development Punjab to Succeed in A Highly Competitive Environment”

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RESEARCH THESIS

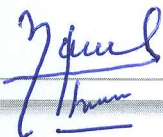
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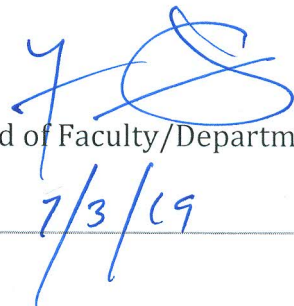
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Abubakar Nazir Khan

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ABSTRACT

The objective of carrying out the research is to transform the autonomous bodies into well performing bodies lacking the quality of services in their mandated area which is quite deficient primarily due to their institutional design, including issues of autonomy, governance and professional capacity at all levels. This has led to a continuous decline of various service delivery indicators which despite heavy capital investments and annual subsidies have not translated into improved services. The research will be based on doing the critical review of the Legal documents, policies and practices of organization. GAP analysis will be conducted by obtaining reliable data on legal matters, Human resource, Regulatory, financing and Technical efficiency to conduct comparison of actual vs. potential performance and best use of current resources. Reforms or restructure plan will be prepared on the basis of GAP analysis and Critical review and will suggest KPI's.

Keywords: KPI's, Autonomous bodies, Professional Capacity, Legal Matters, Human resource, Regulatory, financing and Technical efficiency

1. INTRODUCTION

The term autonomous body refers to the body which has sole right and power to establish their own laws and code of conduct. Its own board of directors can specify the rules of governance for the body (Singh, 2017). For simplicity sake, normally the boards of such bodies adopt the rules of the concerned Government or department under which they work, but only by passing of a resolution to that effect. Housing Urban Development and Public Health Engineering Department (HUD&PHED), Government of Punjab, responsible to devise and implement scalable, equitable and sustainable water, sewerage and drainage programs and projects across the province except five big cities namely:

- WASA Lahore.
- WASA Faisalabad.
- WASA Rawalpindi.
- WASA Multan.
- WASA Gujranwala

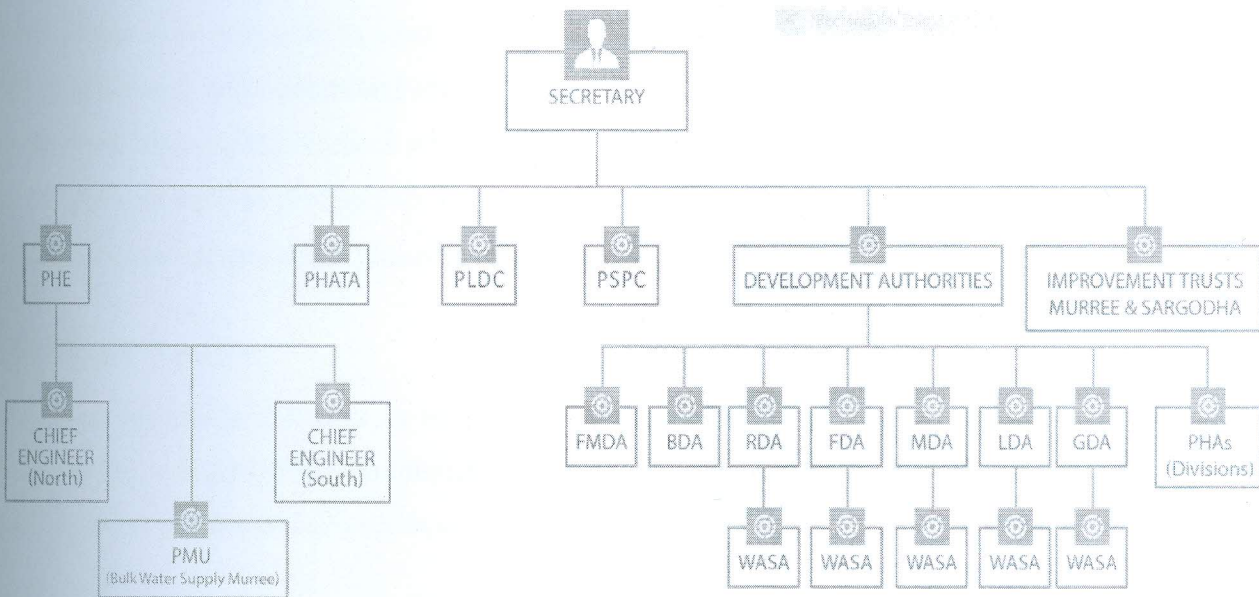


Figure 1 Organogram of HUD&PHED

1.1 PROBLEM STATEMENT

The need to do restructuring of a public organization is that in public organization especially the organizations which are autonomous body (because they denote a self-governing body, independent, or subject to its own laws) are facing a lot of challenges/problems in planning, execution operations and Monitoring & control.

Problems hampering smooth operation of such bodies in Punjab are rather well documented. These problems can be grouped as legal/policy-related, institutional and technical. Issues such as legal anomalies related to dual institutional controls; hazy linkages with respective local government institutions and provincial line departments; inability to provide continuous services of acceptable quality; weaknesses in undertaking requisite maintenance operations; near complete dependence on government for investments; hesitation to employ sound business models for full cost recovery; very weak HR regime covering personnel as well as systems; undue political influences especially in the working of staff and labor unions; near absence of sound performance monitoring systems; missing adherence to mutually accepted Key Performance Indicators are some of the more well-known constraints hampering desirable performance from such bodies in Punjab.

It should therefore not come as a surprise that nearly all bodies in Punjab are loss making entities with development and operational shortfalls over last years. It is this overarching context that has led me sense of doing my research within my parent department (HUD&PHED) as fully functional service delivery entities performing in line with benchmarks and standards governing functioning of similar organizations at the global level.

1.2 OBJECTIVES

To suggest autonomous bodies an independent professional entity with clearly defined areas of responsibility, coupled with commensurate financial & administrative authority and a single line of objective & performance based accountability.

1.3 SIGNIFICANCE

This study can provide project managers and different professionals working in administrative departments to make their organization a profitable and free from anomalies. The key reform is to make autonomous bodies an independent professional entity with clearly defined areas of responsibility, coupled with commensurate financial & administrative authority and a single line

of objective & performance based accountability. This study will also be helpful for the organizations in providing institutional autonomy and control system, will create roles that are feasible for the employee, will change nature of business, will introduce new management methods with quality, help to reduce finance issues, will provide organization legal compliance, will help organization eliminate gaps in technical capacities of core staff and eliminate anomalies in system of recruitment, mobility and career progression.

1.4 RESEARCH QUESTIONS

Based on the research objective following question is formed:

Are the autonomous bodies not well oriented about best practices and skills required for effective and efficient service delivery?

2 LITERATURE REVIEW

“Restructuring is characterized as an adjustment in the operational structure, speculation structure, financing structure and administration structure of an organization” (Gibbis, 2007).

“Restructuring of diverse exercises, for example, divestiture of underperforming business, turn offs, acquisitions, stock repurchases and debt swaps, which are onetime exchange, yet in addition basic changes introduced in day to day business” (Sterman, 2002).

Research by Loomis and Rdriguez (2009) supports Organizational restructuring as the elimination of the old ways of doing business with new ways to do it.

It is perceived that “restructuring is worried about changing structures in quest for short and long gains Organizational change or restructuring is certainly not another wonder, the idea dates to the 1960s and advanced from organizational development” (Cooper rider & Sekerka, 2006).

Theories of hierarchical change and initiative additionally developed and were utilized to frame the calculated road map for this investigation (Boomer & Rueben, 2005). Executing change in an association can be disrupting in light of the fact that it presents better approaches for working together/administration and it expects changes to regular working techniques/SOP's (Hind & Baruch, 2000). At the point when associations experience real changes, the executives assume a vital job, as the administration is essentially in charge of drawing in staff to accomplish the ideal result. It is likewise a standout among the difficult and troublesome duties that administration face.

At some points Curri (2002) likewise underlined the requirement for the executive's interventions in change. It is additionally expressed that institutional productivity might be accomplished after a rebuilding, if the associations among the executives and (specialized and non-specialized) staff happened dependent on the Road map. The essential guide clarifies the connection between the authoritative parts and the prevention's related with the change and the powers of progress. Further, the guide affirms that if the inward power (the individuals who are against the change for some reason) proceeds against those outside of the association (government, and so on.), there will be no change and all endeavors to achieve change will be hindered.

As indicated by Kezar and Eckel (2002), the executives might be significantly more fruitful with the change procedure, if institutional culture was a piece of the underlying initial restructuring discussion. Despite the fact that changes are generally arranged by the board the people in charge of executing the progressions are the employees.

Directors and managers should emphasize the significance of making a domain that elevates employee spirit to achieve effective organizational change (LÜScher & Lewis, 2008). According to (Boomer & Rueben, 2005), workers would almost certainly participate in changes in the event that they trusted that the supervisors were reliable and proficient about the circumstance.

Hierarchical change, particularly which includes restructuring, regularly incorporates changes in the reporting structure. Throughout the years, institutions have naturally changed the manner in which people connect with one another in connection to the structures made (Fleming, 2011). The reason for change inside Public associations can start from either interior or outer conditions.

organizational change happens in light of natural changes. public organizations need to become accustomed to environmental incentives and respond accordingly to survive (Smart, 1998). Likewise, (Mckinley & Scherer, 2000) defined organizational rebuilding as any critical reconfiguration of inside administrative structure that associates with a deliberate organization change program.

The organization restructuring may incorporate gigantic workforce decline, for example, as reductions, anyway genuine change in administrative structure, rather than workforce decreasing, is the key portraying characteristic of the event.

Organizational restructuring strategies consists of three modes; portfolio, financial and organizational restructuring. Organizational restructuring emanates with the changes in human resources policies. The current human resources policies of the organization may need to be changed in accordance with the changing scenario. The administration department needs to enable change management (Bowman & Singh, 1999)

New aptitudes and capabilities are expected to meet present or anticipated operational requirements; responsibility for results are not obviously conveyed and quantifiable bringing about biased and emotional execution evaluations; faculty maintenance and turnover turns into a noteworthy issue; dormant workforce efficiency or decaying spirit (B.Burnes, 2004).

A study by Srivastava and Mushtaq (2011) on the effect of rebuilding on the operational viewpoints. They utilized changes in financing. Their investigation found that there were critical enhancements in all out income, overall revenue, and profit for resources following restructurings.

Another examination directed via Airo (2009) investigates upgrades in the corporate execution of firms associated with acquisition. Utilizing an example of organizations in the period from 1996 to 2005 in the administrations divisions, their outcomes demonstrate that acquisition in the service

sector has contributed in improving the profitability of firms.

In Punjab, Pakistan there are 140 different autonomous bodies that are working in line with the public bodies facing different institutional challenges like legal matters, financing, human resource, accountability, regulatory and Technical efficiency. In many cases the employees of these organizations perceived lack of professional skills is serious barrier for decision-making in the organization. This together with high level of technocracy suggest that specialists culture is cultivated in the organization. Whereas self-management relies on generalist culture – “members with multiple skills who can perform one another’s jobs and substitute as needs arise” (Nils Brede Moe & Dyba, 2009).

According to report of Jensen (2017) in numerous regards, restructuring public organizations is a more troublesome assignment than controlling private elements: a few authorizations, for example, fines and punishments, can't be utilized, or they can be passed on to citizens, weakening the effectiveness motivating forces. Also, bureaucratic hierarchies of importance may oblige administrative adequacy if the regulator does not have the authority to impose its decisions on regulated entities further up the hierarchy.

On the positive side, the monetary direction of public organizations can be structured utilizing bench-marking, daylight control and utility-specific execution pointers to drive productivity. whereas it also highlights the need for the autonomous bodies to be sufficiently autonomous and to have the capacity to meet the regulatory reporting requirements before it can give desired services.

2.1 Organizational KPI's

The phenomenon performance measurement is used by the organizations in order to ensure that they are going in right direction, achieving targets in terms of organizational goals and objectives. The organizational KPI's are used to evaluate and control the overall business operations. They are also used to measure and compare the performance of different organizations (Ghalayini, 1996). Thus the beginning of the performance measurement starts from the identification of performance indicators that allow for a detailed specification of process performance.

2.2 Organizational Financing

Organizational Financing means planning, controlling, organizing and directing the monetary resources of the firm. The challenge of any finance official in department is to have a deep knowledge regarding the procurement, allocation and management of funds of the business (Priya & Mercy, 2016). The success behind any organization depends on the efficient management of finance. In this study, Financing is concentrated on the various management techniques in finance. The data is collected from secondary information and primary information.

