TRAINING REPORT
on
Performance Management System (PMS), Grievance redress Management (GRM), RTI and MC Websites

Under

PUNJAB CITIES PROGRAM (PCP) WORLD BANK

TRAINING SESSION

Punjab Municipal Development Fund Company (PMDFC)

HELP BUILD
PMDFC
HEALTHY CITIES

CONTENTS

Acronyms:

- Punjab Cities Program (PCP)
- Punjab Municipal Development Fund Company (PMDFC)
- Performance Measures (PMs)
- Grievance Redress Management (GRM)
- Performance Management System (PMS)
- Complaint Tracking System (CTS)
- Right to Information (RTI)

Introduction:

LG&CD Department is implementing Punjab Cities Program (PCP) for selected MCs in Punjab with the technical assistance of Punjab Municipal Development Fund Company (PMDFC) and financial support of the World Bank. The main objective of the program is to strengthen MCs through capacity building support, providing financial assistance for improved management and to bring up adequate and cost-effective infrastructure development for efficient municipal service delivery. As enshrined in the Program Appraisal Document (PAD) agreed with the World Bank, one of the foremost activities was to upgrade already introduced systems i.e., Performance Management System (PMS), Transforming Complaint Tracking System (CTS) into Grievance Redress Management (GRM) and MCs Websites. All systems have been upgraded and implemented in 16 PCP partner MCs. PMDFC always provides backstopping support and necessary trainings to relevant MC staff for smooth functionality of the systems, it was necessary to impart training to the newly upgraded systems and to equip with updated Knowledge. In this regard, training session was organized by PMDFC to upgrade the knowledge of relevant MC staff for functionality of the systems as mentioned above.

Venue and Participants

Orientation/Training was conducted on Wednesday, March 08, 2023 at Faletti's Hotel, 24 Egerton Road Lahore. Participants were invited from 16 partner MCs including Chief Officers, Municipal Officers Infrastructure and Services (I&S), Information Technology (IT) Officers, Public Information Officers (PIOs) and Computer Operators. Registration of the participants were done prior to the trainings. The training session started with the recitation of the Holy Quran. Afterwards, MD, PMDFC Syed Zahid Aziz gave welcome address. He welcomed the audience and praised the role of partner MCs in taking keen interest in the training sessions and also praised the collaborative efforts of M/S Cyber Vision and PMDFC for taking IT based intervention to upgrade PMS, GRM and MC Websites. Opening remarks were given by Chairman Board of Directors, PMDFC, Mr. Parvez Iqbal. He praised PCP and considered PCP as an opportunity to improve the conditions of the partner cities. He also praised the role of M/S Cyber vision and PMDFC for their efforts to upgrade the systems which will ultimately contribute in more efficient and effective delivery of the municipal services. He emphasized that the initiatives taken to upgrade PMS, GRM and MC Websites on the platform of PCP not only contribute for decision making process in improved service delivery but also setting standard in urban planning.

Chairman Board of Directors, PMDFC, Mr. Parvez Iqbal delivering opening remarks to the participants

MD, PMDFC, Syed Zahid Aziz giving welcome address to the audience

Introduction and rationale of the upgraded system were presented by GM-ID Mr. Mahmood Masood Tamana. He emphasized that in the wake of IT age, state of the art IT infrastructure is mandatory to better deliver of municipal services to a common citizen. For that purpose, introduction of a dynamic MC websites, PMS and GRM portal is a milestone to better manage municipal services in more efficient and effective manner. A common citizen will be able to address their complaints in more agile and easy ways and MCs personal will also able to resolve the grievances of the citizens in less time and efforts which will ultimately lead to better municipal service delivery. Comprehensive participation was observed form partner MCs and an interactive and participatory session was observed in a learning-oriented environment.

Mr. Mahmood Masood Tamana

General Manager ID, PMDFC addressing the training session regarding introduction and rationale of the upgraded systems

Training and Orientation Session

Orientation/ training provided with platform introduction and system walk through along with participants questions and answer and feedback. Experts and resource persons provided training on following systems:

- Session 1: MCs Websites
- Session 2: Grievance Redress Management /Baldia Shikayaat
- Session 3: MCs Websites

Session 1: MC Websites

Platform Introduction

A brief introduction to the newly developed websites was provided. Website navigations, menus and sub-menus were explored and knowledge of various sections of website was delivered. Platform introduction came as handy for the participants to get them equipped with the knowledge of the main sections of the websites which enable a user to reach at the right section to acquire requisite information. Brief view of old websites prior to the development of new dynamic websites were also shown as a comparison to provide a glance look of improved and upgraded websites. After the provision of platform introduction, detailed system walk thorough was presented with the exploration of website various sections.

