# E-GOVERNANCE SYSTEMS

## INTRODUCED AT LOCAL GOERNMENTS

PUNJAB CITIES PROGRAM
GOVERNMENT OF PUNJAB
WORLD BANK
PUNJAB MUNICIPAL DEVELOPMENT FUND COMPANY
PCP

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# Executive Summary

The LG&CD Department introduced various e-governance initiatives in the local governments through Punjab Municipal Development Fund Company. These initiatives aim to bolster the performance of participating urban local governments in urban management and service delivery. Transparent financial reporting, effective human resource management, development and asset management planning and monitoring of service delivery outcomes are some of the focused areas to improve the municipal service delivery levels.

Under the Punjab Cities Program (PCP), various E-governance systems have been initiated in 16 PCP partner local governments. These initiatives have contributed in many ways for the improvement of municipal service deliveryand improved decision making. Major E-governance systems developed are, **Grievance Redress Mechanism (GRM)** to facilitate citizens complaint registration and prompt redress, **Performance Management System (PMS)** for Tracking/ monitoring status of municipal service delivery, real time updated information availability regarding municipal services. **MC's Dynamic Website** having information of public interest to promote transparency and accountability. **Local Government Financial Management System (LGFMIS)** for automation of financial accounts under IT Based Monitoring System.

Furthermore, Punjab Municipal Development Fund Company has been executing **IT Based Monitoring System** in collaboration with PITB and LG&CD Department. Under IT Based Monitoring Systems various modules have been developed like Local Government Financial Management Information System, **E-Billing System** for Taxation & Fees Collection, **Moveable Assets Management Information System**, **Immoveable Assets Management Information System**, **Pension Management Information System** and **Contractor Security Management System**.

In addition to aforementioned systems, PMDFC developed **Punjab Local Government Compendium of enforced local government laws**, rules, bye-laws, government instructions, directions and important court decisions https://compendium.lgpunjab.org.pk/. This compendium has been developed under GIZ funded Project "Support to Strengthen Local Services by Local Governments" in order to facilitate and educate the local government officers/ officials in their roles, responsibilities and functions for more responsive local governments and effective and efficient municipal services.

Parallel to these systems, Right to Information (RTI) Act (2013) is being implemented at MCs. GIS Mapping, Integrated Development Asset Management Plans (IDAMPs), Energy Management Plans, Operation & Maintenance Manuals have also been developed for 16 PCP cities for better future planning. In this regard, PMDFC has also actively been engaged to impart trainings and to conduct handholding sessions for the MC management and staff for efficient and effective service delivery to the citizens.

PMDFC has been implementing the above-mentioned E-governance systems in 16 PCP partner cities for improving the service delivery level. These systems are efficient enough to be replicated in other than PCP cities to bring them at par with the existing 16 MCs in Punjab in provision of adequate municipal service delivery. However, these systems are required to be institutionalized by LG&CD Department. On the basis of lessons learnt through implementation the aforementioned interventions, these need to be replicated and scaled up in remaining local governments to gain their benefits in improving the service delivery.

# Glimpses of the E-Governance Systems

## 1. Grievance Redress Mechanism (GRM)

Grievance Redress Mechanism has been introduced for smooth registration and efficient redress of municipal services complaints.

### GRM Features

- Citizens can access for registration of complaints through the following;
  - GRM application (Baldia Shikayaat App)
  - Visiting MC office - complaint cell in charge available dealing with GRM dashboard
  - MC's website.
- Voice message facility has been provided in the app for launching of complaints
- After a particular given time (allocated as per nature of complaints), the complaint not resolved turned into escalation mode
- Logins have been created for Management for handling the complaint by using their cell phone
- Citizens can provide their feedback, suggestions and satisfaction level towards municipal service delivery

### GRM Benefits

- Smooth registration of complaint mechanism
- Efficient Redress and tracking of complaints
- Citizen Feedback
- Enhanced citizen satisfaction
- Identification of repair and maintenance requirements
- Better identification of new projects/ investment opportunities
- Identification of problem areas

## 2. Performance Management System (PMS)

Performance Management System (PMS) has been developed for Tracking/ monitoring status of municipal service delivery, real time updated information availability regarding municipal services.

### PMS Benefits

- Web based database for Municipal Services information
- Improved & updated system for tracking the municipal services status
- Identification of sectors need immediate improvement

- Informed & improved decision making
- Helping LGs with improved/ self-motivated staff

## 3. MC's Website

MC's Dynamic websites have been developed for dissemination of information to the citizens and other stakeholders. This intervention has helped to enhance the accountability and transparency of MCs towards provision of improved service delivery.

**MC's Websites Features**

- Information for general public interest has been placed at the website.
- Information relating to the infrastructure development projects, budget and service delivery is available at the websites.
- Information available related to procurement processes i.e. procurement plan, Procurement & grievance redress committee notifications, tender notices, contract award etc.
- Citizen corner has been created to facilitate the citizens regarding building plan approval, registration of birth, marriage, & divorce etc.

PMDFC has a strong focus on developing the technical skills of MC's staff through training and workshops to ensure websites are properly managed. PMDFC continuously provides technical support and helps in troubleshooting the issues faced by MCs regarding their websites

## 4. IT Based Monitoring System

LG&CD Department has launched a program to strengthen resource & operations management system of its local governments. Under the Program, various IT Modules have been developed to improve the service delivery, transparency & smart monitoring. The IT modules developed are as under;

- Local Government Financial Management Information System
- E-Billing System for Taxation & Fees Collection
- Moveable Assets Management Information System
- Immoveable Assets Management Information System
- Pension Management Information System
- Contractor Security Management System

## 5. Local Government Financial Management System (LGFMIS) – automation of MC financial accounts

LGFMIS, an efficient and error free system for maintaining account books which has brought

transparency in managing the accounts of the local governments and ensured much more accuracy and efficiency in the local governments bookkeeping procedures. LGFMIS has controlled/modular user access rights which offers efficient and instant compilation of the data. The Financial Management System is easy reconcilable, streamlined of the accounting procedures and provides instant reporting within standard reporting formats. It also served as an efficient tool for local governments to generate reports. **Currently Integration with Financial Accounting & Budgeting System (FABS) is in progress.**

- LGFMIS/ CFMS has automated the following functions of MCs:
  - Accounting & Budgeting
  - Receipts, vouchers and Expenditure statements
  - Fiscal transfers and reconciliations
  - Cashbook details
  - Water and Shop Rent bills
  - Demand and Collection
  - Inventory and Assets Management
  - Human Resource database
  - Availability of centralized reporting system
  - Reports are readily available

**LGFMIS Benefits**

- Web based / Role based and secured Architecture
- Uniform Reporting Formats, Budget Books
- Computerized Cheque Printing
- Online billing of municipal services
- Integration with Financial Accounting & Budgeting System (FABS) in progress
- Standard Chart of Accounts (CGA/NAM)
- Fully Compliant with Rules of Business, PLGA Rules, PLGB Rules

## 6. Municipal Asset Management Information System (MAMIS)

MAMIS is a useful tool for local government offices of Punjab to record their immovable assets, to analyze rental shops arrears, monthly rental value, and all other litigation issues. They can get their required reports with a single click. The Assets Management information system includes advanced features for increased visibility and insight, as well as the feature of connectivity access anywhere

**MAMIS Benefits**

- Improve decision making

- Increase transparency and accountability
- Enhanced efficiency of local government operations

## 7. Geographical Information System (GIS)

Digitization and municipal infrastructure mapping, along with sector plans for municipal services such as water supply, road and street lighting, sewerage, and solid waste management, have been introduced. The sectoral boundaries and sector plans have been completed by the partners of 16 local governments, and the continuous updating of municipal services mapping for these cities is underway. A numerous GIS based android applications have been developed and introduced in partners MCs.

**Benefits of GIS to local governments**

- Availability of updated municipal services maps i.e. water supply, solid waste, sewerage, road & streetlight etc.
- Comparison mapping of PLGA 2013 & 2019 administrative boundaries of partner MCs of PCP
- Developed web-based dashboard, android application and image map viewer for online monitoring of Maintenance and Rehabilitation (M&R) subprojects and capital investment subprojects
- GIS mapping of subprojects of partner MCs (Chowks, Roads, General Bus Stand & Parks)
- GIS based mapping of Solid Waste Management PC-Is of partner MCs of PCP. Six types of SWM mapping prepared e.g., Existing map, Road Swept, Compactor and mini dipper route, Catchment area, Collection waste zoning & SWM Coverage map)
- Introducing GIS mapping in environment and social management. e.g. proposed plantation sites, air quality, noise quality, water quality etc.