2.3 Organizational Human Resources

The effect of human asset the executives on the performance of an organization is one of the vital factor. It has turned into an area that requires giving careful consideration. As indicated by few investigations, some human asset practices will positively affect an associations execution while various scientists propose that increasingly reasonable and practical methodology is critical on these works (Delery & Jason D. Shaw, 2001). In spite of the fact that, representatives in an association are viewed as the most essential resource controlled by an association in any case, their effect are felt by just a couple of organizations (Schein, 2006)

2.4 Organizational Technical Efficiency

Organization technical efficiency is characterized as the capacity of the working units assessed to utilize ideal asset levels for their output. Technical efficiency portrays the capacity of working units to change inputs, to the output, it deals with its creation outskirts (Farrell, 1957). Utilizing this definition, a public organization is viewed as effective in the event that it delivers the most extreme measure of output from a given input (output-oriented efficiency) or on the other hand, in the event that it creates a given output with a minimum utilization of assets (input-oriented efficiency). Most associations utilize an input-oriented model since it is expected that public organizations can't dismiss their public demands, while they can lessen asset assignment and utilization levels. On the other hand, if public organization are required to enhance the suitability of systems, while keeping up the measure of assets, output-oriented model can rather be proposed.

2.5 Organizational Regulations

Regulatory compliance describes the goal that organizations aspire to achieve in their efforts to ensure that they are aware of and take steps to comply with relevant laws, policies, and regulations. Regulatory organizations can be structured in different ways, and choices about their organizational structure can impact regulators' behavior and performance, both overall as well as at the level of individual employees (Carrigan & Poole, 2015). regulatory organizations can be structured in a variety of ways and focus particular attention on the implications of those choices in organizational structure.

2.6 Organization Legal Matters

In every developing organization, the law provides for a set of standard form of legal entities. These entities include, among others, the business corporation, the cooperative corporation, the nonprofit corporation, or the public organizations (Hansmann & Kraakman, 2001) .public organizational law governs the relationship between individuals and the government and those relationships between the government which are of direct concern with the society.as of organization the law comprises of constitutional law and the administrative law. The organization law of the public bodies ensures that they can make decisions about the rights of individual and about their employees. Organizational law regulates bureaucratic managerial procedures with the autonomy of the organization and defines the powers, roles and responsibilities of the administrative agencies.

The above Literature review helped us to decide and developed the accompanying Hypothesis.

3 HYOTHESIS RESEARCH MODEL

3.1 HYPOTHESES

H1: Organizational KPI's have significant effect on organization performance.

H2: Organizational Financing have a significant effect organization performance.

H3: Organizational Human resource policies and practices have a significant influence on performance of organization.

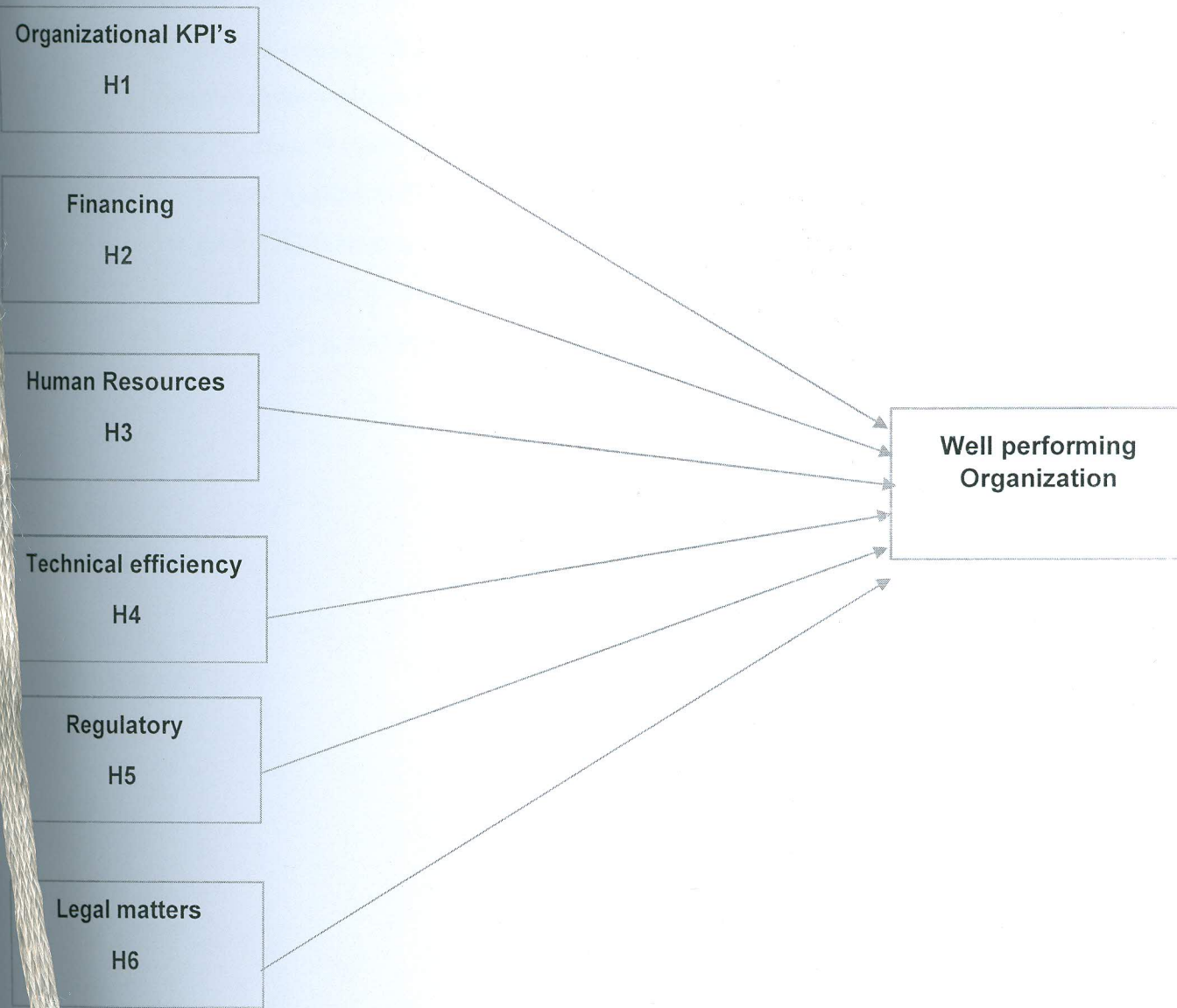
H4: Organizational technical efficiency of their equipment and assets and have significant effect on organization performance.

H5: Organization has satisfactory regulatory system that have significant influence on performance of organization.

H6: Organization legal matters are free from anomalies and have legal framework which has significant effect on performance of organization.

In continuation with the above mentioned hypotheses, following research model has been proposed.

3.2 RESEARCH MODEL



4 DELIVERABLES

- a. To establish Critical Review of all the legal documents including policies, procedures and practices of organization.
- b. To perform GAP Analysis by obtaining reliable data on legal matters to conduct comparison of actual vs potential performance. The Gap Analysis will also elaborate the best use of current resources. The GAP Analysis will cover all areas of legal matters. It will also include the current Key Performance Indicators (KPIs) of each organization.
- c. To prepare options for Reform/Restructure Plan along with timeline, roles and responsibilities which will tackle all the legal policy and operational level matters based on the “Critical Review and GAP Analysis Report”
- d. To prepare Detailed SOPs / Manual for the utility reforms and restructure plan.
- e. To develop KPIs related to legal aspect as a result of proposed Reform/Restructure Plan which will be used as benchmark for performance evaluation and tool for Monitoring & Evaluation during implementation phase

5 METHODOLOGY

As per stipulations of thesis, the thesis will cover all five autonomous bodies of my department. During the course of thesis, I will keep regular liaison with focal officers/experts in HUD&PHE department for regular update and seeking guidance for thesis correction.

Task wise methodology

TASK 1

- Critical Review of all the legal documents including policies, procedures and practices of Water and Sanitation Agencies of Punjab.
- An overview of legal and policy governing the working of WASAs in the Punjab following laws will be study with specific acts.
 - ✓ **Punjab Environmental Protection Act 1997**
 - ✓ **Lahore Development Authority Act 1975 and the Punjab Development Cities Act (PDCA) 1976**
 - ✓ **Draft Punjab Ground Water Protection, Regulation and Development Bill 2017**
 - ✓ **Local Government Act 2013**
- Perform GAP Analysis by obtaining reliable data on legal matters to conduct comparison of actual vs potential performance. The Gap Analysis will also elaborate the best use of current resources. The GAP Analysis will cover areas of Legal matters, Human resource, Regulatory, Technical efficiency and financing
- Findings of GAP analysis will be enlisted and further become input to the roadmap

TASK 2

- Road map for the utility reform and restructure plan will be prepared.

TASK 3

- Based on the “Road Map for Utility Reform”, prepare detailed SOP’s restructure plan.

TASK 4

- Prepare KPIs as a result of proposed Restructure Plan.

The assignment will be divided in four work streams, broadly mapping the all four tasks outlined in the goal. Task 1 will entail detailed analysis of existing policy and operational documents covering working of WASAs in particular the mechanics of urban water sector in general in the province. Task 1 will enable me to arrive at findings of critical review of the sector alongside a gap analysis which will cover institutional and technical aspects of the working of WASAs in the province. Under Task 2, findings of gap analysis will be used for the preparation of reform options and WASA restructuring plan including roles and responsibilities which will tackle all the operational level matters based on the “Critical Review and GAP Analysis Report”. Task 3 will be followed by development of detailed Manual for Utility Reform/Restructuring. Task 4 will be set of KPIs related to all aspect as a result of proposed Reform/Restructure Plan which will be used as benchmark.

Quantitative research will be carried out There are several methods used widely for data collection namely observations and Questioners. In order to collect primary data questioners will be structured on the basis of existing KPI's and Goals/objectives of Research. To collect data officials of these departments will be engaged in the survey. Questioners will be spread out in respective organizations and will be examined/measured statistically. Secondary research refers to the collection, study, evaluation and examination of second hand data, data that is already collected and is available. This research is based on a mixture of secondary and primary research. The sources of secondary research are legal and administration laws, past organization artefacts that can be useful and beneficial in the research.

6 Sampling

6.1 POPULATION OF THE STUDY

Population is the total collection of elements from which inferences are made. Population refers to an entire group of persons or elements that have at least one thing in common. It also refers to all possible cases which are of interest for the study (Sekaran & R. G. Bougie, 2009). Total no of samples is 450.

Table 1 Population of Study

Autonomous Body	Population
WASA Lahore	100
WASA Gujranwala	65
WASA Faisalabad	100
WASA Rawalpindi	70
WASA Multan	95
Secretariat (HUD&PHED)	20

6.2 DATA COLLECTION INSTRUMENTS

The study collected both primary and secondary data and utilized quantitative data (Cooper & Schindler, 2007) explain that there are two approaches of research, qualitative and quantitative. Qualitative data is one that requires to be organized according to emerging themes. Quantitative data is one in the form of numerals. Therefore as conducting Quantitative Research in social science research the most commonly used instruments are: questionnaires, interviews, and observation. The study therefore utilized questionnaires to obtain primary data. The questionnaire was designed to address specific objectives, research questions and test hypothesis. This study used close-ended questions with a 5-point Likert scale to measure the objectives. It is designed to examine how strongly subjects agree or disagree with a statement (Sekaran & R. G. Bougie, 2009). 5-point Likert scales are used because they are more reliable and can provide more information. (Waiganjo & Elegwa Mukulu, 2013) used the likert scale on his study about effect of competitive strategies on the relationship between strategic human resources management and firm's performance.

Questionnaires were administered to the selected team of employees, choice for the questionnaire was informed by its abilities to give respondents freedom to express their views or opinions more objectively.

Secondary data was collected through review of published literature such as government publications. Other records kept by the bodies in the form of reports and employee records were also used as far as possible. These assisted in the final discussion of results. The data focused on legal, HR, policies and practices review, job design and financial matter which was hypothesized to influence employee commitment and restructuring of organization.

6.3 Data Analysis

Once data collection is done the next significant step was to analyze the data and draw conclusions considering the main aim of the study as mentioned earlier, the data was collected through questionnaires and then afterwards it was put in SPSS software by defining the questions with different codes. After that reliability test was done to check the reliability of the data and to make sure that the data can be trusted and proper research results can be obtained from it. Then some analysis was done on the demographic information of the respondents with the help of some Pi Charts. After this, simple linear regressing test was done on the refined data to check the impact of independent variable on the dependent variables.