System Walkthrough

After the platform introduction, system walkthrough presented which provided detailed and comprehensive training to explore and navigate various sections of the website including menus and submenus. Following main sections of the websites where explored:

- About/ Introductory section
- Municipal service delivery
- Budget abstract and income and expenditure detail
- Procurement section
- Downloads
- Municipal infrastructure maps
- Complaint section
- Media

First, introductory section of the MCs website was explored which provides history and details of the city for the visitors such as important places and the main industry. Information of MCs administrative setup is available in introductory section provides information about the Administrative/

Chairman of the MC and various municipal officers such as Finance, Regulations, Infrastructure and Services and Planning. MC Organogram also shown which shows hierarchical structure of the MC. Introductory section also contains functions of Local governments under Punjab Local Government Act 2022 along with functions of Local governments. After the exploration of introductory section, Service delivery section explored for the audience which provides data about MC's core functions such as water supply, sewerage, solid waste, street lights, parks and roads. Details is provided with respect to each function such as average hour of water supply and average solid waste lifted as well as working status of street lights. Summary of municipal complaints with respect to MC functions/service delivery is provided with total number complaints and their resolution status.

Development project is a very important section of the website which provides detail of the development projects on the platform of both the PCP and the MC which shows total number of projects, total cost, completion status and gestation period. Requisite documents can also be downloaded in this section. Similarly, system walkthrough led the audience to experience budget section which provided budgeting details such as abstract of annual budget statement and expenditure and income details of MCs which can be accessed through budget section of the website. Important highlights, information about awareness campaign and picture gallery is provided in news and media section to keep audience update regarding the ongoing activities in the MCs such as events, meetings and conferences. Procurement plans and tender and notices of MCs for the current and previous years are provided along with notifications pertaining to grievance redress committee, Grievance committee proceeding and procurement committee notification.

A detailed system walkthrough is being presented to the audience regarding MC Websites

Infrastructure maps are incorporated for MC services such as water supply, sewerage, solid waste, street lights, parks and roads. Infrastructure maps can be accessed from both the service delivery and maps section. Download section can be used to access and place various data pertaining to MC such as annual report. Citizen can submit their requests in Right to Information (RTI) to have desired information under Punjab transparency and Right to Information Act 2013. Moreover, option to launch a complaint is also available where citizen can launch complaint regarding MC services. Similar option is available for feedback and suggestion.

Feedback Session

After system walkthrough, questions and answers/ feedback session was conducted where audience raised certain questions and queries and provided feedback on newly developed dynamic websites. Audience praised the development of new websites and expressed satisfactory remarks regarding ease in navigation and user-friendly interface of the websites.

Session 2: Grievance Redress Management

Platform Introduction

An introduction was provided regrading GRM application and dashboard which has been transformed from Complaint Tracking System (CTS). Navigations, menus and sub-menus of the application and dashboard were explored and knowledge of launching and manage the complaints were provided. Plat form introduction came as handy for the participants to get them equipped with the knowledge of launching and managing municipal with lot of other features. Brief view of old CTS prior to the development of GRM application and dashboard were also shown as a comparison to provide a glance look of improved and upgraded systems. After the provision of platform introduction, detailed system walk thorough was presented with the exploration of both the GRM application and dashboard.

System Walkthrough

GRM and main dashboard live demonstration was provided through detailed system. Both audio and text option are available to facilitate citizen for submitting the complaints. Video tutorial to guide the citizens elaborating all the process for registration of their complaints as well as SMS alert to the citizens and the staff also facilitate the complaint registration process. Moreover, a certain time period has been allocated for a specific nature of complaints after which it will go into escalation and alerts will be generated for the MC authorities. In addition to that, citizens

can submit their feedback on the status of complaint resolution. Citizens can track their complaints with a unique ID of complaint.