## 8. Punjab Local Government Compendium

Punjab Municipal Development Fund Company (PMDFC) under GIZ funded Project "Support to Strengthen Local Services by Local Governments" developed a compendium of enforced local government laws, rules, bye-laws, government instructions, directions and important court decisions https://compendium.lgpunjab.org.pk/ in order to facilitate and educate the local government officers/ officials in their roles, responsibilities and functions for more responsive local governments and effective and efficient municipal services

**Features of Compendium**

- Compendium has been digitized with option of search. Any rule, law & act can be accessed with a single click

- Complete list of leading reported court cases/ judgments delivered regarding interpretation of various provisions of local government law
- Commentary on leading reported court cases to explain the scope and extent of applicability and operation of those provisions

**Benefits of Compendium**

- Availability of reported court cases/ judgments delivered regarding interpretation of various provisions of local government law at a single click
- Rules, laws and act related with local governments notified are available on one platform
- Quick and informed decision making
- Time Saving

## Feedback of Various Stakeholders

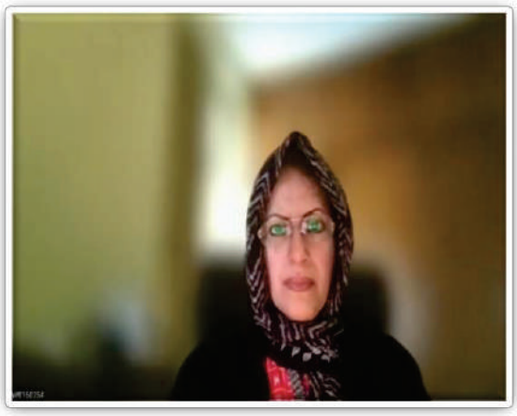
A consultative session was organized by PMDFC on **February 01, 2024** inviting various stakeholders/ representatives including LG&CD Department, Finance Department, P&DD, Sub National Governance (SNG), Environment & Climate Protection Department, GIZ and Chief Officers of PCP partner local governments. The objective of the consultative sessions was to provide understanding regarding the PCP supported interventions being implemented in PCP partner MCs and to enhance the effectiveness of the interventions in light of feedback of the relevant departments.

In the session, feedback of various representative was recorded as under:

### Mr. Parvez Iqbal, Chairman BOD PMDFC

Chairman BOD PMDFC, Mr. Parvez Iqbal appreciated the e-governance initiatives introduced in PCP partner cities. He focused on the sustainability of interventions in self-suffiecient local governments. He stressed that the main objective of PMDFC is to improve the lives of the citizens especially less privileged people. He added that E-governance initiatives are unique in nature which have the capacity to be replicated in the entire Punjab.

### Ms. Shahnaz Arshad Task Team Lead the World Bank



Ms. Shahnaz Arshad Task Team lead World Bank stated that the e-governance interventions carried out are of great significance to improve the service delivery for the public. These interventions will be helpful to track the municipal service delivery and to take informed decision making by MC management. Govt of Punjab is responsible to look after these interventions after completion of PCP. She further added that World Bank will welcome innovative ideas for sustainability of these interventions.

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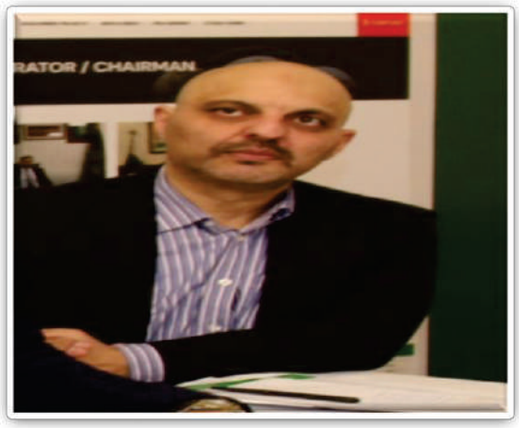
## Mr. Hassan Ahsan Deputy Secretary (PFC), Finance Department

Mr. Hassan Ahsan Deputy Secretary (PFC), Finance Department appreciated all initiatives of PMDFC introduced in MCs in all sectors for improvement of municipal service delivery. He was of the view that through these systems especially LGFMIS, data relating to financial accounts is available on single click which helps the Finance Department to take decisions regarding assessing the financial strengths of local governments. He added that verifiability and reliability is important regarding the data and PCP team should focus it. Legal Help to MC's should be the priority in terms of revenue generation, these issues should be resolved through legal implications.

## Mr. Salman Kakahel, Head PBG Unit, Finance Department



Mr. Salman Kakakhel Head PBG Unit stressed that sustainability of these e-governance systems must be considered. He was of the view that evaluation of MCs in Accounting is very important as there are many heads in balance sheet which are required to be counted for. He further added that the systems relating to financial management should be sustained and in fact upgraded to produce higher quality information for decision making. He emphasized that IT experienced staff are an asset and much needed in the MCs. He added that same goes for dedicated unit for monitoring, analysis, reporting and capacity building at PMDFC. He recommended that Training/ Capacity Building on LGFMIS, PMS, GRM, Procurement and other sectors may be continued in PCP partner MCs and should be replicated in other than PCP local governments as well.

### Muhammad Riaz, Sub National Governance (SNG) Program

Muhammad Riaz from SNG appreciated the IT interventions and recommended their replication to other cities and provinces. He said that LGFMIS has been replicated in KPK rigorously and now integration with SAP is immediately needed. There is need of scalability and sustainability of Financial Management System in entire Punjab. He further added that local taxation system should be automated which will help in enhancement of tax collection. All other local taxation should be automated.

### Mr. Noor Ahmed, Deputy Director (EIA), Environment Protection & Climate Change Punjab

Mr. Noor Ahmed Deputy Director (EIA) appreciated the activities done for protection of environment during the projects being executed under PCP. He suggested for the water billing, defining Land Use Resource Recovery Unit should define future projects/ schemes, custodian should be defined. At Govt Level, there must be ownership of E-Governance initiatives, its implementation and policy making.

### Ms. Sofia Ashiq, Chief Officer, Municipal Committee, Kamoke

Ms. Sofia Ashiq Chief Officer MC. Kamoke affirmed the utilization of e-governance initiatives for local governments and recommended their replication for all local governments. She declared these interventions a landmark in improving the municipal service delivery. Chief Officer, MC Kamoke appreciated the GRM and informed that GRM has significantly contributed to enhance local governments' efficiency to redress the citizens complaints and furthermore MC website has

provided a platform where very useful information can be fetched.

### Mr. Tahir Farooq, Chief Officer, Municipal Committee, Kamalia

Mr. Tahir Farooq, CO Kamalia expressed his gratitude in introducing these IT interventions in MCs and stated that after implementation of soft interventions in MCs the performance of municipal services can easily be tracked and well monitored. He appreciated the functionality of GRM and informed that by using GRM, the redress of citizens' complaints has increased and citizens are quite confident in registering complaints through Baldia Shikayaat App by using his/ her Cell Phones. He also informed that IT interventions introduced in MCs are of great value and helpful in fetching valuable reports. He recommended that these systems must be sustained for policy making and decision-making purposes.

### Muhammad Yasir, Project Advisor GOPA

Muhammad Yasir, Project Advisor GOPA appreciated all interventions being carried out by PMDFC, He stated that these interventions are much needed in all MCs in entire Punjab. He especially mentioned that Local Government Financial Management Information System (LGFMS) has contributed a lot in bringing transparency in the financial management of the local governments.

## Introduction

PMDFC is actively seeking improvements in local governments and the delivery of municipal services to promote its goal of **"Help Build Healthy Cities."** Improvement of Municipal Services, is being sought through e-governance systems and have been initiated in 16 PCP partner local governments. These systems have been introduced in the local governments to strengthen the performance of participating urban local governments in urban management and service delivery. Transparent financial reporting, effective human resource management, development and asset management planning and monitoring of service delivery outcomes are some of the focused areas to improve the municipal service delivery levels.

The E-governance systems developed by PMDFC are efficient enough to be replicated in other than PCP cities to bring them at par with the existing 16 MCs in Punjab in provision of adequate municipal service delivery

These initiatives have contributed in many ways for the improvement of municipal service delivery in these partner MCs. Major E-governance systems developed are, Grievance Redress Mechanisms (GRM), Local Government Financial Management Information System (LGFMIS), Performance Management System (PMS), MC's dynamic Websites, & GIS mapping. The key objectives of these systems are monitoring the status of municipal service delivery, streamlining the complaint registration and redress process identification of problem areas and dissemination of information to citizens and in resulting improved service delivery.

In addition to these systems Integrated Development Asset Management Plans (IDAMPs), Energy Management Plans, O&M Manuals have also been developed for better future planning. In this regard, PMDFC has also actively beencontributing to provide backstopping support, impart trainings, conduct handholding and consultative sessions for the MC management and staff for efficient and effective service delivery to the citizens.