The regression model took the following form;

$$Y_i = \beta_0 + \beta_1 X_i + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + E_i$$

Where:

Y_i =Well performing organization, X_1 =Organizational KPI's, X_2 =Financing, X_3 =Human Resources, X_4 =Technical Efficiency, X_5 =Regulatory, X_6 = Legal Matters and E_i =error term of the sample as a result of other factors unexplained by the explanatory variables. This model was analyzed using SPSS software. The empirical results obtained were used to answer the research hypotheses at level of significance 0.05.

7 Critical Review

The present section is designed to provide a critical review and gap analysis covering WASAs and urban water sector in the Punjab. The review and gap analysis will lead to development of roadmap for utility reform and restructuring plan for five WASAs in the Punjab. The thesis will provide an overall contextual background for urban water sector in the Punjab which will be followed by a brief introduction to five WASAs in the Punjab.

Table 2 Population of Punjab

Cities/ Region	Population Census 2017			Population Census 1998		
	Urban	Rural	Total	Urban	Rural	Total
Faisalabad	3,760,328	4,113,582	7,873,910	2,318,433	3,111,114	5,429,547
Gujranwala	2,948,936	2,065,260	5,014,196	1,877,834	1,523,106	3,400,940
Lahore	11,126,285	0	11,126,285	5,209,088	1,131,026	6,340,114
Multan	2,058,290	2,686,819	4,745,109	1,428,475	1,688,376	3,116,851
Rawalpindi	2,875,516	2,530,117	5,405,633	1,908,671	1,455,240	3,363,911
Punjab	40,387,298	69,625,144	110,012,442	24,130,896	49,490,394	73,621,290

An overall 36.71 per cent population of the Punjab lives in urban areas. Similarly, around 31 per cent of the above-referred population of the Punjab resides in five major cities i.e. Faisalabad, Gujranwala, Lahore, Multan and Rawalpindi as shown in the above table. Further, the urban population of Lahore has become double (113 per cent increase) in last 20 years while an increase of 62 per cent has been witnessed in Faisalabad, 57 per cent in Gujranwala, 50 per cent in Rawalpindi and 44 per cent in Multan respectively. These statistics underscore a trend of increasing densities of population in urban centers of the Punjab, posing serious challenges of urban resilience and service provision.

As per the Bureau of Statistics Punjab (2014), about 94% of the people used improved source of drinking water— 89% in urban areas and 97% in rural. Further, 19.2% population of the Punjab province has access to tap water followed by 41.7% motorized pump and 30.6% hand pumps. The amount of population using tap water is greater in the urban developed areas, 39.2% as associated to only 9.6% in rural areas. As per (Government of Pakistan Ministry of Science and Technology, 2015), nearly 35% water sources in the Punjab are harmless for consuming as a drinking water-

free from micro-biological and chemical pollution (iron, fluoride and nitrates) and physical characteristics (turbidity, hardness, and total dissolved solids “TDS”) compared to 31% in the rest of the country.

7.1 WASAs in the Punjab - Legal Landscape:

Following section is designed to provide an overview of legal and policy landscape governing the working of WASAs in the Punjab.

7.1.1 Punjab Environmental Protection Act 1997:

PUNJAB ENVIRONMENTAL PROTECTION ACT (1997) has certain provisions for water and sanitation sector. Water is one of three major important components of environment. It is one of the primary concerns in the definitions of pollution, industrial activity and project. National Environmental Quality Standards (NEQS) set for the safe disposal of domestic, commercial and industrial solid and liquid waste and Water Standards for various purposes are to be followed under the PEPA. The Provincial Environmental Protection Agency is empowered to establish standards for quality of water under section 6(1)(g) of (THE PUNJAB ENVIRONMENTAL PROTECTION ACT , 1997) . Any violation of these standards carry penalties under section 11 (pollution charge) and section 17 (fine up to five million rupees) of (THE PUNJAB ENVIRONMENTAL PROTECTION ACT , 1997). Any proposed change of water use is a project which may require filing and approval of initial environmental examination or environmental impact assessment before initiation of work on the project. The enactment is not up to the mark as Environmental Protection Department (EPD) and Provincial Environmental Protection Agency lack capacity and well-defined interdepartmental coordination mechanism to enforce the Act and environmental quality standards.

7.1.2 Lahore Development Authority Act 1975 and the Punjab Development Cities Act (PDCA) 1976:

- Water and Sanitation Agencies (WASAs) in the Punjab have been created (THE LAHORE DEVELOPMENT AUTHORITY ACT, 1975)and (THE PUNJAB DEVELOPMENT OF CITIES ACT, 1976) (PDCA) to carry on the elements of the Authority in connection to advancement, activity and upkeep of water supply, sewerage and drainage framework inside the limits of individual Development Authority (Section 2(a) The Punjab Development of Cities Act, 1976 (Pb Act XIX of 1976)(“PCDA”)

- The WASAs are being organized and managed by a mix of elected government representatives and the provincial government. However, after amendments in the LDAA 1975 in 2013 and PDCA 1976 in 2014, the role of local governments has been curtailed except that Mayor is one of the Members of the Authority.
- The accountability of the Authority and its agencies has not been well defined and elaborated in the PDCA besides that Authority is to perform duties and be channeled by any direction as the Government may give from time to time (Section 16). Further the element of monitoring by the Authority and even the Government, with any guidelines or parameters, to monitor the agencies have not been expressed.
- The Authority shall prepare an annual budget statement for the next financial year showing the estimated receipts and expenditure of the Authority and its agencies and shall submit the same to the Provincial Government for approval (Section 30). The accounts of the Authority and each of its agencies shall be audited annually (Section 31).
- Further the agency is tied under the Provincial Government and does not enjoy monetary or working independence.

7.1.3 Local Government Act 2013:

- The main law currently that governs the drinking water and sanitation is the (THE PUNJAB LOCAL GOVERNMENT ACT , 2013). In five cities, there are metropolitan and municipal corporations.
- Section 102, related to water supply underpins a local government to provide supply of healthy water adequate for public and private purposes. Where a piped water supply is given, the local government will supply water to private and public premises in such way and on installment of such charges as the bylaws may provide.
- Section 103 of Local Government Act is related to all private source of water supply within the local area of the local government shall be subject to control, regulation and inspection by the local government. No new well, water-pump or any other source of water for drinking purposes, shall be dug, constructed or provided except with the sanction of the local government.
- Section 104 is related to public watercourses that entitle local government to declare any source of water, which is not private property, as public watercourse.

7.1.4 Draft Punjab Ground Water Protection, Regulation and Development Bill 2017

- Under the Punjab Ground Water Protection, Regulation and Development Bill (2017), which was prepared by the provincial Irrigation Department, 'Punjab Ground Water Commission' will be established to develop 'Groundwater Management Plan' in consultation with major stakeholders. The Bill proposed specific fines to industries for working without a valid registration or permit in critical area. Under the proposed law, administrative measures can be taken to ameliorate the situation in the drought area, including closure of any large scale commercial or industrial well to protect the aquifer.

7.1.5 Key Performance Indicators for WASAs in the Punjab: Actual vs Potential Performance

Table 3 Key Performance Indicators for WASAs in the Punjab

Indicators	Unit	Status 2015 - 2016				
		WASA Multan 2015	WASA Faisalabad 2015	WASA Gujranwala 2016	WASA Rawalpindi 2015	WASA Lahore (2016)
Water Coverage	%	55	70	18.84	85	90.94
Sewerage Coverage	%	65	75	30.72	30	90.66
Water production	GPCD	206.33	245	402.94	181.6	315.69
Water consumption	GPCD	206.33	169	245.79	127	195.59
Unaccounted for water	%	-	-	39	30	38.03
Non-revenue water	%	22	30****	39	32	41.49
Prop. of functional meters	%	-	-	0	-	4.94
Metered water supply	%	-	-	0	-	6.94
Pipe breaks		2.52	-	0	0.2	0.08
Sewerage blockages		4.5	0.28	5.71	2.5	7.94
Pipe leakages		2.52	2.16	0.89	0.25	1.67
Unit operational cost - water sold (production cost at consumer end)	Rs. /m3	11.6	13	18.24	16.21	15.83
Unit operational cost - water produced (gross production cost)	Rs. /m3	11.61	9.18	11.13	7.8	9.27
Staff per 1000 water and sewerage connections	Ratio	5.23	6.86	5.98	10	6.65
Water supply staff per 1000 water connections	Ratio	4.51	4.59	4.69	10	5.57
Sewerage staff per 1000 sewerage connections	Ratio	5.493	3.6	6.89	5	7.75

Salary cost as proportion of Operating costs	%	48.86	47.9	42.14	17	40.58
Power /Electricity Costs as prop. of Operating Costs	%	47.26	43.94	49.01	43.8	45.19
Chemically Unfit Water Samples at Tap	%	85	4.26	0	-	1.34
Biologically Unfit Water Samples at Tap	%	-	4.26	0	2	3.88
Water Quality - Samples having residual chlorine	%	-	96.1	87.64	35	41.6

Table 4 Key Performance Indicators for WASAs in the Punjab (Current)

Indicators	Unit	Current Status				
		WASA Multan 2015	WASA Faisalabad 2015	WASA Gujranwala 2016	WASA Rawalpindi 2015	WASA Lahore (2016)
Water Supply Complaints	%	6.53	0.86	0.71	1.5	0.45
Sewerage Complaints	%	11.24	1	3	2.1	3.15
Waste water Treatment - Primary	%	-	0	0	-	0
Waste water Treatment -Secondary	%	-	5.91	0	-	0
Average Revenue of Water & Waste water	Rs./m3	3.11	7.25	1.08	4.1	6.85
Collection Period	Months	-	57	1267.03	12	550.43
Billing Efficiency	%	90	99.91	86.45	100	91.3
Collection Efficiency (Physical)	%	30.42	27.23	14.67	65	64
Collection Efficiency (Financial)	%	57	69.131	8.12	76	81
Operational cost coverage	Ratio	0.26	0.56	0.07	0.2	0.43

* Integrated Development & Asset Management Plan for the years 2016-17, 2017-18 & 2018-19 for WASA Faisalabad, WASA Multan & WASA Rawalpindi

** Key Performance Indicators of WASA Gujranwala issued by PWON 2016

*** Key Performance Indicators of WASA Lahore 2016

**** Estimates from World Bank Presentation 2014/2015

8 Findings of WASA Gap Analysis

8.1 Legal framework

- A wide range of legal and procedural inconsistencies and contrasts exist in the status of WASAs in respect to (THE PUNJAB DEVELOPMENT OF CITIES ACT, 1976), and (THE PUNJAB LOCAL GOVERNMENT ACT , 2013)
- A legislative review has not been thoroughly undertaken for developing a cohesive legal framework for urban water supply and sanitation services.
- In addition to clarity about status, procedural clarity is also missing in terms of ownership of assets and structures created under WASAs.
- There are major legal anomalies whereby the development authorities are deemed largely responsible for development and regulation of new and existing housing schemes with little inclination towards operation and maintenance of water supply.
- Necessary legal provisions are missing for incorporation of WASAs as legal entities with requisite autonomy from government except with regard to ownership and adherence to government regulation.
- There are no legal or procedural provisions for setting up and adherence to drinking water quality standards, monitoring and enforcement procedures
- Lack of tariff review procedures and guidelines adversely hampers performance of WASAs and overall urban water sector in terms of institutional health and performance
- There are huge procedural voids in terms of allocation of responsibilities and availability of enabling system for boosting of professional capacities of WASAs?
- Lack of effective performance monitoring mechanisms and sanctions is leading to perverse performance outcomes
- There is no mandatory disclosure of water quality at source and at user end and its periodic review.

8.2 Regulatory framework

- No single regulatory and monitoring authority exists for M&E and reporting of drinking water, sanitation and hygiene in the province.
- Multiple institutions/ departments conduct need assessment and execution of WASH projects with poor coordination and knowledge management.
- Presently, service provider is simultaneously leading on developing policy and implementation frameworks and regulating the services.
- Service providers are not fully empowered to set service standards and rationalization of tariffs hence WASAs are looking towards the Provincial Government for subsidies to meet their operational expenditures.
- Currently, no satisfactory regulatory system exists to mitigate challenges pertaining to contamination of drinking water sources and safe disposal/ treatment of human excreta in all WASAs. There is hardly any emphasis on water quality.