In addition to GRM application, detailed demonstrated was provided on main dashboard which enables the citizen to view total number of complaints, resolved complaints, in-process complaints. Citizens Survey form is also given to measure satisfaction level of the citizens. Search engine option is available for citizen to locate their particular complaint and alert option provides facility of informing total number of complaints to be viewed. Complaint Cell in charge in every MC can enter complaints of the citizen who visit MC office and also manage complaints online through main dashboard. Moreover, citizen can submit their complaints regarding Environment and Social Management issues arising from the infrastructure development projects being executed under PCP. Report option is available to assess the summary of complaints in each partner MC with respect to daily, monthly, yearly and customized reports. Facility of RTI form enables to submit requests in Right to Information (RTI) to have desired information under Punjab transparency and Right to Information Act 2013.

A detailed system walkthrough is being presented to the audience regarding MC Performance Management System (PMS)

Feedback Session

After system walkthrough, questions and answers/feedback session was conducted where audience raised their questions and queries and provided feedback on GRM and main dashboard. Audience praised the feature of voice messaging to register municipal complaint and expressed satisfactory remarks regarding ease in managing and launching complaints.

Session 3: Performance Management System

■ Platform Introduction

An introduction was provided regrading Performance Management System (PMS) which provided details of major services including water supply, solid waste, street lights, sewerage, parks and roads. Performance indicators pertaining to each service delivery and related data was explored and hands on experience provided to the audience. Plat form introduction facilitated the participants to get them introduced about the performance indicators with the knowledge of requisite data. Besides that, knowledge of generation of performance reports was also provided with respect to each indicator. Financial analysis is an important component of the Performance Management dashboard. Audience also got introduced with the financial data and the generation of the reports such as establishment cost, research and & maintenance cost and POL cost. After the provision of platform introduction, detailed system walk thorough was presented with the exploration of performance indicators.

■ System Walkthrough

Performance Management Dashboard has been developed to track the status of municipal services of major services including water supply, solid waste, street lights, sewerage, parks and roads. System walkthrough provided detail exploration of performance indicators of each service delivery. Performance Indicators have been developed against each indicator and data has been collected and added in to the software.

A detailed system walkthrough is being presented to the audience regarding MC Performance Management System (PMS)

For instance, average hours of water supplied to household, water supply connection detail, tariff detail, tube well operational hours and detail of served localities provided to the audience. Similarly, solid waste efficiency, amount of solid waste being disposed, detail of machinery, capacity to lift, number of trips of vehicles, routes detail, dumping and pickup point and detail of solid waste coverage map provided to the audience. For streetlights, number of total lights, status of working and not working, type of streetlight and expenditures being incurred on streetlight was shown through walkthrough.

Moreover, detail regrading sewerage connections, detail of disposal stations, ultimate disposal and number of parks in MCs with the facilities available in the parks and human Resource available to maintain the parks was introduced. Performance Management System (PMS) generates reports with detailed description and graphical analysis of the performance measures on periodic basis e.g., monthly, quarterly and annually. Performance monitoring option is also available in the dashboard where comparisons can be established with respect to each performance indictor. Besides that, option of financial analysis facilitates to assess the costs being incurred on municipal services and revenue being generated along with reports on expenditures being incurred on municipal services regarding establishment cost, research and maintenance cost, POL cost.

Feedback Session

After system walkthrough, questions and answers/feedback session was conducted where audience raised their questions and queries and provided feedback on Performance Management System (PMS). Audience was greatly satisfied regarding the establishment of performance indicators and expressed satisfactory remarks regarding ease in managing and launching performance reports.

RTI and Transparency Act

Right to information (RTI) and transparency act provides the right that people have, as a citizen, to access information from public & private bodies that receive public funds. RTI is also considered important to empower citizens, ensure transparency in governance, and improve public services by facilitating public participation and oversight. RTI improves and supports citizens' knowledge and demand for accountability, which in turn helps improve performance and functioning of public organizations. Feature of RTI request has been incorporated in the GRM portal where citizen can launch RTI request. Detail introduction and walkthrough was provided to launch RTI requests. Live demonstration was also provided in that regard. The participants were given due knowledge about SOPs developed from the RTI Act and shared for its smooth implementation

within MC mandate. Furthermore, necessary information was also imparted on addressing/ responding RTI application, processing time, maintaining RTI Register, developing RTI database and preparation of MC Annual Report for dissemination of information/ awareness to the general public. key responsibilities of the Public Information Officers in implementation of RTI Act aligned with PMs under PCP were also discussed.