### Rationale

Under current Punjab Local Government Act 2022 (PLGA 2022), some of the functions of the local governments are as follows;

(r) develop integrated system of water reservoirs, water sources, water supply and treatment plants, drainage including storm water drainage, liquid and solid waste collection, disposal and treatment including landfill site and recycling plants, sanitation and other municipal services;

(s) provide, develop, manage, operate, maintain and improve the municipal infrastructure and

services, including:

(i) roads and streets;

(ii) traffic planning, engineering and management including traffic signaling systems, signs on roads, street markings, parking places, transport stations, stops, stands and terminals;

(iii) street lighting; and

(iv) playgrounds, open spaces, graveyards and arboriculture.

(t) maintain municipal records and archives;

(u) ***maintain a comprehensive database and information system and provide public access to it on nominal charges;***

*Reference Chapter VII, Functions of Local Governments, 21. Functions and powers of Metropolitan Corporation and District Council. PLGA 2022*

It is evident from the above given functions and especially point (u) that every local government shall maintain a comprehensive database and information system and provide public access to it on nominal charges. This clause makes Performance Management System mandatory for each local government to implement the system at their organization in true spirit. The developed system should be fully equipped with all kind of information of municipal services under the ambit of local government so that status of municipal service delivery may be tracked. Therefore, the system is required at local governments that may act as a comprehensive database and have relevant information on all required parameters for all municipal services. Further the clause also generates the need of dissemination of information to the citizens.

***Every local government shall setup a complaint cell for redressal of grievances with in the ambit of their responsibilities under this act.***

*Reference Chapter XXIV, internal Control, 138- Complaint Cell, PLGA 2022*

The above-mentioned clause makes the functionality of complaint cell and redress of grievances of citizens obligatory on all local governments. For the purpose, a complaint cell needs to be efficient in timely redress of citizens grievance either from municipal services or infrastructure development projects being executed. This generates the need of Grievance Redress Mechanism (GRM) equipped with latest technology and respond the citizens grievances well intime and efficiently.

The developed systems are efficient enough to be replicated in other than PCP cities to bring them at par with the existing 16 MCs in Punjab in provision of adequate municipal service delivery.

# 1. Grievance Redress Mechanism (GRM)

## 1.1. Background

The Complaint Tracking System (CTS) was introduced in 104 TMAs (defunct) during World Bank funded Punjab Municipal Services Improvement Project (PMSIP). The purpose of the developed system was to address public grievances through streamlining registrations, tracking and resolution of the complaints regarding municipal services.

Initially, local governments did have the culture of entertaining citizens' complaints but the process was informal and unstructured. Mostly complaints were requested to relevant officials through informal means. Most of the complaints were received verbally and entered into the complaints register afterward. The complaint registration and redress process needed to be streamlined because local governments had no structured way to gauge the performance of the staff towards complaint redress as there exist no record of complaints registration and their respective resolution.

For this reason, standardized Complaint Tracking System (CTS) was introduced in local governments of Punjab to help them provide and maintain effective municipal services. For the purpose, Complaint Cell In charge were designated, provided with desktop and CTS software to streamline the process of complaints registration and redress process. With awareness campaign (hoisting banners, cable advertisements) the citizens were engaged.

Effective grievance redress mechanism provides an opportunity for the municipality to implement a set of specific measures to ensure good governance and accountability

## 1.2. GRM Rationale

***Every local government shall setup a complaint cell for redressal of grievances with in the ambit of their responsibilities under this act.***

*Reference: 138- Complaint Cell, internal Control, Chapter XXIV, PLGA 2022*

The above-mentioned clause makes the functionality of complaint cell and redress of grievances of citizens obligatory on all local governments. For the purpose, a complaint cell needs to be efficient in timely redress of citizens grievances either for municipal services or infrastructure development projects being executed. This generates the need of Grievance Redress Mechanism (GRM) equipped with latest

technology and respond the citizens grievances well intime and efficiently.

## 1.3. Transformation of CTS into Grievance Redress Mechanism (GRM)

PMDFC strived hard to improve the MCs' service delivery by redressing the complaints/ grievances of the citizens efficiently. For the purpose Grievance Redress Mechanism (GRM) was developed and introduced in PCP partner MCs with the purpose to facilitate the citizens and to register their complaints online using Android/ iOS Applications. In this regard, **"Baldia Shikayaat"** app has been developed to facilitate citizens for registering municipal services complaints/grievances. The purpose of the developed system was to address public grievances through streamlining registrations, tracking and resolution of complains regarding municipal services. Under the system, citizens can also register their grievances arising from any infrastructure projects being implemented under PCP. With this system, it was considered comparatively easy for citizens in launching their municipal services complaints. The GRM system can be accessed through the web address: https://baldiashikayaat.pmdfc.org.pk/index.php/login

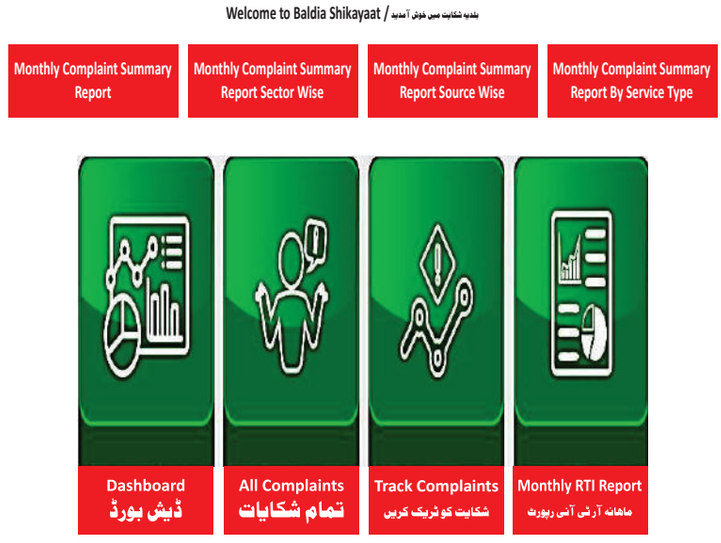
**Process Flow:**

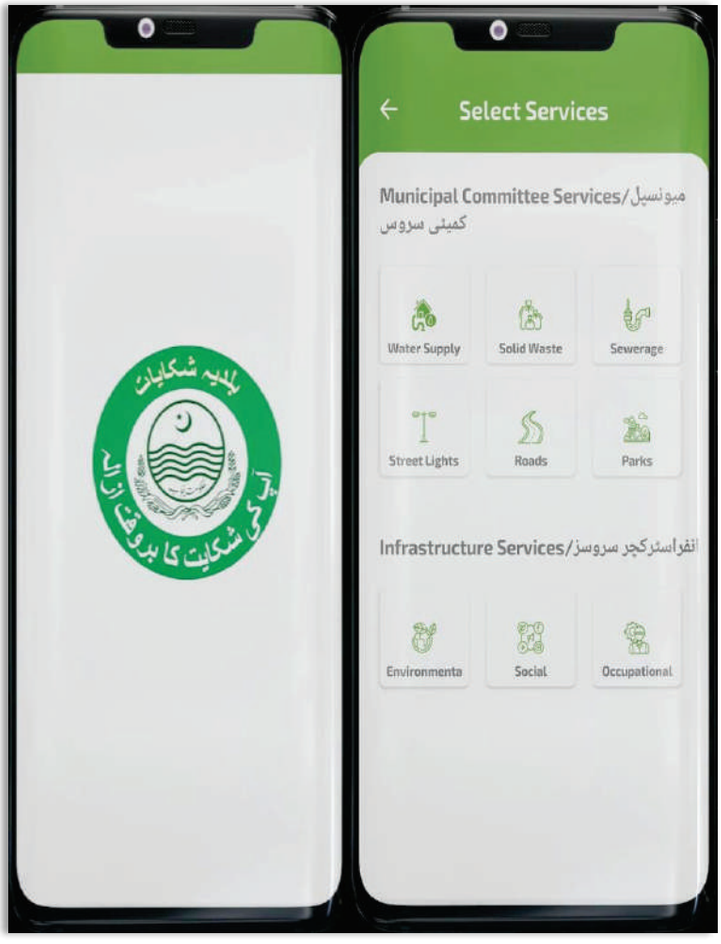
The citizens can access three channels to launch their complaints;

i) by downloading the mobile app (Android & iOS),

ii) by visiting MC website and

iii) accessing GRM dashboard (walk in Complaints). Video tutorial is available with the app and at MC's website to guide the citizens for downloading the app and registering their complaints/ grievances. The citizens can make call or visit MC as well, for registration of their complaints. MO (I&S) is the focal person for dealing all the complaints and their intime resolution. The designated official receives complaints through web portal, mobile telephone and in person. Once the complaint is registered through the app / portal, the system sends auto generated emails and SMS/ alert messages for acknowledgement of the received complaints and in app notifications. The portal automatically forwards the complaint to relevant officers. The designated complaint cell in charge is responsible to forward the registered complaint to the concerned sector in charge in case the sector in charge doesn't have any operating device. The system records a complete log of complaints



and action taken on it. In case the complaint is not resolved within the set time, the complaint is automatically escalated to higher management.