8.3 Financing

- Drinking water is one of the highly politically contested issues especially in major urban areas of Pakistan when it comes to financing decisions. WASAs are empowered to lay any fee or charge services for water supply and sanitation under the PLGA 2013 and LDAA/ PDCA but an approval and consent is required from the Provincial Government. Further, as per PDCA, in case of shortfall of revenue of the authority, the Provincial Government should provide funds for efficient service delivery by the authority. Therefore, the tariff is regulated by the consent of the Provincial Government. This places WASAs in disadvantaged position to identify additional measures and tariff rationalization for income generation, as these are not under the control of WASAs.
- The tariffs for domestic consumers have not been revised since 2011 but the price of electricity and other consumables have been increased significantly in last five years evident from the fact that more than 2/5th of total operational cost is being spent on electricity bills.
- The PDCA states that the Authority should prepare annual budget for the next financial year showing the estimated receipts and expenditure of the Authority and its agencies and shall submit the same to the Provincial Government for approval. The accounts of the

Authority and each of its agencies shall be audited annually. All WASAs prepare their annual budget and receive subsidies from the provincial government to meet its operational costs. As evident from KPIs, recovery o operational cost ratios are very low indicating serious reforms in budgeting and financing processes of WASAs.

8.4 Human Resource Development

- The staff working at WASAs is expected to work as competent professionals but being a public sector organization, these are not well oriented about best practices and skills required for effective and efficient service delivery.
- The Annual Confidential Appraisals are conducted for key staff but these are not linked with any professional development and career progression paths. In the absence of systematic need assessment for skill development, the staffs have rare opportunities for continuous professional development.
- The current ratio of staffing in WASAs is also not in line with regional standards and acceptable practices; there is a need for careful review current deployment and placement strategy of human resources.
- The current procedures for placement and continuous skill development of senior staff are inadequate and lagging when compared with regional best practices

8.5 Technical Efficiency

- One key challenge noted by all WASAs is proper maintenance and management of their equipment and assets. This is further compounded by the increasing demand from a growing population and lack of necessary funds for investment. This leads to high levels of leakage, although lack of metering prohibits firm estimates. Hence operational efficiency is poor due to old and worn-out equipment such as pumping plant and overhead reservoirs, and these are not integrated in the planning process due to non-availability of funds.

9 Results and Discussion

9.1 Data Reliability

Reliability refers to the extent to which data collection techniques and analysis procedures will yield similar findings to those of prior researchers. Data of variables in study was subjected to reliability test to establish the extent to which data collection techniques could yield consistent findings or data after repeated trials (Mugenda & Mugenda, 1999). Measurement of reliability provides consistency in the measurement of variables.

Cronbach alpha is the basic formula for determining reliability (Kim & Cha, 2002). Variables were tested for reliability using Cronbach alpha test as depicted in table below:

Table 5 Cronbach Alpha

Studying Variables	Cronbach Alpha
Technical Efficiency	0.716
Financing	0.792
Regulatory	0.735
Legal matters	0.723
Organizational KPI's	0.769
Human Resource	0.833

The threshold value of Cronbach alpha is 0.70 as the highest or 0.60 as the lowest threshold limit. As the table above shows that our value is greater than 0.7 so our data is stated as reliable for the five independent variables.

9.2 DEMOGRAPHICS

This section presents personal information of the respondents who participated in the research study.

9.2.1 Gender:

The results show majority of the respondents (91.78%) were male while (8.22%) of the respondents were female. This distribution depicts an unfair balance of gender in the public departments of the Punjab. The data is summarized representation of data is shown in the table and Pie chart below.

Table 6 Gender Distribution

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	279	91.8	91.8	91.8
	female	25	8.2	8.2	100.0
	Total	304	100.0	100.0	

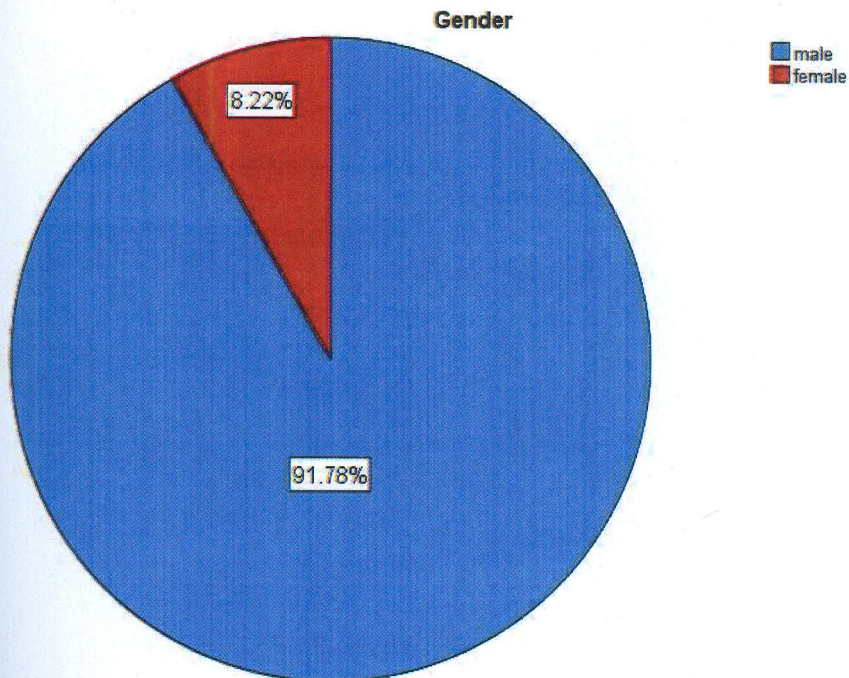


Figure 2 Pie Chart of Gender Distribution

9.2.2 Age:

The study sought to establish the organization of the respondents, the results in table shows most of the respondents (37.2%) were aged between 31 and 39 years, 35.9% were aged between 40 and 49 years, 15.5% were aged below 30 years while 11.5% were aged 50 years & above. This means that the greatest number of employees in the WASA were of older generation.

Table 7 Age Distribution

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30 years	47	15.5	15.5	15.5
	31-39	113	37.2	37.2	52.6
	40-49	109	35.9	35.9	88.5
	50 & above	35	11.5	11.5	100.0
	Total	304	100.0	100.0	

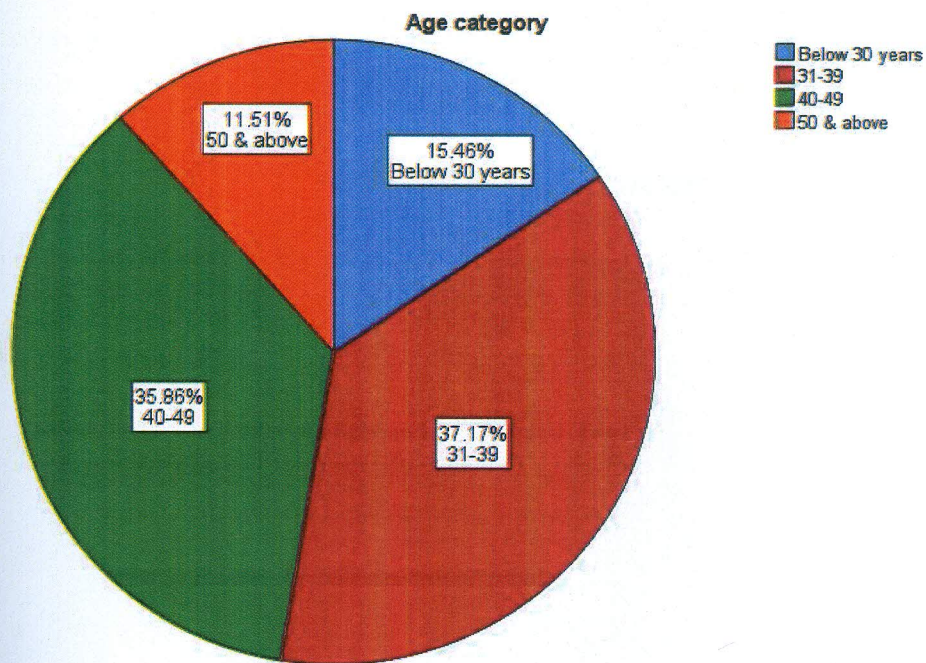


Figure 3 Pie Chart of Age Distribution

9.2.3 Organization:

The study sought to establish the organization of the respondents, the results in table shows most of the respondents (27.6%) were from WASA Lahore, (21.6%) were from WASA Faisalabad, (18.4%) from WASA Rawalpindi, (16.8%) were from WASA Multan, (12.2%) were from WASA Gujranwala and (3.3%) from Secretariat HUD&PHED. This means that the greatest number of employees that responded were from WASA Lahore.

Table 8 Organization Distribution

		Organization			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secretariat HUD&PHED	10	3.3	3.3	3.3
	WASA Lahore	84	27.6	27.6	30.9
	WASA Faisalabad	66	21.7	21.7	52.6
	WASA Gujranwala	37	12.2	12.2	64.8
	WASA Rawalpindi	56	18.4	18.4	83.2
	WASA Multan	51	16.8	16.8	100.0
	Total	304	100.0	100.0	

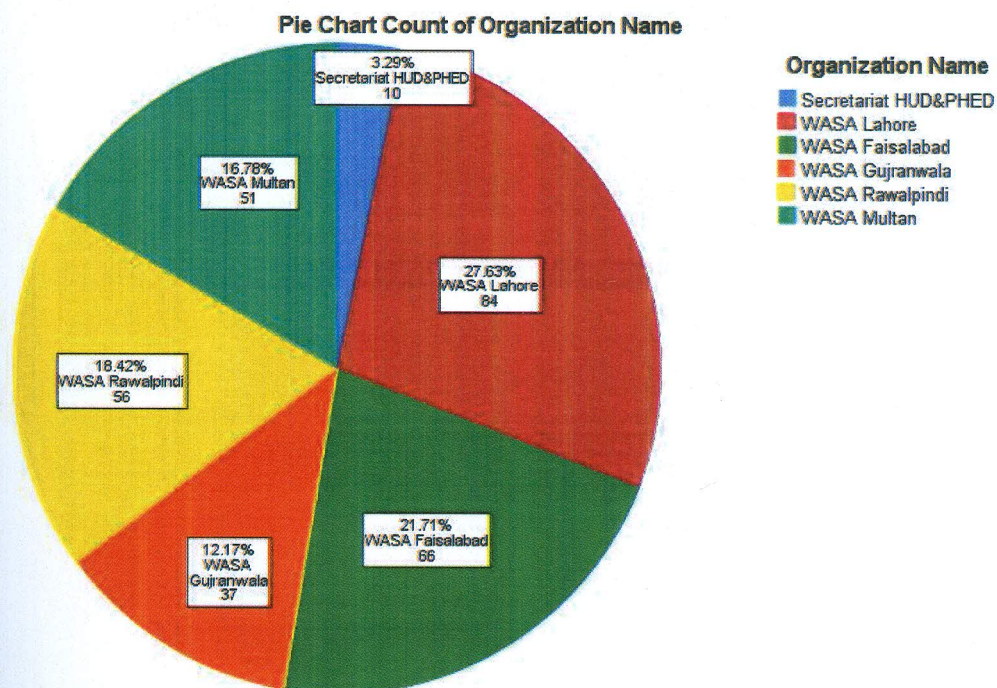


Figure 4 Pie Chart of Organization Distribution

9.2.4 Job Cadre of the Respondents:

The study sought to establish the respondents' position in their respective organization in order to ascertain if they were equipped with relevant knowledge and experience on restructuring activities on the basis of the BPS Scale. The results of the study as shown on table indicated that majority (51%) of the respondents were lower level (BPS <16), (36.8%) were in the middle level (BPS 17&18) and a few (9.2%) were senior (BPS 19 and greater). This is due to the practice that the top management comprises of very few individuals as compared to those in the lower management level who are the majority in organizations. This profile distribution was important since the study aimed at capturing the opinions of all cadres of employees in the organization as a unit of observation.