Briefing on PPRA Rules

Besides training on websites, PMS and CTS, briefing was also given on updated PPRA rules. GM ID gave detailed briefing on Punjab Procurement guidelines and procurement methods. Details on procurement cycle, Annual Procurement Plan, composition of Bid Opening & Evaluation Committee and Grievance Redress Committee was thoroughly described. It was further explained that formulation of bidding documents or request for proposal which is an important component of procurement cycle must be carefully and explicitly elaborated. After explaining the procurement planning, bidding process was explained with major components including evaluation report, grievance redressal and contract award. Further, conceptualization of the components of evaluation report thoroughly explained that include submission of bids, opening of bids and evaluation of bids including both technical and financial. Participants were well explained the concept of grievance redressal with formulation of independent committee and time duration to settle the grievance. Lastly, contract award explained and its components including negotiations, payment scheduling, pre-shipment and inspection were elaborated.

Closing Ceremony

Closing Remarks

At the end of the training session, closing remarks was given by GM ID Mr. Mahmood Masood Tamana. He praised the commitment of partner MCs to achieve their targets and also discuss the way forward for the MCs. He further praised MCs for taking keen interest in the training session and comprehensive participation from MC staff. He assured that PMDFC will continue to provide backstopping support and necessary guidance to partner MCs in utilizing their maximum potential in enhanced municipal service delivery. He emphasized on commitment and hard work to get development grants to improve the conditions of the cities not only in context of PCP but other sources as well.

Certificate Distribution

At the end of the training session, participation certificates were presented to the workshop participants and refreshment was also given.

Right: GM ID Mahmood Masood Tamana presenting closing remarks to the audience. Left: Participation certificates being presented to the workshop audience

Appendix

A: Picture Gallery

Trainings being delivered to the participants

Participants during the training session

Group photo session of the participants

Participants engaged in group discussion

Participants engaged in an interactive question and answer session

Participation certificates are being distributed among the workshop participants

B: Training Agenda

Training Session on Upgraded PMS, GRM and MC's Websites
Developed Under The World Bank Punjab Cities Program
8th March, 2023 at Faletti's Hotel, Lahore-Pakistan.

Tentative Training Plan

Time	Activity	Description
Opening Session		
9:30am-10:00am	Registration of the Participants - (PMDFC IS Section & M/s Cybervsion Team	
10:00am-10:10am	Arrival of Chief Guest	
10:10am-10:15am	Recitation from the Holy Quran	
10:15am - 10:25am	Welcome Note by **Mr. Syed Zahid Aziz**, MD-PMDFC	
10:25am-10:35am	Opening Remarks by Chief Guest **Mr. Parvez Iqbal**, Chairman Board of Directors, PMDFC	
10:35am-10:50am	Introduction & Rationale of the upgraded Systems **Mr. Mahmood Masood Tamana**, GM-ID PMDFC	
10:50am-11:00am	Insight of the developed systems **Mr. Syed Murtaza Zaidi**, CEO- CyberVision International	
11:00am-11:05am	Group Photo	
11:05am-11:25am	**TEA BREAK**	
Session 1- MCs' Websites - (M/s Cybervision Team)		
11:25am - 12:05pm	Platform Introduction	A brief introduction to the newly developed MCs' Websites.
	System Walkthrough	Training on the different modules of the MCs' Websites to the MCs' and PMDFC IT staff.
	Q & A / Feedback Session	Participants will provide their feedback regarding the MCs' Websites. This session will entertain all the questions that arise during the feedback.
Session 2 - Grievances Redress Management / Baldia Shikayaat - (M/s Cybervision Team)		
12:05pm-01:00pm	Platform Introduction	A brief introduction to the newly developed Grievances Redress Managament System (Baldia Shikayaat) and its Mobile Applications.
	System Walkthrough	Training on the different modules of the GRM System to the MCs' and PMDFC IT staff to address the public complaints.
	Admin Portal/Mobile Applications	This section will cover the functionalities of the admin level user.
	Q & A / Feedback Session	Participants will provide their feedback regarding GRM/Baldia Shikayaat. During this session, all the questions and queries will be answered with proper consultation and diligency.
01:00pm-01:40pm	**LUNCH / PRAYER BREAK**	
Session 3 - Perfromance Management System - (M/s Cybervision Team)		
01:40pm - 2:30pm	Platform Introduction	A brief introduction of the upgraded PMS system to develop an understanding of its functions.
	System Walkthrough	This section will include the System functionality training.
	Admin user	This section will cover the functionalities of the PMS system admin level user.
	Q & A / Feedback Session	Attendees will provide their feedback regarding the system functionalities and a consultative session will take place after this, that will entertain all the questions that arise during the feedback.
	Working Tea	
Closing Ceremony		
2:30pm- 2:45pm	Certificate Distrubution Ceremony	
2:45pm- 3:00pm	Closing Remarks - **Mr. Mahmood Masood Tamana**, GM-ID PMDFC	