The citizens receive periodic updates on complaint progress through SMS and Email, He is also notified through notifications on the citizens dashboard. The designated official also receives notifications on complaints that need urgent action. The citizens can check the status of complaints through the portal and track the sequence of action taken by the MC. Once the complaint is resolved, the citizen can provide the feedback if he is satisfied/ not satisfied with the overall service delivery and action taken by the MC. If the citizen is not satisfied, he has the provision to submit his grievances against that complaint and appeal for further action.

**GRM Application Features**

Special features have been created to redress complaints/ grievances of citizens from municipal service delivery and infrastructure sub projects being implemented under PCP. The environment related complaints are forwarded to Municipal Officer (I&S) - focal person for settlement of environment related issues, while complaints regarding social issues are forwarded to Municipal Officer (Planning), which is responsible to resolve the issues within stipulated time period.

Grievance Redress Committee (GRC) has also been notified for resolution of citizens grievances regarding infrastructure development projects. Specific time period has been allocated for resolution of complaints according to the nature of complaints. The complaints not resolved during the allocated time period turned into escalation mode. Citizens' feedback has also been recorded with satisfaction level.

**Citizen can even launch his complaint through voice message**

- After lapse of particular time the complaint not resolved turned into escalation mode
- Management can also access all the process of handling the complaint by using their cell phone
- Citizens can provide their feedback, suggestions and satisfaction level towards municipal service delivery
- Video tutorial has been added to facilitate the citizens for downloading the app and registration of complaints
- Customer registration and sign-in using the CNIC and phone number verified by a one-time password (OTP).
- Android/ iOS application for the citizen to register complaints.
- Alert upon complaints' status update via Email/SMS to the complainant

- Feature has been created in the app for discouraging fake complaints i.e., a person would attach pictures after registration of more than three complaints from same location
- Complaint tracking through live dashboard to show new and open complaints' status
- Generate daily, weekly and customized performance reports of MCs on the dashboard.
- GRM portal facilitates the MCs' employees to add Surveys for the Citizen
- The citizens can submit their request under RTI act 2013 through GRM app and dashboard.
- Complaint Tracking ID is generated for the citizens through the App and SMS/Email, Notification of Walk-in, Online Complaints registration through MCs' Website, Phone calls, and Emails.
- Complaint status is tracked automatically on the citizen app.
- The type of complaints/ grievances under GRM have been reflected under the type Environment, Social management, Occupational safety and Regulation etc.
- The grievances resolution timelines have been added by the backend portal user according to the procedure defined by the Municipal Committees.
- A notification alert is generated to the Grievance Redress Committee and all MC staff as per roles assigned.

## 1.4. GRM Benefits to Citizens & MCs

The main benefits to the Public and MCs are as follows;

1. Systematic & standardized organization of complaint registration
2. Automatic escalations of un-resolved complaints
3. Improved & efficient system for tracking and redress of the complaints
4. Informed decision making & better resource allocation
5. Enhanced public satisfaction level with the complaint redress system
6. Desired reports can be generated on weekly, monthly and on yearly basis
7. Bottom-up planning
8. Acknowledgement of efforts of MC staff
9. Standardization of complaint resolution time

## 1.5. Complaint Reports

- Complaints received and resolved source wise i.e. Dashboard, GRM app & MC website
- Status of complaints registered & resolved sector wise i.e. Solid waste, Water supply, sewerage etc.
- Various need-based reports (monthly/ quarterly/ yearly basis)
- Received, Under Processing and Resolved reports
- Section/ Branch wise Reports

- Sector wise complaints summary
- Daily, monthly and yearly Summary Reports

## 1.6. Way Forward for GRM

In order to gain full benefits of GRM, it is pertinent that the stakeholders especially LG&CDD should play their part. PMDFC developed GRM can be used for regular monitoring of service delivery at provincial level so that grievances of local inhabitants may be addressed in effective manner. In this context following steps are proposed to be adopted.

- Integration of GRM with Complaint Management Information System (CMIS) developed under ITBMS
- Lack of interest by the local governments' officials and their supporting staff is mainly due to the reason that there is no legal framework exist and as a result, MC officials are reluctant to take responsibility to work on newly established system. It is essential that institutionalization of the intervention be done and legal cover be provided by the competent authority for better municipal service delivery and in time resolution of complaints
- GRM has the ability to provide necessary information as a useful tool for monitoring of the service delivery at provincial level. It is useful only when the MCs update online registration of complaints and update their complaint record regularly. The Chief Officer may be made responsible for overall monitoring of the complaint cell and also follow up the complaints from the concerned sections and to get proper feedback of the complaints.
- General public is mostly unaware of the complaint cell and did not know how to pursue their matter in MCs. Awareness campaign/ mechanism should be developed to obtain the best results
- GRM data analysis/ complaints reports produced through GRM is taken into serious consideration while allocation of resources during budget formation.

# 2. Performance Management System (PMS)

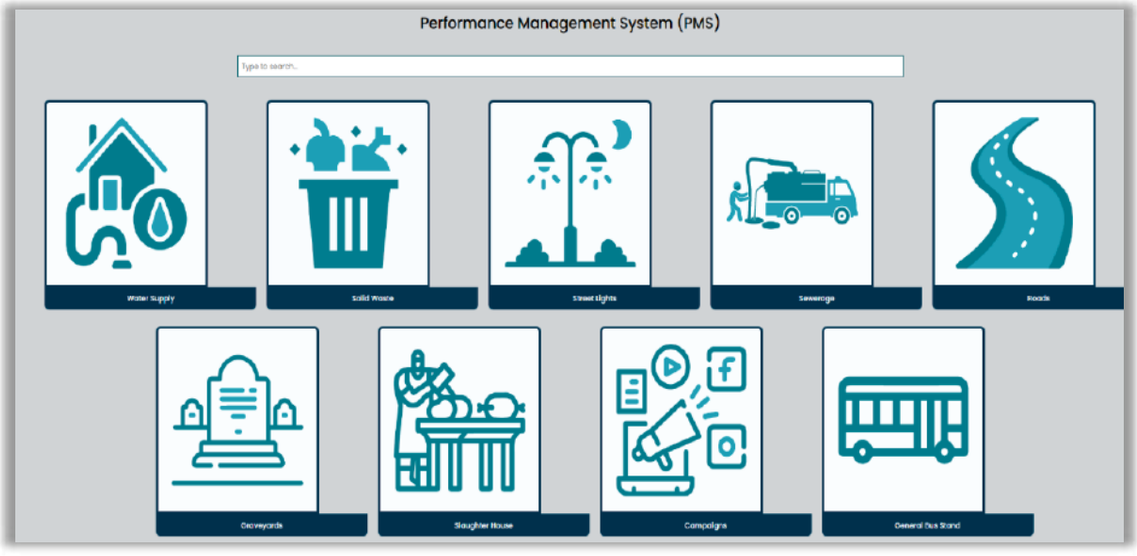
## 2.1. Background

Over the globe, the experience revealed that governments are applying performance measures and standards to promote greater accountability through high-performing, transparent government agencies and communication with citizens. Indeed, elected officials at every level of government, public managers, and citizens all benefit from implementing sound performance management systems.