Table 9 Cadre Distribution

Cadre of management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior (BPS > 19)	28	9.2	9.2	9.2
	Middle level (BPS 17 &18)	121	39.8	39.8	49.0
	Lower level (BPS<16)	155	51.0	51.0	100.0
	Total	304	100.0	100.0	

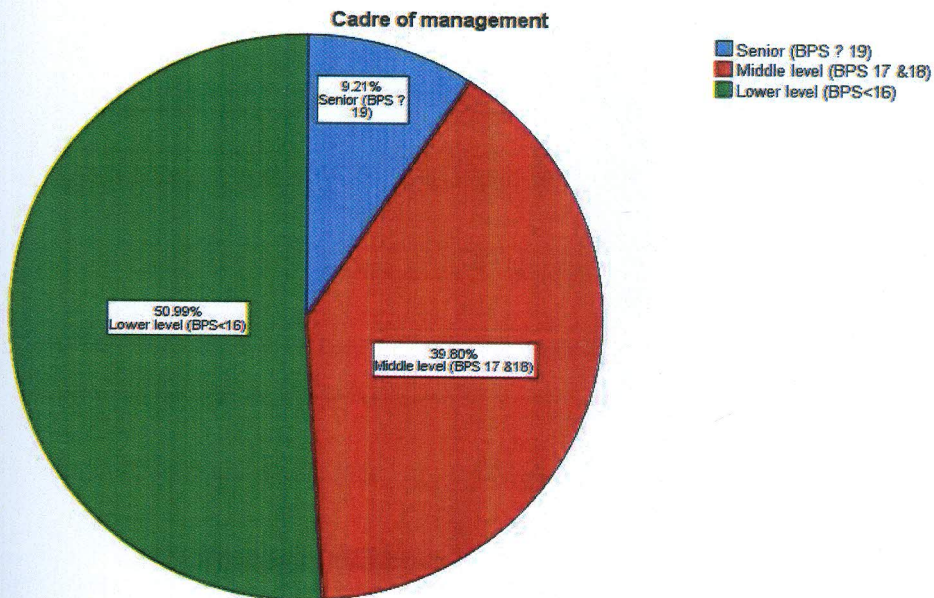


Figure 5 Pie Chart of Cadre Distribution

9.2.5 Education Level of the Respondents:

It was important to establish the education level held by the respondents in order to ascertain if they were equipped with relevant knowledge and skills on restructuring. Table shows the level of education of respondents was sought and majority (47.7%) had Graduation, 25% had Diploma, 23.0% had post graduate education level, 3.3% had secondary education level.

Table 10 Education Distribution

Highest level of education attained					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary Level	3	1.0	1.0	1.0
	Secondary Level	10	3.3	3.3	4.3
	Tertiary College (Diploma)	76	25.0	25.0	29.3
	University (Graduate)	145	47.7	47.7	77.0
	University (Postgraduate)	70	23.0	23.0	100.0
	Total	304	100.0	100.0	

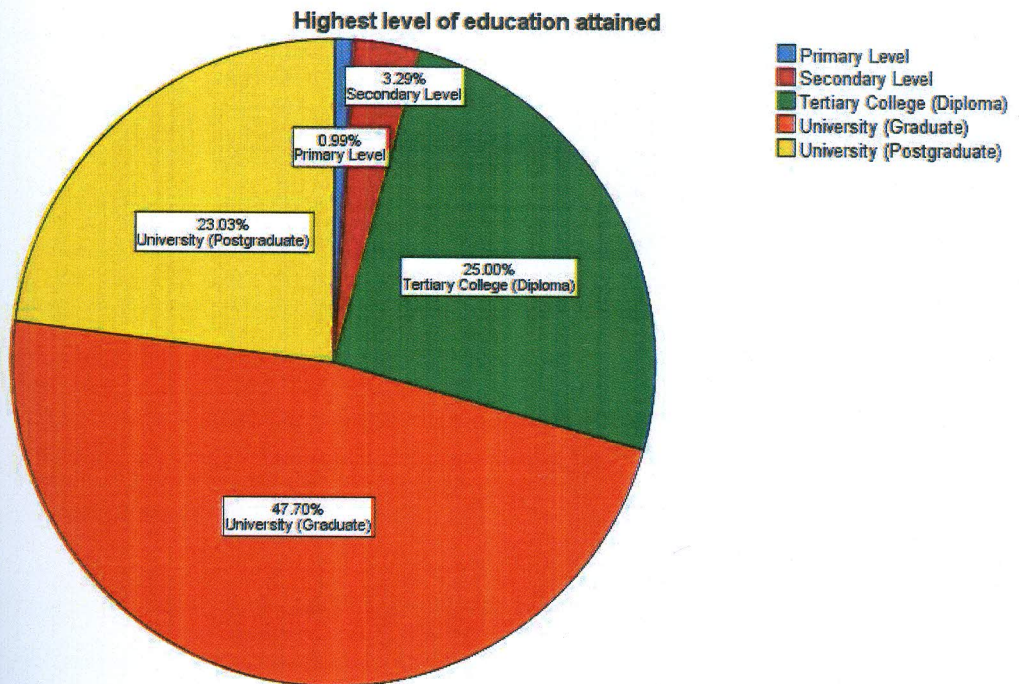


Figure 6 Pie Chart of Education Distribution

9.3 Correlation Analysis

The connection procedure to break down the level of connection between two factors with the Pearson relationship coefficient (r), which yields a measurement that ranges from - 1 to 1. Connections demonstrate the quality of the relationship between the factors included.

The relationship coefficient (r) extending from 0.10 to 0.29 might be viewed as demonstrating a low level of connection, r running from 0.30 to 0.49 might be considered as a moderate level of connection, and r going from 0.50 to 1.00 might be viewed as a high level of connection.

The Correlation Coefficient was utilized to test whether there existed interdependency between the factors utilized in this investigation. It likewise helps in deciding the strength and direction of the relationship between two factors in a direct relationship. The table of the correlation is shown below between the dependent and independent variables.

Table 11 Correlations between the Variables

		Correlations						
		TE	FE	R	L	OK	HR	DV
TE	Pearson Correlation	1						
FE	Pearson Correlation	.680**	1					
R	Pearson Correlation	.545**	.618**	1				
L	Pearson Correlation	.721**	.625**	.506**	1			
OK	Pearson Correlation	.625**	.703**	.542**	.604**	1		
HR	Pearson Correlation	.734**	.767**	.681**	.799**	.709**	1	
DV	Pearson Correlation	.163**	.203**	.107	.224**	.173**	.373**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Pearson correlation coefficient was used to gauge the relationship between independent variables Regulatory, legal matters, Organizational KPI's, Human Resource, Financing and technical efficiency with the dependent variable well performing organization. The results indicated that the correlation between the variables is significant at the 0.01 level.

9.4 Hypotheses Testing Simple Linear Regression

Mugenda and Mugenda (1999) underscored that regression analysis is a sort of examination utilized when a researcher is keen to see whether the independent variable predicts the dependent variable. In testing the hypothesis, regression analysis was used to establish the statistical significance relationship between the independent variables notably.

Regression thus shows us how variation in one variable co-occurs with variation in another. It also helps in producing condition that portrays the insights connection between at least one independent variable and the dependent variable. The regression analysis results were introduced utilizing, regression model summary tables, Analysis of Variance (ANOVA) table and beta coefficients tables

H1: Organizational KPI's have significant effect on organization performance?

Table 12 Model Summary of Organizational KPI's

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.173 ^a	.030	.027	.72534
a. Predictors: (Constant), OK				

Table 13 ANOVA of Organizational KPI's

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.874	1	4.874	9.265	.003 ^b
	Residual	158.886	302	.526		
	Total	163.760	303			
a. Dependent Variable: DV						
b. Predictors: (Constant), OK						

Table 14 Coefficients of Organizational KPI's

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.233	.199		16.239	.000
	OK	.158	.052	.173	3.044	.003
a. Dependent Variable: DV						

Table 12 represents the regression model on organizational KPI's versus well performing organization. As presented in the table, the coefficient of determination R square is 0.03 and R is 0.173 at 0.05 significance level. The coefficient of determination indicates that 3% of the variation on performance of organization is influenced by KPI's. This implies that there exists a positive significant relationship.

The Analysis of variance (ANOVA) results as shown in Table 13 further confirms that the model fit is appropriate for this data since p -value of 0.003 which is less than 0.05. This implies that there is a significant positive relationship between organizational KPI's versus well performing organization.

The results further indicate that organizational KPI's have positive and significant effects on Performance of Organization (Table 14). The fitted model $Y = 3.233 + 0.158 * OK$. This implies that a unit change in KPI's activities will increase Performance by the rate of 0.173. Even when KPI's are nonexistence, performance is still positive at 3.233 indicating that there are other drivers of performance in the organization.

H2: Organizational Financing have a significant effect organization performance?

Table 15 Model Summary of Financing

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.203 ^a	.041	.038	.72105
a. Predictors: (Constant), FE				

Table 16 ANOVA of Financing

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.745	1	6.745	12.973	.000 ^b
	Residual	157.015	302	.520		
	Total	163.760	303			
a. Dependent Variable: DV						
b. Predictors: (Constant), FE						

Table 17 Coefficients of Financing

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.076	.212		14.499	.000
	FE	.200	.056	.203	3.602	.000

a. Dependent Variable: DV

Table 15 represents the regression model on organizational Financing versus well performing organization. As presented in the table, the coefficient of determination R square is 0.041 and R is 0.203 at 0.05 significance level. The coefficient of determination indicates that 4.1% of the variation on performance of organization is influenced by Financing.

The Analysis of variance (ANOVA) results as shown in Table 16 further confirms that the model fit is appropriate for this data since p -value of 0.000 which is less than 0.05. This implies that there is a significant positive relationship between organizational financing versus well performing organization.

The results further indicate that organizational financing have positive and significant effects on Performance of Organization (Table 17). The fitted model $Y = 3.076 + 0.2 * FE$. This implies that a unit change in financing activities will increase Performance by the rate of 0.203. Even when financing is nonexistence, performance is still positive at 3.076 indicating that there are other drivers of performance in the organization.

H3: Organizational Human resource policies and practices have a significant influence on performance of organization?

Table 18 Model Summary of Human Resources

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.373 ^a	.139	.136	.68329

a. Predictors: (Constant), HR

Table 19 ANOVA of Human Resources

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.761	1	22.761	48.751	.000 ^b
	Residual	140.999	302	.467		
	Total	163.760	303			
a. Dependent Variable: DV						
b. Predictors: (Constant), HR						

Table 20 Coefficients of Human Resources

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.057	.256		8.022	.000
	HR	.463	.066	.373	6.982	.000
a. Dependent Variable: DV						

Table 18 represents the regression model on organizational Human Resources versus well performing organization. As presented in the table, the coefficient of determination R square is 0.139 and R is 0.373 at 0.05 significance level. The coefficient of determination indicates that 13.9% of the variation on performance of organization is influenced by Human Resources.

The Analysis of variance (ANOVA) results as shown in Table 19 further confirms that the model fit is appropriate for this data since p -value of 0.000 which is less than 0.05. This implies that there is a significant positive relationship between organizational Human Resources versus well performing organization.

The results further indicate that organizational Human Resources have positive and significant effects on Performance of Organization (Table 20). The fitted model $Y = 2.057 + 0.463 \cdot HR$. This implies that a unit change in Human resources activities will increase Performance by the rate of 0.373. Even when Human Resources are nonexistence, performance is still positive at 2.057 indicating that there are other drivers of performance in the organization.

H4: Organizational technical efficiency of their equipment and assets and have significant effect on organization performance?

Table 21 Model Summary Technical Efficiency

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.163 ^a	.027	.023	.72651
a. Predictors: (Constant), TE				

Table 22 ANOVA of Technical Efficiency

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.359	1	4.359	8.258	.004 ^b
	Residual	159.401	302	.528		
	Total	163.760	303			
a. Dependent Variable: DV						
b. Predictors: (Constant), TE						

Table 23 Coefficients of Technical Efficiency

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.303	.186		17.720	.000
	TE	.144	.050	.163	2.874	.004
a. Dependent Variable: DV						

Table 21 represents the regression model on organizational Technical Efficiency versus well performing organization. As presented in the table, the coefficient of determination R square is 0.027 and R is 0.163 at 0.05 significance level. The coefficient of determination indicates that 2.7% of the variation on performance of organization is influenced by Technical Efficiency.

The Analysis of variance (ANOVA) results as shown in Table 22 further confirms that the model fit is appropriate for this data since p -value of 0.004 which is less than 0.05. This implies that there is a significant positive relationship between organizational technical efficiency versus well performing organization.

The results further indicate that organizational Technical Efficiency have positive and significant effects on Performance of Organization (Table 23). The fitted model $Y = 3.303 + 0.144 * TE$. This implies that a unit change in Technical Efficiency activities will increase Performance by the rate of 0.163. Even when Technical Efficiency are nonexistence, performance is still positive at 3.303 indicating that there are other drivers of performance in the organization.

H5: Organization has satisfactory regulatory system that have significant influence on performance of organization?

Table 24 Model Summary of Regulatory

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.107 ^a	.011	.008	.73217
a. Predictors: (Constant), R				

Table 25 ANOVA of Regulatory

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.867	1	1.867	3.482	.063 ^b
	Residual	161.893	302	.536		
	Total	163.760	303			
a. Dependent Variable: DV						
b. Predictors: (Constant), R						

Table 26 Coefficients of Regulatory

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.399	.232		14.629	.000
	R	.109	.058	.107	1.866	.063

a. Dependent Variable: DV

Table 24 represents the regression model on organizational Regulatory versus well performing organization. As presented in the table, the coefficient of determination R square is 0.011 and R is 0.107 at 0.05 significance level. The coefficient of determination indicates that 1.1% of the variation on performance of organization is influenced by Regulatory.