C: Attendance

Annex II: Attendance Sheet
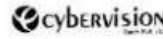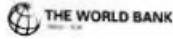
Training Session on Upgraded PMS, GRM and MC's Websites

Developed Under the World Bank Punjab Cities Program
on 8th March, 2023 at Faletti's Hotel, Lahore-Pakistan.

Attendance Sheet

Sr. #	Name	Designation	Department/ Organization	Contact	Sign.
1.	Mr. Parvez Iqbal	Chairman- BOD	PMDFC		
2.	Syed Zahid Aziz	MD/ PD PCP	PMDFC	0322 4423641	
3.	Mr. Mahmood Masood Tamana	GM-ID/ SPO-IS	PMDFC	—	
4.	Mr. Iftikhar Rasool	GM-Engr./DPD	PMDFC		
5.	Ms. Rizwana Anjum	SPO-ESM	PMDFC	03534544602	
6.	Ms. Tehmina Kiran	PO-ESM	PMDFC	1004655159	
7.	Mr. Abid Ali	PO-IT	PMDFC	0303404690	
8.	Mr. Saqib Iqbal	Network Admin	PMDFC	0305-7514877	
9.	Mr. Usman Gull	DM-IT	PMDFC	0304-4625	
10.	Mr. Gulzar Hussain	PO-IS	PMDFC	0334-7120558	Gau Hain
11.	Mr. Abdul Hannan	PO-IS	PMDFC	0300-85773	
12.	Muhammad Qasim	PO-IS	PMDFC	0344-430015	
13.	Mr. Idress Ahmed	PO-Comm	PMDFC	033346 1861	
14.	Mr. Sohaib Rafique	DM-ID	PMDFC	0336000909	

| 15. | Ms. Kiran Saba | DPO-IS | PMDFC | .332638691 | |
| 16. | Mr. Mubasher Ahmed | IT Assistant | PMDFC | 0322.4558744 | |

Aller melwood   Sub Engin   MC BWN   03017689306

Name	Designation	Department Organization	Contact	Sign.
Ghulam Qamar	Chief Officer	MC - Jhelum	0302-6626382	
Ahmed Ali	Municipal Officer (I&S)	MC - Jhelum	0318-4064062	
Muhammad Shahid	Computer Operator	MC - Jhelum	0317-5586019	
Mr. Waqas Akhtar	IT Officer	MC- Bahawalnagar	0302 6067484	M-Waqas.
M. Shafique	Chief Officer	MC- Bahawalnagar	0306-2141990	
Muhammad Zafar	Chief Officer MO I&S)	MC- Bahawalnagar	0300-7923480	
Mr. Mohsin Shah	Computer Operator	MC- Burewala	0334 3355999	
Imtiaz Ahmed Joiya	Chief Officer	MC- Burewala		
Muhammad Waseem	Chief Officer MO(I&S)	MC- Burewala	0306-9657440	Hwaseem
Muhammad Saqlain	IT Officer	MC- Daska	0315 7438515	
Abdul Hayee	Chief Officer	MC- Daska	0345-6640888	
Uzair Arshad Umair	Chief Officer Computer ofe	MC- Daska	0322-3322164 0321-7142285	
Mr. Abid Ali	IT Officer	MC- Gojra	0348-0815141	
Ishtiaq Ahmed	Chief Officer	MC- Gojra	0346-5092440	