PMS is collecting data in a systematic and objective manner to determine the efficiency and effectiveness of Service Delivery and resource allocation

Performance Management System involves collecting data in a systematic and objective manner to determine the efficiency and effectiveness of service delivery and program objectives. It is the application of such data into

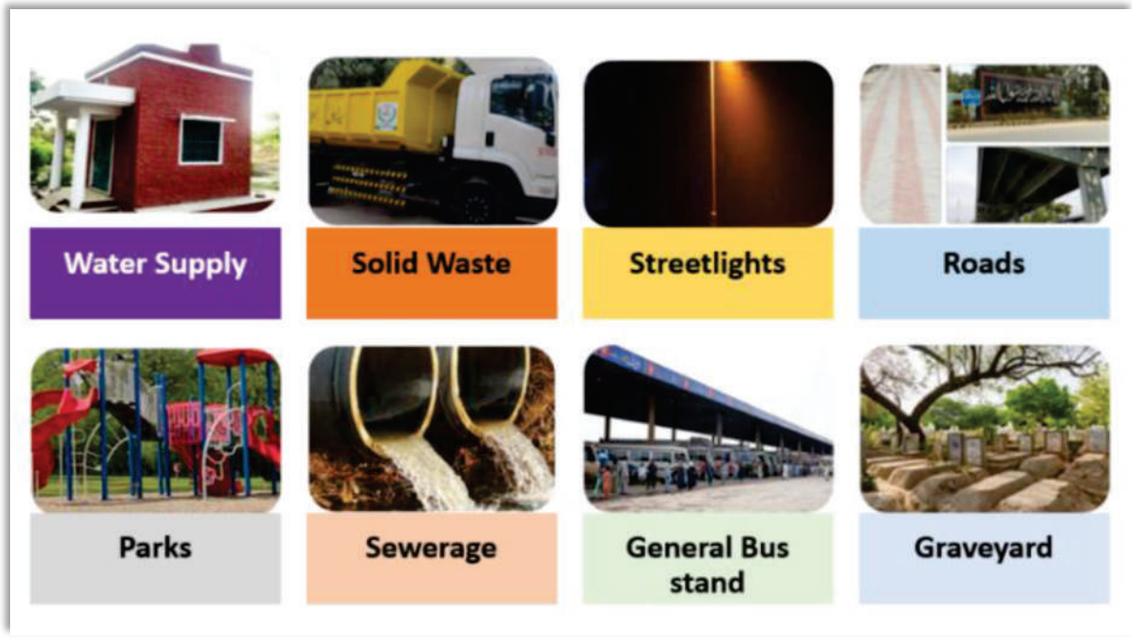
staff should have equal and




Performance Management System (PMS) at local governments was introduced during World Bank funded Punjab Municipal Services Improvement Project (PMSIP) through the Punjab Municipal Development Fund Company (PMDFC) under Institutional Development (ID) Interventions. PMS was introduced as an effective approach to improve performance through an ongoing process of collecting,

analyzing, reviewing and reporting performance data and then using that data to track the status of municipal services. The system can be accessed through https://pms.pmdfc.org.pk/dashboard.

Each municipal committee designated the staff to operate the system. PMDFC provided training for data collection and record management on Performance indicators. Data collection forms and registers




were prepared.

Standard Operating Procedures (SOPs) were shared for data collection and reporting. Data entry operator enters the monthly data for each sector respectively which are monitored by the chief officer and MO (I&S). Various reports can be generated through the system regarding the status and coverage of municipal services, i.e., water supply, sanitation, and streetlight etc.

### 2.1.1. Rationale

Under section 21(1) of the Punjab Local Government Act 2022, following are the compulsory functions of Metropolitan Corporation and District Councils

- maintain municipal records and archives;
- maintain a comprehensive data base and information system and provide public access to it on nominal charges;

In order to achieve the legal mandate, Performance Management System (PMS) was introduced in local governments to track the status of municipal service delivery. It involved development of performance indicators and collection of data against each performance indicator. For the purpose, data collection templates were prepared and MC staff was given training for collection of data.

### 2.1.2. Implementation Methodology

PMDFC arranged a series of workshops, seminars and consultative meetings with municipality staff. Data has been collected and maintained in prescribed formats, developed by PMDFC, on performance indicators of municipal services including water supply, sewerage, solid waste disposal, street lights, parks, roads, etc. MC staff have been assigned responsibility of data collection and maintenance. At all levels of implementing PMS, right from planning to performance review, it has been ensured that municipality staff should have equal and active participation. Local governments have a valuable data base on coverage and quality of municipal services. It can be utilized to monitor the quality-of-service delivery in the municipality. By utilizing this information municipalities may improve considerably towards ensuring provision of sustained municipal service delivery.

Following implementation methodology has been adopted by PMDFC:

- Development of long list of performance indicators for municipal services (water supply, sewerage, solid waste collection, street lights, roads & parks)
- Selection of core list of performance indicators out of long list developed by MCs.
- Development & agreement of data collection plan of core performance indicators with MCs
- Development of data reporting formats with assistance of MC staff
- Setting baseline and target values for each core performance indicator annually.
- Performance evaluation against each indicator by MC itself and PMDFC
- Driving subsequent improvements in each sector based on collected data by MCs

### 2.1.3. Features of Upgraded PMS:

- Regular data collection on Key Performance Indicators (KPIs) for major municipal services like water supply, solid waste, sewerage, streetlight, Roads and Parks etc. for monitoring of status of service delivery
- Performance indictors related with expenditures incurred on services (like %age of O&M budget consumed on O&M of municipal services in the previous financial year and No. of complaints received and resolved against each service etc.) has been added in the system to enhance its effectiveness
- The data regarding services like Roads, Parks, advertisement, slaughter houses etc. has been added so that the upgraded system act as a comprehensive database to satisfy the functions of Metropolitan Corporation and District Councils under PLGA 2022 “to maintain a comprehensive database”.
- Certain reports developed are integrated with MC’s website

| Sectors | Information |
|---|---|
| **Solid Waste** | • Solid waste generated & disposed of daily<br>• Solid waste equipment / vehicles details, waste collection and trips details, waste collection coverage |
| **Water Supply** | • Water sources and served localities details, Tube wells operational hours, water supply hours, sewerage and water connections and tariff |
| **Street Light** | • Ward / UC wise street lights database, functional and non-functional street lights details |
| **Parks** | • Total area, developed area, green space area, working lights, facilities information like availability of CCTV camera, drinking water, jogging track & toilets |
| **Roads** | • Total No. of roads, roads length, roads in good condition, roads with streetlights |
| **Slaughter house** | • Total area, Revenue generated, animals slaughtered per day, run by, facilities information like availability of drinking water, disposal facility, fodder, mechanical equipment, sanitary conditions |
| **General Bus Stand** | • Total area, covered area, in & out of buses per day, availability of facilities like waiting area & toilet etc. |
| **Grave yard** | • Total area, covered area, community type, managed by, facilities information like boundary wall, water availability, lights |
| **Financials** | • O&M costing of service delivery, estimated and actual expenditures |
| **Reports** | • Division, district, local body wise Solid waste disposal<br>• Monthly, Yearly solid waste disposal (summary, details)<br>• Sewerage connections, waste generated vs. disposal<br>• Financial analysis, average cost on solid waste disposal<br>• Month wise and Yearly water supply, operational hour report, water connection, water tariff, population vs. served, expenditure vs. revenue<br>• Financial analysis, average cost on water supply per house hold<br>• Month wise, local body wise street light report, Street light Summary<br>• Financial Analysis, Cost of street light per month and per point<br>• Reports on various data collection proformas |

## 2.2. Requirements for Implementation

1. Gazette notification for MCs to update data regularly as per operational manual
2. Make it mandatory for municipalities to develop annual Service Improvement Plan before budget
3. Evidence based decision making, it must be made mandatory that budget and ADP reflect PMS information
4. Inclusion of annual Service Improvement Plans as part of municipality budget/ ADP

5. Dedicated staff equipped with; designated computers, internet connectivity, data collection, reporting on identified indicators

**Potential use of PMS by Municipal Committees is as under:**

1. Performance of each subsection of I&S related to the services can be measured
2. Gaps in service delivery can be identified
3. Decision making and demand for grants can be need based
4. Timeline for complaint resolution may be defined
5. Availability of readily information on standardized real time updated data on coverage, level & status of municipal services at municipality
6. Physical assets tracking of municipal services
7. Identification of areas which are functioning well and those need improvements
8. Centralized web based integrated municipal services database
9. Can monitor and track the progress of municipality (How well the municipality is working in different sectors).
10. Which sector needs more attention both administratively and financially
11. How they can expand services for more areas and for more population
12. Increase quality and efficiency of services
13. Ensure that people's tax money is being used properly
14. Peoples access towards information is increased
15. Using these reports, costs of every service may be calculated and future needs may also be identified
16. These reports can be used to make well informed decisions

## 2.3. Benefits of PMS

**Benefits to Municipalities:**

- PMS is a powerful management tool for monitoring of municipal service delivery
- It provides information to MC management articulate and support budget requests.
- It allows communicating clearly and effectively the quality of services MC is providing to the citizens.
- It helps MC to reduce the cost of providing quality services.

**Benefits to Elected Officials:**

- Availability of readily information on standardized real time updated data on coverage, level & status of municipal services at municipality, which sector needs more attention both administratively and financially
- Using these reports, costs of every service may be calculated and future needs may also be identified

- Using these reports, can monitor quality of each service
- Using these reports, can monitor performance of staff of each service

**Benefits to Citizens:**

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

## 2.4. Way Forward for PMS

In order to gain desired results from Performance Management System (PMS) and strengthening previously executed steps under PCP, it is pertinent that the stakeholders especially LG&CDD should play their part. PMDFC developed PMS software can be used for regular monitoring of service delivery at provincial level.