The Analysis of variance (ANOVA) results as shown in Table 25 further confirms that the model fit is appropriate for this data since p -value of 0.063 which is greater than 0.05. This implies that there is a significant negative relationship between organizational regulatory versus well performing organization.

The results further indicate that organizational regulatory have negative effects on Performance of Organization (Table 26) and Null hypothesis is accepted.

H6: Organization legal matters are free from anomalies and have legal framework which has significant effect on performance of organization?

Table 27 Model Summary of Legal Matters

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.224 ^a	.050	.047	.71764

a. Predictors: (Constant), L

Table 28 ANOVA of Legal Matters

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.230	1	8.230	15.980	.000 ^b
	Residual	155.530	302	.515		
	Total	163.760	303			
a. Dependent Variable: DV						
b. Predictors: (Constant), L						

Table 29 Coefficients of Legal Matters

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.127	.180		17.410	.000
	L	.190	.048	.224	3.998	.000
a. Dependent Variable: DV						

Table 27 represents the regression model on organizational legal matters versus well performing organization. As presented in the table, the coefficient of determination R square is 0.050 and R is 0.224 at 0.05 significance level. The coefficient of determination indicates that 5.0% of the variation on performance of organization is influenced by legal matters.

The Analysis of variance (ANOVA) results as shown in Table 28 further confirms that the model fit is appropriate for this data since p -value of 0.000 which is less than 0.05. This implies that there is a significant positive relationship between organizational legal matters versus well performing organization.

The results further indicate that organizational legal matters have positive and significant effects on Performance of Organization (Table 29). The fitted model $Y = 3.127 + 0.190 * L$. This implies that a unit change in legal matters activities will increase Performance by the rate of 0.224. Even when Legal matters are nonexistence, performance is still positive at 3.127 indicating that there are other drivers of performance in the organization.

10 CONCLUSION AND RECOMMENDATION

10.1 Conclusion

From the analysis the following conclusion was made. First the Human resource policies have a significant value in the organization. Water and sanitation agencies in the Punjab needs massive changes in the human resource policies to convert themselves in better performing organizations to compete in highly competitive environment. whereas from the analysis we found that the legal matters are also playing an important role in the organizational performance with the technical efficiency and financing. Organizational KPI's need to be changed for the better functioning of organization. whereas regulatory doesn't play a vital role in the performance of autonomous body.

This research is a part of the bigger picture which is to restructure the public autonomous bodies of the Punjab. And give them the autonomous power to perform in the wellbeing of the public. So that they can deliver the required services to the public in an efficient way with less input and greater output.

10.2 Recommendations:

On the basis of the analysis following SOPs/Manual for reforms and restructure plan is generated and is recommended to the autonomies bodies of Housing Urban Development Punjab.

SOPs / Manual for the utility reforms and restructure plan

The following Manual aims to support the effective implementation of services by water and sanitation agencies in Punjab, the recommendations and approaches to planning are in accordance with the acts of the country. This manual is intended to be used for the WASA staff, engineers, and supervisors as a resource for effective implementation of the procedures and policies.

The key objectives of this Part is to:

- To educate and inform respected WASA employees
- To encourage the effective and efficient delivery

Based on the quantitative research conducted main areas that WASAs need to focus, for successfully planning and providing water supply services to consumers. The criteria are categorized as:

- Organizational Principle
- Strategic Business Plan
- Key Performance Indicators
- Asset Management Plan
- Sustainable Financial Plan
- Human Resource Management

10.2.1 Organizational Principle

Water and sanitation agencies play a major role in a provincial service delivery to its citizens; subpar service and functionality can negatively impact the health and overall quality of the life of people. WASAs are responsible for planning, designing and construction of water supply, sewerage & drainage facilities for:

- New works
- Rehabilitation and augmentation of the existing systems
- Operation and maintenance of water supply, sewerage & drainage systems
- Billing and collection of rates, fees and charges for the services provided to consumers

An organizational principle represents the moral compass of an organization. The purpose of setting a principle is to both set a standard of professional behavior and indicates the obligations of an individual professional to his/her organization and team. The key proposed organizational principal values are as followed and in line with regulations:

- Putting the interest of the nation, the organization over oneself
- Not participating in illegal transactions of money or any transactions that are deemed as bribe for unethical service of water supply provision.
- Providing information and news to the public in a timely manner without any discrimination
- Providing excellent customer service and incorporating consumer/user complaints and feedbacks in policies
- Adhering to a well-planned, aiming for the achievement of the work keeping with the standards of quality, transparency and accountability

Additional Principles:

- All staff members shall ensure that they would perform their duties in conformity and compliance with all the Acts, laws, guidelines, orders, directives and policies of the organization.
- Safeguarding the integrity and credibility and upholding the dignity of the organization at all times.

It is recommended that before appointment and allocation of the new staff members, a specific training on professional and organizational code of ethics should be organized for the newly hired staff members under the supervision of senior officials of WASAs.

10.2.2 STRATEGIC BUSINESS PLAN

The community and governments are demanding increased accountability, increased levels of service and efficiency from water utilities. A Strategic Business Plan addresses these issues and provides a framework within which the water utilities can provide these services in an efficient manner and can continue to improve its performance. The business plan should be developed through following steps:

Phase 1- Data Collection & Analysis

The overall objective is to collect, organize, and analyze data in order to understand the existing situation of utility and to lay the ground for the future projection. Understanding of the Utility's existing situation is one of critical success factor of a good business plan. The data collection and analysis should include:

- City Overview – Location, population and access/coverage of water and sanitation services.
- Policy & legislation- Key laws, Regulations and any approved policies or framework by the government related to drinking water and sanitation services.
- Management Structure – The current organogram and capacities to deliver the services including human and physical resources.
- Financial Data- Current revenue and expenditures
- Technical and Operational Data
- Stakeholders Management and Relationship
- SWOT Analysis – Strengths, Weaknesses, Opportunities and Threats

Phase II- Planning

- Clarify the purpose and vision of the service providers
- Develop the strategic objectives with clear targets that includes institutional, Technical/Operational, Social, Environmental and Financial Strategic Objectives
- Identify and suggest activities to achieve the desired objectives and targets
- Proposed the areas of improvements with performance measurement strategy
- Define indicators and methods of measuring the success
- Suggest the budget with resource gaps and means of revenue collection
- Propose implementation strategy

Phase III- Implementation

The implementation phase will include:

- Compliance to standards and Performance reporting against the agreed indicators
- Asset management and O&M Plans
- Financial Management and Human Resource Development
- Customers services

10.2.3 KEY PERFORMANCE INDICATORS

The table below outlines the KPI to use by Punjab WASA to monitor and evaluate water supply and sewerage performance for internal and external reporting.

Table 30 KPI's Used

Indicators	Unit	Comments
Water Coverage	%	
Sewerage Coverage	%	
Water production	GPCD	
Water Consumption	GPCD	
Unaccounted for water	%	
Non-revenue water	%	
Prop. Of functional meters	%	
Metered water supply	%	

Pipe Breaks	%	
Sewerage blockages	%	
Pipe leakages	%	
Unit operational cost - water sold (production cost at consumer end)	Rs. /m3	
Unit operational cost - water produced (gross production cost)	Rs. /m3	
Staff per 1000 water and sewerage connections	Ratio	
Water supply staff per 1000 water connections	Ratio	
Sewerage staff per 1000 sewerage connections	Ratio	
Salary cost as proportion of Operating costs	%	
Power /Electricity Costs as prop. of Operating Costs	%	
Chemically Unfit Water Samples at Tap	%	
Biologically Unfit Water Samples at Tap	%	
Water Quality - Samples having residual chlorine	%	
Water Supply Complaints	%	
Sewerage Complaints	%	
Waste water Treatment – Primary	%	
Waste water Treatment – Secondary	%	

Average Revenue of Water & Waste water	Rs./m3	
Collection Period	Months	
Billing Efficiency	%	
Collection Efficiency (Physical)	%	
Collection Efficiency (Financial)	%	
Operational Cost Coverage	Ratio	

10.2.4 ASSET MANAGEMENT PLAN

All the assets of WASA, especially, pumping machinery and pumping station are very important components in water supply and sewerage system. The assets are subjected to wear, tear, erosion and corrosion due to their nature of functioning and use and therefore these are vulnerable for failures. To keep the assets up and available for use, assets should be properly operated and maintained. In the following sub sections, various activities/ schedules are detailed in respect of all the assets for effective operation and timely maintenance. The Asset Manager shall, in consultation with the Director O&M, prepare Asset Management Plan in respect of Water and Sanitation/ Sewerage Services

The Planning and Development Department from the Government of Punjab in conjunction with the Urban Unit has recommended and adopted the Integrated Development Asset Management Plan (IDAMP). All WASAs should follow the guidelines and processes suggested under IDAMP by Urban Unit. In the table below specific time-periods are suggested for WASA to develop and implement their asset management plans.

Table 31 WASA Planning Guidelines

Planning Horizon	WASAs Planning Instrument
Long Term	Master Plans (10-20 Years)
Medium Term	Integrated Development And Asset Management Plan (IDAMP) (Three Years)
Short Term	Annual Development Plan (ADP) (One Year)

O&M of Water Services

An effective water supply system comprises of: Water Supply Pipelines; Water Tube Wells, and Generation.

- **Water Supply pipelines**

Water supply pipelines are used to deliver the water throughout the community. It may be of any type. The operational & maintenance activities are as follow:

Operational Activities: Conduct a surveillance programme for leaks in pipelines, pipe joints and valves; Conduct a water quality surveillance programme. Conduct a programme for locating and repairing leaks including rectifying cross connections if any, arrange for flushing, cleaning and disinfecting the mains. Establish procedures for setting up maintenance schedules and obtain and process the information provided by the public and the maintenance teams about the pipeline leaks. Establish repair procedures for standard services and with provision for continuous training of the team members

Maintenance Activities: Pipeline bursts/main breaks can occur at any time and the O&M agencies shall have a plan for attending to such events as early as possible because delaying in this could have severe consequences. Preventive or Routine Maintenance should be carried out to prevent any breakdown of the system and to avoid emergency operations to deal with leakage and under pressure lines. Preventive maintenance is more economical and provides for reliability in operations of the sewer facilities.

- **Tube wells**

A pipe and a pump are used to pull water out of the ground, and a screen filters out unwanted particles that could clog the pipe. The tube well comprises of: Motor Control Unit (MCU); Main Circuit Breaker; Pressure Gauge; Motor; Pump; Valves and Flow meter

- **Generator**

Generator is usually used in load shedding duration. These should be maintained and tested periodically

O&M of Sewerage System

An effective sewerage system comprises of Sewer Pipelines and Disposal Pumps. The asset management activities (operation and maintenance) are detailed in the following section:

- **Sewer Lines:**

Sewers are the most important part of a sewerage system. They are laid below the ground and are difficult to repair. Hence great care is needed in their O&M.

Maintenance: There are two types of maintenance of a sewerage system

Preventive or Routine Maintenance should be carried out to prevent any breakdown of the system and to avoid emergency operations to deal with clogged sewer lines or over flowing manholes or backing up of sewage into a house or structural failure of the system. Preventive maintenance is more economical and provides for reliability in operations of the sewer facilities.

- **Disposal Pumps**

Various types of pumps are in use and the specification of O&M schedule provided by Manufacturers shall be followed. However, the following points shall be observed while operating the pumps;

- Dry running of the pumps should be avoided
- The delivery valve should be operated gradually to avoid sudden change in flow velocity which can cause water hammer pressures.
- The running of the duty pumps and the standby should be scheduled so that no pump remains idle for long period and all pumps are in ready-to run condition
- Frequent starting and stopping should be avoided as each start causes overloading of motor, starter, contactor and contacts. Though overloading lasts for a few seconds, it reduces life of the equipment.
- Pumps properly primed before starting

Maintenance Activities: A maintenance schedule includes these types of inspections:

- Routine maintenance & inspections
- Quarterly inspections
- Annual inspections

10.2.5 FINANCIAL PLAN

A robust financial plan is a key element of a Water Utility's water supply or sewerage strategic business plan. The financial plan should clearly indicate how the business would finance the provision of services that meet levels of service negotiated with the community and the long-term commercial viability of the business. Annual financial projection provides information about the estimated financial requirements in respect of annual capital/ development and O&M/ non-development expenditures related to the assets of the respective WASA. The financial plan should identify how the following costs and payments will be financed.