M. Ahmad   complaint cell incharge   MCGojra 0334-6277372

M. Wajns   PMS   MC BWN   0302-651984

1. Syed Maqbool Shah Redevessal Complaint member -0302637

✓ Irshad Ahmad com Kurt cell Incharge 0327460804 119

Name	Designation	MC	Phone	Signature
Sharukh Tariq	Chief Officer	MC- Gojra	0303-6992088	
Mr. Mohsin	IT Officer	MC-Hafizabad	0300 3771399	
Qazi Abid Qayyum	Chief Officer	MC-Hafizabad		
Muhammad Safdar	Chief Officer	MC-Hafizabad	0300-4209118	
Mr. Zeeshan Salam	IT Officer	MC-Jaranwala	0308 5712118	
Ishfaq Ahmed	Chief Officer	MC-Jaranwala	0301-7193071	
Saddam Hussain	Chief Officer	MC-Jaranwala	0341-4495441	
Muhammad Imran Rana	IT Officer	MC- Jhang	0343 0305830	Rana Imran
Adil Shahzad Ranjha	Chief Officer	MC- Jhang	0300-6062567	
Faraz Ahwaz	Chief Officer	MC- Jhang	0317-7466588	
Mr. Mohsin Ali RAZA	IT Officer	MC-Kamalia	0322 7153540	M. Mohsin Raza
Tahir Farooq	Chief Officer	MC-Kamalia	0333-6767696	
Umer Nawaz	Chief Officer	MC-Kamalia	0334-8137368	
Muhammad Manzoor	Computer Operator	MC- Kamoke	0323 7190755	
Ms. Sofia Ashiq	Chief Officer	MC- Kamoke	0324-4440877	
Asif Farzand	~~Chief Officer~~ MO(I&S)	MC- Kamoke	0307-4465572	
Mr. Yasir Jamal	IT Officer	MC-Khanewal	0305 8773781	

✗ umer Riaz Complaint cell incharge MC Vehari .u&&o 0303-7389159

✓ Waqar Ali Sub-engineer Mc-mianidke 0321-7758142

✓ GHULAM QADIR MC, BWPI 0300-7208524

~Dangaluhan J/L   MCKAMOKE 0308/4942947

& Shan Hanif Comp. operator MC HFD 0323-7934738 ____

Iftikhar Bhangash	Chief Officer	MC-Khanewal	0345-6665999	
Zain Ali	Chief Officer	MC-Khanewal	0308-6969030	
Mr. Kaleem Ullah	IT Officer	MC- Kot Addu	0331 7838875	
Nadeem Bari	Chief Officer	MC- Kot Addu		
Yousaf Jamal	Accountant	MC.1 II	03337615060	
Taha Hussain	Chief Officer	MC- Kot Addu	0304-0770274	
Abdul Rehman	Enforcement Insp II	0300-58228980	
Muhammad Zubair	IT Officer	MC-Muridke		
	CTJ/computer operator ka h	0355-7600049	
Shahryar Khalid	Chief Officer	MC- Muridke	0321-6161161	
			0300-4180098	
Hasnain Hafeez	Chief Officer	MC- Muridke	0323-6030733	
Mr. A.A. HASEEB	J.C		036-40900826	
Mr. Hasan Ali	IT Officer	MC- Okara	0322 6962891	
Umer Nasim	Chief Officer	MC- Okara	0333-8402836	
Hafiz Tallat Mahmood	Chief Officer MO(I&S)	MC- Okara	0308-4986443	
Muhammad Junaid	IT Officer	MC- Vehari	0307 1324757	
Ali Ahmed Sabir	Chief Officer	MC- Vehari	0304-6284445	
Badar Majeed	Chief Officer	MC- Vehari	0300-9636324	
Mr. Abu Bakar	IT Officer	MC- Wazirabad	0322 7445700	
Imran Ali Hor	JC			
Gulraiz Afzal	Chief Officer	MC- Wazirabad	0301-4344977	
Waqar Ahmed	Chief Officer	MC- Wazirabad	0301-4956466	

• M. Shahzad   computer   0301-9638538
• M. Usama   GIS officer   0331-6359997
• Zohaib   C. opr mr.c Rev. 0305 7272852