- Lack of interest by the MC officials and their supporting staff is mainly due to the reason that there is no legal framework exist for intervention and as a result, MC officials are reluctant to take responsibility to work on newly established system. It is essential that institutionalization of the intervention be done and legal cover be provided by the competent authority to provide MCs manage and equip them with PMS software for better municipal service delivery
- It is useful only when the local governments update online data on required indicators on regular basis.
- The Chief Officer may be made responsible for overall monitoring of the service delivery. More over an official may be deputed as a focal person to get all the data entered in the software from the concerned sections.
- Data analysis produced through PMS is taken into serious consideration while allocation of resources during budget formation

# 3. MC's Dynamic Website

## 3.1. Background

Websites for 102 local governments was developed during World Bank funded Punjab Municipal Services Improvement Project (PMSIP). The front page and layout of the website was very simple and it was updated in Microsoft frontpage. MCs' IT staff has very limited access and understanding to do any required updates on the website. Websites lack important features related to public engagement and aspects like right to information (RTI).

- MCs' websites were not user-friendly and lack engaging user interaction.
- websites were static and have poor navigation.
- Websites lack a lot of information that is required for user interaction.
- Websites were not integrated with the PMS and CTS portals.
- Response time MCs' websites were not effective as these are sub-domains.
- MCs' websites needed to have better UI/UX for both web and mobile view.

**Upgradation of Static Website into Dynamic Websites**

The previous static websites have been upgraded into dynamic ones. Current MCs' websites are sub-domains of the primary domain of LG&CD department of Punjab. Standardized templates for websites are working in partner MCs with the trained IT staff by PMDFC.

end support is being provided to the partner MCs. Overall, PMDFC continuously provides technical support and helps in troubleshooting the issues faced by MCs regarding their respective websites. This intervention helped enhance the accountability and transparency of MCs towards its people.

**Website Address**

| Sr. # | PCP Cities | Website Address |
|---|---|---|
| 1. | Bahawalnagar | www.mcbahawalnagar.lgpunjab.org.pk |
| 2. | Burewala | www.mcburewala.lgpunjab.org.pk |
| 3. | Daska | www.mcdaska.lgpunjab.org.pk |
| 4. | Gojra | www.mcgojra.lgpunjab.org.pk |
| 5. | Hafizabad | www.mchafizabad.lgpunjab.org.pk |
| 6. | Jaranwala | www.mcjaranwala.lgpunjab.org.pk |
| 7. | Jhang | www.mcjhang.lgpunjab.org.pk |
| 8. | Jhelum | www.mcjhelum.lgpunjab.org.pk |
| 9. | Kamalia | www.mckamalia.lgpunjab.org.pk |
| 10. | Kamoke | www.mckamoke.lgpunjab.org.pk |
| 11. | Khanewal | www.mckhanewal.lgpunjab.org.pk |
| 12. | Kot Addu | www.mckotaddu.lgpunjab.org.pk |
| 13. | Muridke | www.mcmuridke.lgpunjab.org.pk |
| 14. | Okara | www.mcokara.lgpunjab.org.pk |
| 15. | Vehari | www.mcvehari.lgpunjab.org.pk |
| 16. | Wazirabad | www.mcwazirabad.lgpunjab.org.pk |

## 3.2. Features of Dynamic Website

The websites are dynamic, the user interface supports top browsers and screen sizes while the data collection fields on the web screens interact dynamically. Page refreshes are kept minimal and only when screen switchovers are required. Overall, the user interface is given the feel of a desktop application. The website is informative and it provides all relevant information to the citizens about availing various MCs' services. The website provides the legal documents of each concerned department. The websites are integrated with the GRM System for providing another outlet for the citizens to interact with the MCs' officials.

For better dissemination of information among stakeholders and to encourage citizens' engagement to improve the efficiency of MCs towards improved service delivery. Following features have been developed in the websites

- Admin rights were given to the MCs' IT department. The head of each MC is responsible for managing the website locally.
- MCs' management have access to the Administrator to make changes accordingly.
- MCs' Staff like MO (I&S, Finance, Planning, Regulation), Sub Engineer etc., are provided with editor rights so they can update their department-wise progress.
- Suggestions and message forms are integrated for citizens for better service delivery.
- Websites is integrated with Social Media platforms and links to download services-related mobile applications.
- MCs' websites are integrated with the PMS and CTS/GRM portal.
- CTS/GRM form are available for citizens to lodge their complaints on the website.

## 3.3. Website Structure

Below is the overview of the website structure:

**Home page:** Website's home page gives all the necessary information to the new user about the Municipal Committee.

About Us: This section with multiple sub-sections gives all the necessary information about the city, administration setup, municipal functions, organogram and information about each sector in-charge of the respective Municipality.

**Service Delivery:** This section of upgraded websites has the necessary information about all municipal service delivery sectors.

**Development Projects:** This section includes information on all the development projects, project costs and status.

**Budget:** This section included to show the financial standing and expenditure of the municipal committee.

**News & Media:** This section includes the news and media related to the activities of the municipality.

**Procurement:** This section includes the municipal committee's procurement-related requirements and advertisement of notices.

**Search bar:** This section includes the general search about any segment of the website.

**Complaint Button (Linked to GRM):** A specific complaint button have been added to improve the accessibility level for all citizens.

**RTI Section:** Right to information section is integrated and equipped with an information request form.

**Services Maps:** All services maps along with city maps have been placed in this section in good-resolution graphic format.

**Downloads:** In this section, all the documents related to the municipal committee are added in downloadable format.

**FAQ's:** Frequently Asked Questions section have been added to address common queries of citizens.

**Suggestions and Feedback:** Suggestions and feedback forms have been integrated into the websites to improve service delivery and enhance public participation.

**Contact us:** This section facilitates citizens with MCs' addresses, email and phone.

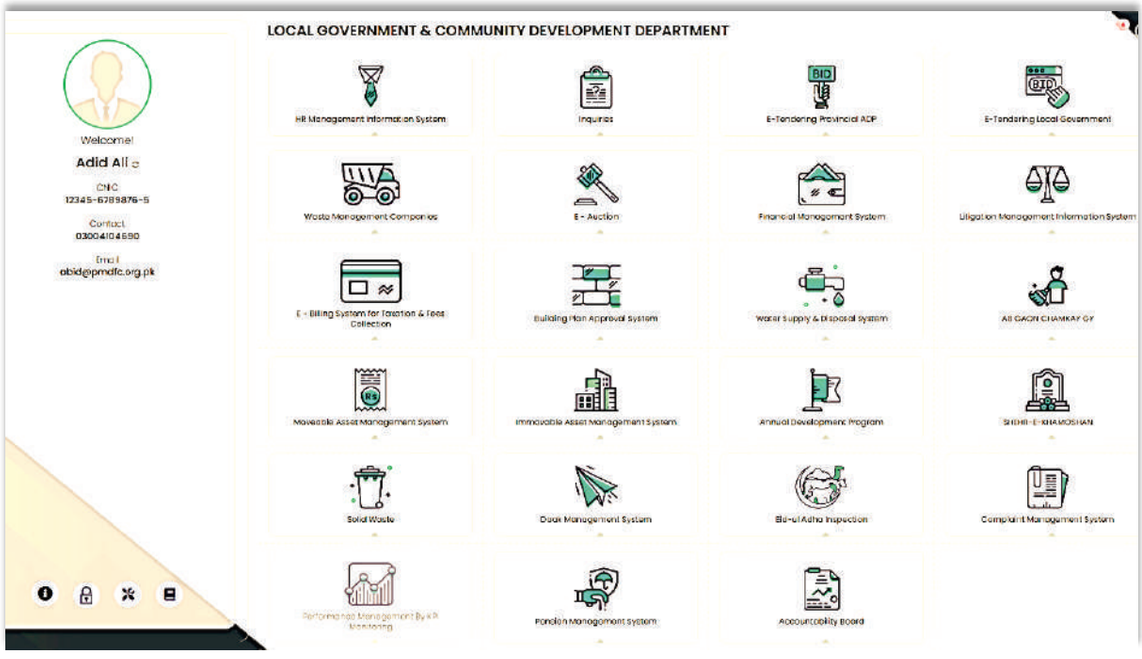
## 3.4. Results of Dynamic Websites

***Websites*** developed for MCs have helped improved public disclosure and access to information. These are also helping to build positive perception of the citizens regarding their respective MCs., MCs have been assisted in uploading their PMS data on web-based software, facilitating reporting to PMDFC and LG&CDD concurrently.