- **Purpose and Objectives**

The overall purpose of Financial Planning is to achieve organizational sustainability with following specific objectives:

- Facilitate the record keeping of each accounting process;
- Ensure that books of account are prepared to conform to sound accounting policies;
- Enable the management to obtain accurate and timely financial reports on periodic basis
- Help organize and manage the assets and liabilities of the WASA's;
- Support coordination of accurate financial reporting and adequate financial disclosures;
- Promote compliance with a applicable reporting framework, law and regulations;
- Promote efficient financial management through the provision of useful reference materials and standard documents;
- Serve as a training tool to facilitate newly hired employees

Process of Financial Planning

Step 1: Determine Your Current Financial Situation

In this first step of the financial planning process, you will determine your current financial situation with regard to income, savings, expenses, and debts/liabilities. Preparing a list of current asset and liability balances while your current expenditures shall support in costing for planning activities.

Step 2: Develop Financial Goals

You should periodically analyze your financial values and goals. This involves identifying how you feel about money and why you feel that way. The purpose of this analysis is to differentiate your needs from your wants. Specific financial goals are vital to financial planning. Others can suggest financial goals for you; however, you must decide which goals to pursue. Your financial goals can range from spending all of your current income to developing an extensive savings and investment program for your future financial security.

Step 3: Identify Alternative Courses of Action

Developing alternatives is crucial for making good decisions. Although many factors will influence the available alternatives, possible courses of action usually fall into these categories:

- Continue the same course of action.
- Expand the current situation.
- Change the current situation.
- Take a new course of action.

Not all of these categories will apply to every decision situation; however, they do represent possible courses of action. Creativity in decision-making is vital to effective choices. Considering all of the possible alternatives will help you make more effective and satisfying decisions.

Step 4: Evaluate Alternatives

You need to evaluate possible courses of action, taking into consideration your previous experience, organizational values, and current economic conditions.

Consequences of Choices. Every decision closes off alternatives. For example, decisions to improve system recovery mean that your additional efforts shall be required. Opportunity cost is what you give up by making a choice. This cost, commonly referred to as the trade-off of a decision, cannot always be measured in currency.

Decision-making will be an on-going part of your personal and financial situation. Thus, you will need to consider the lost opportunities that will result from your decisions.

Uncertainty risk is part of every decision. In many financial decisions, identifying and evaluating risk is difficult. The best way to consider risk is to gather information based on your experience and the experiences of others and to use financial planning information sources.

Relevant information is required at each stage of the decision-making process. Changing personal, social, and economic conditions will require that you continually supplement and update your knowledge.

Step 5: Create and Implement a Financial Action Plan

- In this step of the financial planning process, you develop an action plan. This requires choosing ways to achieve your goals. As you achieve your immediate or short-term goals, the goals next in priority will come into focus.
- To implement your financial action plan, you may need assistance from others. For example, you may use the services of an investment broker to purchase stocks, bonds, or mutual funds or an expert to strengthen organizational systems etc.

Step 6: Reevaluate and Revise Your Plan

- Financial planning is a dynamic process that does not end when you take a particular action. You need to regularly assess your financial decisions. Changing personal, social, and economic factors may require more frequent assessments.
- When socio-political events affect your financial needs, this financial planning process will provide a vehicle for adapting to those changes. Regularly reviewing this decision-making process will help you make priority adjustments that will bring your financial goals and activities in line with your current situation.

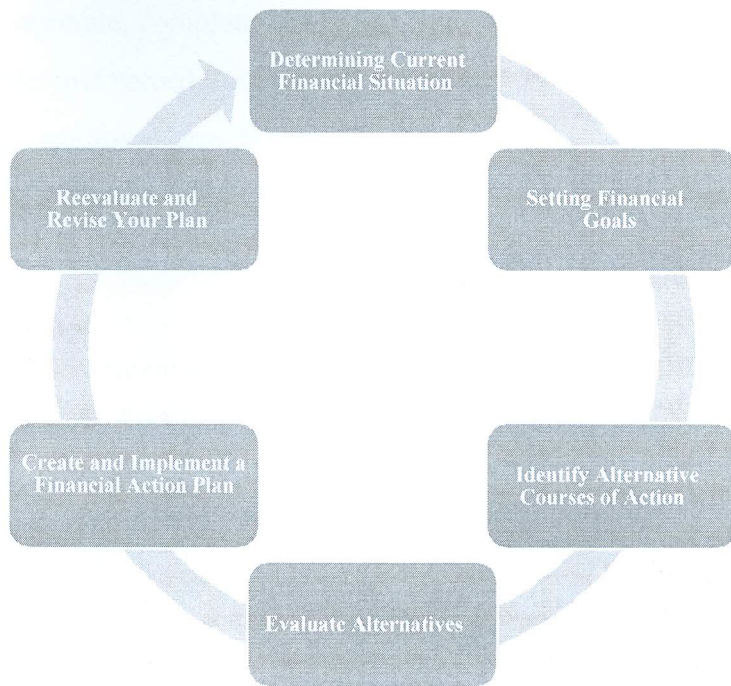


Figure 7 Process of Financial planning

10.2.6 HUMAN RESOURCE DEVELOPMENT

Human Resource Management function has come to be recognized as an inherent part of any organization. It plays a vital role in the functionality and performance of water utilities. The function is charged with overall responsibility for implementing strategies and policies relating to the management of individuals (i.e. the Human Resource Management) thereby optimizing their contribution towards the realization of organizational objectives. Job descriptions and TOR for the main officials within the organization clearly lays out the responsibilities and expectations from each individual officer. It also helps to ensure that there is no overlapping of duties and responsibilities and prevents any conflict amongst the employees and overall organization.

Purpose and Objectives

The overall purpose of Human Resource Management is to improve the working efficiency of the organization with following specific objectives:

- To maintain awareness of and compliance with local, provincial and federal labor laws;
- To maintain employee record keeping and confidentiality;

- To make approved and accurate Salary and Wage adjustments;
- To develop accurate, complete and timely Payroll distribution;
- To Administer and record Employee Benefits as per organizational policy;
- To facilitates employee growth through regular capacity building programmes
- To manage the performance of each department and official in an efficient and effective way

Recruitment

Prior and during the recruitment process for a Terms of Reference (TOR) needs to be prepared for all vacancies and positions for both permanent positions and consultants/ contract employees hired for projects. The Client and the Consultant's respective responsibilities should be clearly defined in the TOR. The typical information required in the TOR is summarized below:

- Objectives, goals of the project;
- Scope of services compatible with available budget;
- Background information (listing of existing studies, data, etc.);
- Terms for transfer of know-how/training requirements (if applicable);
- List of services, surveys necessary;
- Expected deliverables (reports, designs, tender documents, maps, etc.);
- Time schedule and phasing of the assignment, duration of commission;
- List of expected key professional staff indicating minimum experience, academic degrees, additional qualifications, etc
- Respective roles and responsibilities of the Client and the Consulting Firm;
- Regional factors such as geographic location, language and local customs

Staff Record:

Each water utility should maintain a clear record of all employees and contracted individuals outlining the role and responsibilities of their respected positions.

The following aspects should be outlined:

- Job Description: Outlines the application of knowledge required for the role,
- Duty Location: Station area where officer is stationed or responsible for managing
- Designation: Official title and pay scale of the officer
- Supervisor or Reporting Officer: Key superior the officer reports to and reporting staff under supervision of the officer.

- Main Responsibilities: Daily day to day activities and duties performed by the officer, areas of work.
- Performance Evaluation: Annual performance evaluation as per departmental templates i.e. ACRs.
- Capacity Building: Trainings in which the officer participated

The HR policies, especially the recruitment process, need to be streamlined. A better option would be to use Management Information System to keep and track record regarding staff recruitment, transfer, relevant and demand-based placement etc. It is also extremely important to involve highly qualified and trained human resource in these agencies for services delivery. Capacity building of the existing staff in lines with their role and need assessment should be introduced. In this regard, annual performance and capacity evaluations of individual employees i.e. ACRs should be maintained as benchmarks for designing the departmental training programmes.

Table 32 Employee Record Template

Officer Name	Designation	BPS	Qualification	Date of Appointment	Job Description	Last ACR Conducted			Training attended
						Date	Key Assessment	Recommendations	

GOAL

Achieving maximum access to optimum quantity of safe drinking water for residents of large cities of Punjab

OUTCOME 1

Institutional capacity of Punjab WASAs in technically sound, profitable and environmentally sustainable manner

OUTCOME 2

State of the art and high quality Infrastructure & assets

Table 33 Restructure Plan

Sr. No.	Reform Interventions	Reform Options	Roles and Responsibilities	Timeline	KPIs Year 1	KPIs Year 2	KPIs Year 3
Legal & Policy Reforms	1. WASA Incorporation as Authority	New Law enacted	PHED to initiate process for new legislation	2019-2020 & 2020-2021	Draft Law developed after consultation	Law for WASA autonomy enacted	
Institutional Reforms	1. Functional Autonomy & Clear Command lines	WASAs delinked from Member Provincial Assembly through administrative orders by Government	PHED moves summary for Chief Minister's Approval to achieve WASA autonomy	2019-2020	Functional Autonomy for MD WASA demonstrated		

<p>2. Capacity building of managerial & technical HR</p>	<p>WASA Academy Law enacted as full scale</p>	<p>PHED to initiate process for new legislation</p>	<p>19-20</p>	<p>In-Service Training of WASA technical staff begins</p>	<p>Pre-Service Training of WASA staff initiated</p>	<p>Annual Consumer Survey Reports Published</p>
<p>3. Consumer Satisfaction</p>	<p>Rules for Client Orientation & Consumer Services</p>	<p>PHED develops Rules through consultative process and as per international best practices</p>	<p>2019-20</p>	<p>Client Orientation & Consumer Services Rules Notified</p>	<p>Dedicated Consumer Facilitation Cells established in all WASAs</p>	
<p>4. Tariff Rationalization</p>	<p>Develop a regulatory framework for tariffs</p>	<p>PHED, WASAs and Finance Departments</p>	<p>2019-20</p>	<p>Develop standards and framework</p>	<p>Increased financial efficiency of WASAs through reduced subsidies and increased portion of tariffs</p>	

Operational Reforms	Master Planning	Existing Master Plans to be updated/New formulated	PHED and respective WASAs to take lead	2019-20	Master Plans Developed and Approved	Master Plan Implementation	Master Plans Execution Initiated
	Key Performance Indicators	Performance Management Framework for WASA	WASAs with PHED	2019-20	Quarterly KPIs published and updated	WASA published annual report for stakeholders and public	Annual Report published comparing the progress with previous years
	SCADA System	Supervisory Control	WASAs in collaboration with PHED	2019-21	Awarding contracts of SCADA	Document the learning and install and rolling out SCADA	
	Replacement of Outlived Infrastructure	Asset Management and Inventory System to be modernized for replacement of outlived infrastructure	PHED and WASAs to develop an incremental plan as part of WASA Master Plan	2019-20	Infrastructure Renovation & Asset Management Plan developed	replacement of outlived infrastructure and Assets	

Maintenance Operations	Robust O&M operations	PHED and WASAs	2019-20	TPV contractors hired	TPV reports generated for core O & M Operations	TPV Reports' findings incorporated in WASAs operational protocols
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Financial Reforms	Improved Revenue Collection	Own source revenue plan for enhancing financial assets	WASAs, PHED and Finance Department	2019-20	Revenue Enhancement Plan Developed	Implement revenue enhancement plans in all WASAs	Increased Own Source Revenue from WASA operations
	Curtailed Illegal Water Usage	Regularize the illegal water connection and reduce non-revenue water losses through appropriate legal provisions	WASAs	2019-20	Revise schedule of penalties, fee and fines	Computerize the records of connection with proper reference number of clients and customers	

12 Legal Amendments

12.1 Proposed Amendments (Punjab Development of Cities Act, 1976)

Amendments in the Punjab Development of Cities Act, 1976 (XIX of 1976) is required to improve water and sanitation services in the cities; grant autonomy to Water and Sanitation Agencies; and for other purposes

1. Short title and commencement.

This Act may be cited as the Punjab Development of Cities (Amendment) Act 2018.

2. Amendment in section 2 of Act XIX of 1976.

In the Punjab Development of Cities Act, 1976 (XIX of 1976), the following shall be substituted:

“Authority” means a Development Authority or a Water and Sanitation Authority established under the Act”.

3. Insertion of chapter II-A in Act XIX of 1976:

The following chapter II-A shall be inserted:

**“CHAPTER II-A
WATER AND SANITATION AUTHORITY**

10A. Water and Sanitation Authority

(1) The Government may, by notification, establish a Water and Sanitation Authority for a city by specify name of the Authority.

(2) The Authority shall be a body corporate, having perpetual succession and a common seal with power to acquire, hold and dispose of property and shall by the said name sue and be sued.

(3) The Authority shall consist of the following:

- | | |
|--|-------------|
| (a) Chief minister of Punjab or his nominee. | Chairperson |
| (b) Mayor of the Municipal Corporation | Member |

- | | | |
|-----|---|----------------------|
| (c) | three members elected by the respective Municipal Corporation from amongst its members; | Members |
| (d) | a representative of Housing, Urban Development and Public Health Engineering Department, Finance Department and Local Government and Community Development Department not below the rank of Deputy Secretary; | Members |
| (e) | Director General of the Development Authority or his representative not below the rank of Director; | Member |
| (f) | two persons from the private sector with special qualification or experience of working in water and sanitation sector to be nominated by the Government; and | Members |
| (g) | Director General, Water and Sanitation Authority. | Member/
Secretary |
-
- (4) A member, other than an *ex-officio* or elected member, shall hold office for a period of three years from the date of assuming office.
- (5) In case of a casual vacancy in the Authority, the appropriate authority shall fill the vacancy in the manner in which a member is nominated.
- (6) The Authority shall, by regulations, prescribe the procedure for a meeting of the Authority and until then, the Authority shall follow the procedure prescribed for a meeting of an Authority established under section 4.

10B. Functions of the Authority. – (1) A Water and Sanitation Authority shall:

- (a) initiate and maintain a continuous process of comprehensive development of water and sanitation services for the area with the objective of preparing master development plan;
- (b) periodically update water and sanitation services plans and lead on the implementation within the area;
- (c) develop, operate and maintain water supply, sewerage and drainage system within the area;
- (d) prepare, approve and publish annual development programme for the area,
- (e) ensure compliance of the annual development programme with priorities established in the master and sector development plan after its preparation and evaluate performance under the annual development programme at the end of each year;
- (f) prepare, implement and enforce schemes for environmental improvements directly linked with water supply and sanitation services including wastewater treatment and fecal sludge management;
- (g) describe the serving range of community water system for drinking water security;
- (h) conduct an assessment of the water system's vulnerability to terrorist attacks or other intent to disrupt the safe and reliable drinking water supply in the area;
- (i) suggesting and notifying the measures and means for the effective and sustainable use of water resources for municipal water supply services;
- (j) describe the requirements for persons who may install and operate water services works and provide assistance and coordinate with key stakeholders for developing and improving the appropriation, usage and disposal of municipal water;
- (k) present an annual report to the Government regarding the overall management and administration of municipal water, including monitoring reports and recommendations on measures to be taken by the

stakeholders to enhance the quality or quantity of available municipal water;

- (l) develop, promote and support training and professional development of officials and other persons engaged in provision or regulation of municipal water supply and sanitation services;
 - (m) monitor the agreement of the municipal water service providers with the consumers and prescribe the standard and norm of the response time for the municipal water service providers to handle the complaints;
 - (n) maintain a public register all kind of water and sanitation services providers including private bodies or any other corporate body established under any law; and
 - (o) perform any other function ancillary to the above functions.
- (2) A Water and Sanitation Authority may:
- (a) acquire property, both movable and immovable for strengthening water and sanitation services including purchase, lease, exchange or to dispose of any property vested in it;
 - (b) procure machinery, instruments or any other material required by it; enter into contracts; cause studies, surveys, experiments, technical researches or contribute towards the cost of any such studies, surveys, experiments or technical researches made by any other agency;
 - (c) seek and obtain advice and assistance for the preparation of any scheme, or for the execution of any scheme from any Government agency and the Government agency shall give the advice and assistance to the Authority; and exercise any other power to ensure proper performance of its functions.

10C. Residuary powers and functions.

(1) A Water and Sanitation Authority may exercise any power of an Authority under this Act including delegation of powers, appointment of employees and committees, and chapters III to IX shall apply to a Water and Sanitation Authority as to an Authority established under section 4 to the extent of performance of functions under section 10B.

(2) If a Water and Sanitation Authority is established for a city, the Development Authority of the city shall not perform any function relating to water and sanitation without the permission of the Water and Sanitation Authority.

10D. Annual report and grants.

(1) The Water and Sanitation Authority shall, through the Mayor, submit an annual performance report of the Authority in the house of the Municipal Corporation.

(2) The Municipal Corporation may give grant to the Authority for a specific purpose and the Authority shall use the grant for that purpose.

10E. Transition.

(1) The Government may, by notification, abolish the Water and Sanitation Agency of the city and the Water and Sanitation Authority of the city shall be successor in interest of the Water and Sanitation Agency.

(2) The property, rights, liabilities and employees of the Water and Sanitation Agency shall stand transferred to the Water and Sanitation Authority but the terms and conditions of service of an employee shall not be less favorable in the Authority than his terms and conditions of service in Water and Sanitation Agency.

(3) Subject to the criteria notified by the Water and Sanitation Authority, an employee of the Water and Sanitation Agency shall, on or before 31 December 2019, opt for absorption in the service of the Authority as a one-time option.

(4) The Government may constitute an anomaly committee to resolve any dispute arising out of transition from the Water and Sanitation Agency to the Water and Sanitation Authority and the decision of the anomaly committee on any matter relating to transition shall be final.

3. Section 26 in Act XIX of 1976. – In the Act, for section 26, the following shall be substituted:

“26. Authority Fund.

(1) There shall be formed a fund to be known as the "Authority Fund" which shall vest in the respective Authority and shall be utilized by the Authority in connection with

its functions under this Act including the payment of salaries and other remunerations to the members, officers, servants, experts and consultants of the Authority.

- (2) The following sum shall be credited to the Authority Fund—
- (a) Grants and loans made by the Government;
 - (b) All moneys received from Federal Government or any international agency by way of grants, loans, advances or otherwise;
 - (c) All fees, rates and charges received by the Authority under the Act;
 - (d) All moneys received by the Authority from the disposal of lands, buildings and other properties movable and immovable;
 - (e) Proceeds from the self-financing schemes of urban development and environmental sanitation; and
 - (f) All other sums receivable by the Authority.

(3) The sums in respect of services related to water supply, sewerage and drainage shall be credited to the Water and Sanitation Authority and the sums relating services of urban development shall be credited to the Development Authority.

(4) In case of deficit revenue of an Authority, the Government shall provide from its own revenues or from any other sources, such sum as may be necessary for the efficient performance of the functions of the Authority under this Act.

(5) The Authority may keep in current account of any scheduled bank such sums as may be prescribed and any amount in excess of the said amount shall be invested in Government or Federal Government securities, Government or Federal Government sponsored saving schemes or in such manner as may be determined by the Authority.”

4. Section 28 in Act XIX of 1976.

In the Act, for section 28, the following shall be substituted:

“28. Rates and fees.

(1) With the previous consent of the Authority / BoD and the Provincial Government, adequate funds may be raised by the Authority from time to time, to meet the cost of its schemes by imposing rates, fees and other charges.

(2) The rates, fees and other charges for water supply, sewerage and drainage schemes shall be such as to provide sufficient revenues

(i) To cover the operating expenses including taxes, if any, and interest to provide adequate maintenance;

(ii) To cover repayment of loans; and

(iii) To finance the normal year to year extension of any of such schemes and to provide a reasonable

Portion of the cost of future major expansion of such schemes.

Fees on tube wells.

(1) The Authority shall have the exclusive right to use ground water resources within the area.

(2) No person shall, without the permission of the Authority install a tube well, for commercial purposes, at such places within the area, as may be notified in the official Gazette by the Authority.

(3) The Authority may levy rates on the persons or bodies who have installed or may install tube wells for commercial purposes, within its jurisdiction

Water and Sanitation Agencies (WASAs) in the four major cities of the Punjab other than Lahore have been created by Development Authorities under the Punjab Development of Cities Act 1976 (PDCA) to carry on the functions of the Authority in relation to development, operation and maintenance of water supply, sewerage and drainage system within the boundaries of respective Development Authority. There is no further detail in PDCA regarding the legal structure of the Agency. WASAs are, therefore, no more than a wing or department of the Authority entrusted with a specific function of water supply, sewerage and drainage and matters ancillary thereto and do not enjoy autonomous legal status. The Development Authority is, therefore, the service provider and

the regulator. The Authority appoints the Managing Director and all the other officers of the WASA with the approval of the Government.

The accountability of the Authority and its agencies has not been well defined and elaborated in the PDCA besides that Authority is to act and be guided by any direction as the Government may give from time to time. Further the element of monitoring by the Authority and even the Government, with any guidelines or parameters to monitor the agencies, have not been expressed. Further, WASAs are firmly tied under the Development Authorities and do not enjoy financial or operational autonomy.

Necessary legal provisions are missing for incorporation of WASAs as separate legal entities with requisite autonomy. No legal or procedural provisions exist for setting up and adherence to drinking water quality standards, monitoring and enforcement procedures. Lack of tariff making rules and guidelines adversely hampers performance of WASAs and overall urban water sector in terms of institutional health and performance.

In order to address these problems, amendments in the PDCA are required for ensuring autonomy to WASAs with local management structure, comprehensive functions, smooth transition and specific regulatory framework for WASAs.

13 Limitations of the study:

It's a world know fact that every research demands some ideal environment to be conducted in to achieve precise and accurate results. Following were the limitation of this research.

- Limitation of time, as the time was very limited for this research so things and factors couldn't be studied inside out.
- As many variables take part in making an organization a well performing organization due to shortage of time and complexity main variables are being studied
- This research was done in public autonomous bodies only and may not be used in any other field.
- This research is done in Pakistan and may not be generalized to the other parts of result.
- Lesser number of respondents, because in public organizations respondents are not keen to fill the survey forms.

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Questionnaire

Please answer the questions by ticking or explaining briefly in the blank spaces provided.

SECTION A: BACKGROUND INFORMATION

1. Gender

a) Male

b) Female

2. Age category

a) Below 30 years

b) 31 – 39 years

c) 40 – 49 years

d) 50 years & above

3. Organization name:

a) Secretariat HUD&PHED

b) WASA Lahore

c) WASA Faisalabad

d) WASA Gujranwala

e) WASA Rawalpindi

f) WASA Multan

4. Cadre of management (Please tick)

a) Senior (BPS \geq 19)

b) Middle level (BPS 17 & 18)

c) Lower level (BPS < 16)

5. Highest level of education attained (Please tick one)

- a) Primary Level
- b) Secondary Level
- c) Tertiary College (Diploma)
- d) University (Graduate)
- e) University (Postgraduate)
- f) Certification

SECTION B: INFORMATION REGARDING ORGANIZATION

9. Using tick (✓) in the box indicate the extent to which you agree with the following statements

1 -Strongly Disagree; 2- Disagree; 3- Neutral; 4 -Agree; 5 -Strongly Agree

Statements	1	2	3	4	5
Have appropriate job descriptions, competency reviews or equivalents to determine what staffing is needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Put required effort on overall approach to human resource development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assets greater than liabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing of grants or loans is properly managed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to generate revenues to respond to the needs of its stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior management review financial policies and procedures on a regular basis to assess whether they are adequate, inadequate or excessive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is adequate technological planning?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of technology is appropriate to carry out its functions effectively and efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data gathered through organizational monitoring and evaluation activities is utilized to improve performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal framework is clear and consistent with current practice and supports organization's autonomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational KPI's are playing effective role in moving towards the fulfillment of its mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: INFORMATION ON POLICIES, PRACTICES AND RESTRUCTURING

10. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following aspects of policy

Use a tick () to indicate your choice.

		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	The current policies are relevant to the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The policies require further review to match my job description	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	New policies and practices will increase my loyalty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. In a scale of 1-5, what level of importance would you place to the following policies and practices review and how they impact on your commitment? Use a tick () to indicate your choice.

		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agrees (5)
1	Recruitment and promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Training and Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Transfer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. In a scale of 1-5, how would you rate senior management's support of employee counseling in your department during routine work?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agrees
(1)	(2)	(3)	(4)	(5)
[]	[]	[]	[]	[]

13. Using the scale shown below, please rate the extent to which you are satisfied with the following

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agrees (5)
More duties and increased salary	[]	[]	[]	[]	[]
Quantity of work expected from you	[]	[]	[]	[]	[]
Level of job security	[]	[]	[]	[]	[]
Team work	[]	[]	[]	[]	[]
Opportunity to learn new skills	[]	[]	[]	[]	[]
Variety of job responsibilities	[]	[]	[]	[]	[]
Degree of and independence associated with your work role (autonomy)	[]	[]	[]	[]	[]
Opportunity to utilize your skills and talents	[]	[]	[]	[]	[]

*Adopted from (Lusthaus & Adrien, 2002) & (Omwenga, 2017)

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