# 4. IT Based Monitoring System (ITBMS)

## 4.1. Introduction

Local Government & Community Development department has launched a program to strengthen resource & operations management system of its LGs, several IT modules have been developed to improve the efficiency of service delivery, transparency & smart monitoring. Information is delivered electronically through one-click dashboards. Information services focus on procedural information. The front-end e-services is supported by integrated, innovative back-end processes and systems to ensure seamless delivery through multiple delivery channels.




| | | |
|---|---|---|
| 3. | **E-Tendering Provincial ADP** | **Annual Development Program** |
| 4. | **E-Tendering Local Government** | **Shehr-e-Khamoshan** |
| 5. | **Waste Management Companies** | **Solid Waste** |

| | |
|---|---|
| **6. E-Auction** | **Daak Management System** |
| **7. Financial Management System** | **Eid-ul-Adha Inspection** |
| **Litigation Management Information System** | **Complaint Management System** |
| **E-Billing System for Taxation & Fees** | **Pension Management System** |
| **Collection** | **Accountability Board** |
| **Building Plan Approval System** | **Performance Management by KPI** |
| **Water Supply & Disposal System** | **Monitoring** |
| **Ab Gaon Chamkay Ga** | |

Out of these 23 modules, 6 functions were developed by PMDFC whereas remaining functions were developed and integrated into the system by Punjab Information and Technology Board (PITB) on the recommendations of LG&CD Department. The PMDFC developed modules are:

1. Local Govt. Financial Management Information System (LGFMIS)
2. E-Billing System for Taxation & Fees Collection
3. Moveable Assets Management Information System
4. Immoveable Assets Management Information System
5. Pension Management Information System
6. Contractor Security Management System

## 4.2. Local Govt Financial Management Information System

### 4.2.1. Background

In 2006, PMDFC introduced Computerized Financial Management System (CFMS) under World Bank funded Punjab Municipal Services Improvement Project (PMSIP) based on the PIFRA chart of Account for Accounting & Budgeting in selected local governments across Punjab to streamline financial processes and improve accountability in local government finances.

In 2013, the CFMS was extended and upgraded to cover all local governments (229) in Punjab. The primary purpose of this extension was aimed to ensure uniformity and efficiency in financial management practices across all local governments within Punjab. Furthermore, in response to amendments in Local Government act, laws and rules, the CFMS was synchronized with the updated regulations in 2019-20. Additionally, the system underwent further upgrades, including the integration of a Pension and Payroll Module. The CFMS was also integrated with the Municipal Asset Management System, developed by PMDFC, to enhance asset management capabilities. In this regard, PMDFC arranged capacity building programs/workshops to train Master Trainers, comprising Local Fund Audit

(LFA) Department Auditors, to facilitate the implementation and usage of the CFMS within 229 MCs/LFA staff to ensure effective utilization of the CFMS.

### 4.2.2. Purpose of LGFMIS

The main objectives of the LGFMIS are to improve financial management, increase transparency and accountability, and enhance the efficiency of local government operations.

### 4.2.3. Stakeholders of LGFMIS

The key stakeholders of LGFMIS are LG&CD Department, Finance Department, LFA Department, PMDFC, Local Governments (metropolitans, municipal corporations/committees, town committees, and tehsil/district councils), Finance Office, Audit & Account Office, and other Drawing and Disbursing Officers (DDOs).

### 4.2.4. Legal Mandate of LGFMIS

**Computerized Financial Management System**

**Ref:** Schedule I, Distribution of functions among offices of MCs, Section Finance, Punjab Local Governments (Conduct of Business**) Rules 2017**

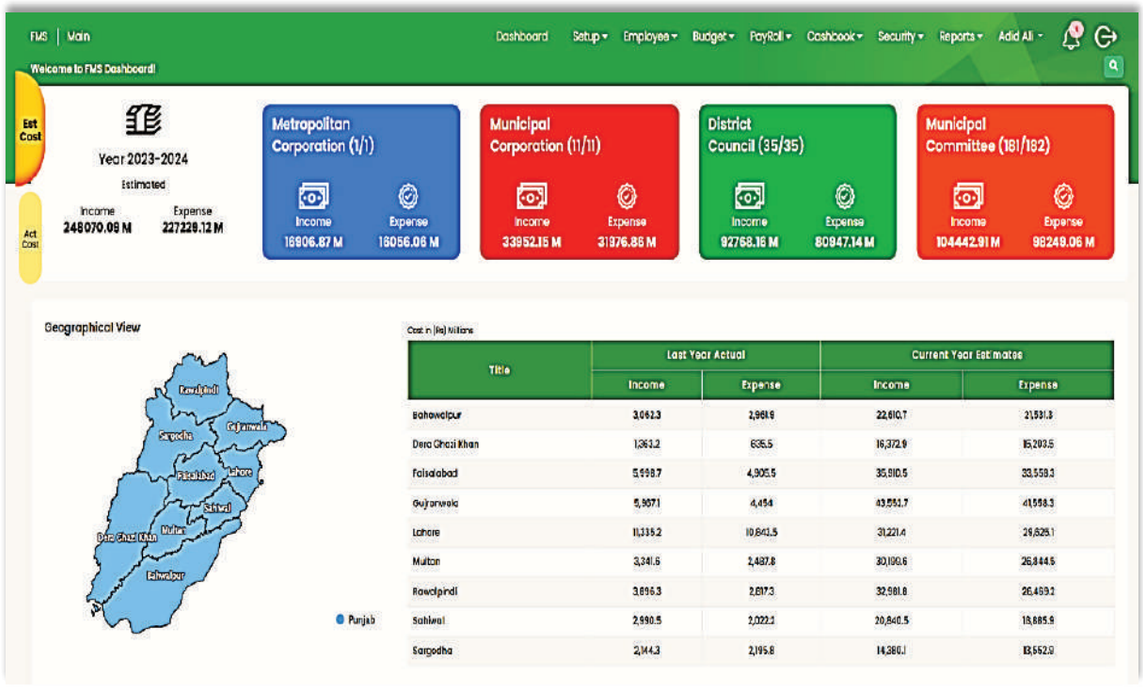
In 2022, the CFMS was upgraded to the Local Government Financial Management Information System (LGFMIS) to reflect its expanded functionalities and scope. In this regard, third-party validation and certification by M/s Abacus ensured compatibility and integration of LGFMIS with existing financial systems such as FABS/SAP. This transited system was successfully implemented in 169 local governments under the Punjab Resource Improvement and Digital Effectiveness (PRIDE) initiative.

### 4.2.5. Features/ Functions of LGFMIS

The Local Govt. Financial Management Information System (LGFMIS) serves as a comprehensive tool for efficiently managing various financial aspects within a municipal committee. It encompasses several integrated modules, each designed to address specific financial functions seamlessly, such as:

- **Bookkeeping:** The bookkeeping module within the FMS is fundamental, serving as the backbone for recording financial transactions accurately. It ensures that all financial data, including income, expenses, assets, and liabilities, are meticulously documented.
- **Cash Book and Bank Reconciliation:** This module focuses on managing cash transactions and reconciling bank statements with internal records. It enables organizations to track cash flows, monitor account balances, and ensure accuracy between bank statements and internal financial records.

- **Budget Allocation:** The budget allocation module facilitates the efficient allocation and management of financial resources across various departments or projects within the organization. It helps in setting financial targets, monitoring expenditures, and ensuring adherence to budgetary constraints.
- **Demand and Collection Register:** This module is essential for managing accounts receivable and tracking customer payments. It enables organizations to monitor outstanding invoices, track payment collections, and manage credit terms effectively.
- **Contracts Follow-up:** The contracts follow-up module streamlines the management of contractual agreements and obligations. It helps in tracking contract terms, monitoring deadlines, and ensuring compliance with contractual commitments.




One of the key strengths of the FMS is its integration across all modules with the cash book. This integration ensures seamless flow of financial data throughout the system. When data is entered into any module, it is automatically updated in real-time across all registers within the FMS. This eliminates the need for redundant data entry and ensures data consistency and accuracy throughout the system. The integration of modules and real-time updates within FMS streamline financial processes, reducing manual effort and minimizing errors. It further enables compliance with financial regulations and internal controls, enhancing transparency and accountability, as well as ensures access to accurate and up-to-date financial information empowers decision-makers to make informed strategic decisions. By automating financial processes and eliminating duplication of efforts, local governments can achieve cost savings in terms of time and resources.

PMDFC also arranged capacity building programs/workshops to train Master Trainers, comprising LFA Department Auditors over the implementation period, to facilitate the implementation and usage of the CFMS within 229 MCs/LFA staff to ensure effective utilization of the CFMS. The progress report on activities performed by PMDFC Financial Management and IT team with respect to FMS module is provided in Annex-D.

### 4.2.6. Transformation of CFMS to LGFMIS

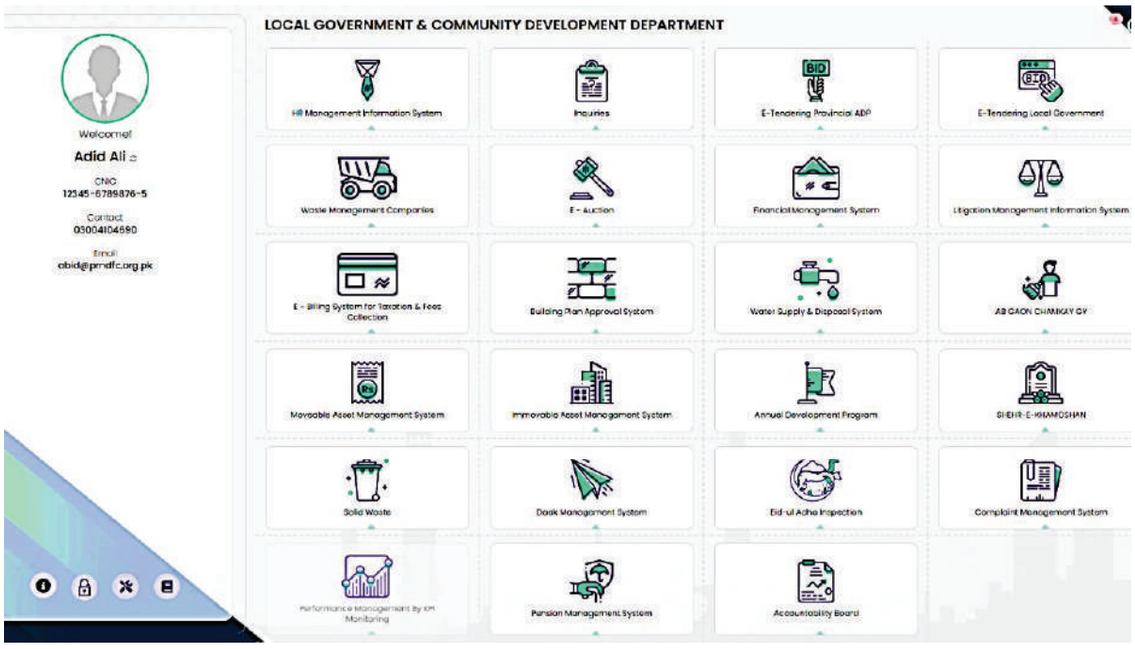
Under the Institutional Development component, PMDFC developed a computerized software, called CFMS, for the maintenance of local government accounts, which were being maintained manually. CFMS was developed keeping in view the current process of budgets and accounts in local governments and it can generate reports identical to the reports produced manually. The CFMS produces financial information in the format that is acceptable to the CGA. In order to use this system, PMDFC provided hands-on training to the local government staff and also provided computers and printers to these local governments.

The journey from CFMS to LGFMIS represents a significant milestone in the enhancement of financial management practices in Punjab's local governments. The systematic upgrades and extensions demonstrate a commitment to leveraging technology for improved governance and accountability. With trained personnel and integrated systems in place, Punjab is better equipped to manage its financial resources effectively and transparently, ultimately benefiting its citizens and promoting sustainable development.

LGFMIS is an efficient and error free system for maintaining account books which has brought transparency in managing the accounts of the local governments and ensured much more accuracy and efficiency in the local governments bookkeeping procedures. LGFMIS has controlled/modular user access rights which offers efficient and instant compilation of the data. The Financial Management System is easy reconcilable, streamlined of the accounting procedures, and provides instant reporting within standard reporting formats. It also served as an efficient tool for local governments to generate reports.

The LGFMIS is based on centralized web-based application and has compliance on new accounting model (NAM)/ PIFRA, PLGA 2019, PLGA 2022, budget and account rules of Punjab government. LGFMIS is useful for local government offices of Punjab to record their financial transaction, budgeting, payroll, cashbook, and all other accounts-related issues, and also get their required accounts reports with a single click. The Financial Management system includes advanced features for increased visibility and insight, as well as the feature of connectivity access anywhere.

The success of LGFMIS in streamlining financial processes and improving decision-making at the Punjab level underscores its potential to drive similar benefits at the grassroots level for other provinces. In this regard, Finance Department, KPK has requested support from LG&CD Department, Punjab for the replication of LGFMIS across KPK local governments (Annex-D) to meet their DLI 6 -- TMAs using National Financial Management Information System (NFMIS) for recording transactions under implementation of US $118 million World Bank funded Revenue Mobilization and Public Resource Management Project (KPRMP).




Thus, LG&CD Department, Punjab issued directions to PMDFC vide letter No. SO (Companies) LG 9-13/2019 (Annex-D) wherein Competent Authority desired to extend full support to Finance Department, KPK for replication of CFMIS. PMDFC has created separate databases for its four Towns namely Peshawar Town 1, 2, 3 and 4 to initiate the data entry process. Initially, database backup was managed from Lahore, Punjab which later shifted to KPK after capacity building of pertinent officials. Extending the benefits of this proven system not only strengthen financial governance but also contribute to the overarching goals of good governance and inclusive development across provinces.

### 4.2.7. Benefits of LGFMIS

LGFMIS empowers local governments to optimize financial resources, foster fiscal sustainability, and deliver better services to the community. LGFMIS bring a plethora of benefits to municipalities or local governments, aiding in efficient management of finances, enhancing revenue generation, and facilitating informed decision-making. The computerizing financial records, reporting and data retrieval, revenue enhancement, and its impact on budgets, planning, and decision-making are the prominent benefits of LGFMIS, as follows:

**Benefits for Local Governments**

- Data readily available for decision makers
- Instant reporting facility
- Arrears of water, shops, and other municipal services available with one click
- Software templates are identical to manual registers
- Database created in CFMS can be used for effective recovery of arrears as it provides detail of arrears Mohalla wise for each consumer.
- CFMS has streamlined the work of MCs by making it one-point entry system of all the vouchers.
- Generation of municipal services bills can be generated by using Computerized Financial Management System (CFMS)
- Exploring various potential revenue areas
- Availability of various reports to make informed decision making
- Better allocation of financial resources

### 4.2.8. Computerization of Financial Records

The computerizing financial records enables the maintenance of accurate and up-to-date cash books, eliminating the manual errors and discrepancies associated with traditional paper-based systems. It facilitates real-time tracking of cash flow, allowing administrators to monitor revenue and expenditure seamlessly. Further, LGFMIS streamline water billing processes, automating demand generation and collection procedures. It ensures the accuracy of water billing, reducing instances of under or overbilling, thereby optimizing revenue collection. Similar to water billing, LGFMIS automates shop demand generation and collection, enhancing the efficiency and accuracy of revenue collection from commercial establishments. It provides a systematic approach to managing shop leases, tracking payments, and identifying arrears for timely collection. LGFMIS centralizes various registers and documents related to local governments, such as property tax records, business licenses, and other revenue-generating activities. It ensures easy access to critical financial data, streamlining administrative processes and improving overall efficiency.

### 4.2.9. Reporting and Data Retrieval

LGFMIS enables quick generation of financial reports, eliminating the delays associated with manual data compilation. It ensures the accuracy of reports, reducing the likelihood of errors and discrepancies. LGFMIS provides administrators, Tax Management Officers (TMOs), and decision-makers with easy access to comprehensive financial data. It facilitates informed decision-making by providing timely insights into revenue trends, expenditure patterns, and financial performance. LGFMIS generates detailed arrears lists for water bills and shop leases, categorized by locality. It enables targeted collection efforts, allowing administrators to prioritize collections based on arrears status and locality.

### 4.2.10. Enhancing Local Government Revenues

LGFMIS automates billing processes for water and shop leases, ensuring accurate and timely invoicing. It minimizes revenue leakage by identifying instances of under billing or non-compliance with lease agreements. LGFMIS generates comprehensive arrears reports, enabling administrators to identify outstanding payments promptly. It facilitates proactive measures for arrears collection, improving revenue recovery rates. Moreover, LGFMIS maintains updated records of shop leases, including information on occupancy status and rental payments. It enables efficient management of commercial properties, maximizing revenue generation from shop leases.

### 4.2.11. Budgets, Planning, and Decision-Making

LGFMIS enhances the credibility of the budget by providing accurate and reliable financial data. It ensures that budgetary allocations are based on actual revenue and expenditure trends, minimizing budgetary discrepancies. LGFMIS enables real-time monitoring of outstanding bills, cash balances, and bank transactions. It facilitates proactive cash planning, ensuring sufficient liquidity to meet financial obligations. LGFMIS provides decision-makers with timely access to accurate financial data, facilitating informed budgetary decisions. It enables the allocation of resources based on identified priorities and revenue projections. Lastly, LGFMIS promotes financial discipline by enforcing accountability and transparency in financial management processes. It ensures adherence to budgetary guidelines and financial regulations, minimizing instances of mismanagement or fraud.

## 4.3. E-Billing System for Taxation & Fees Collection

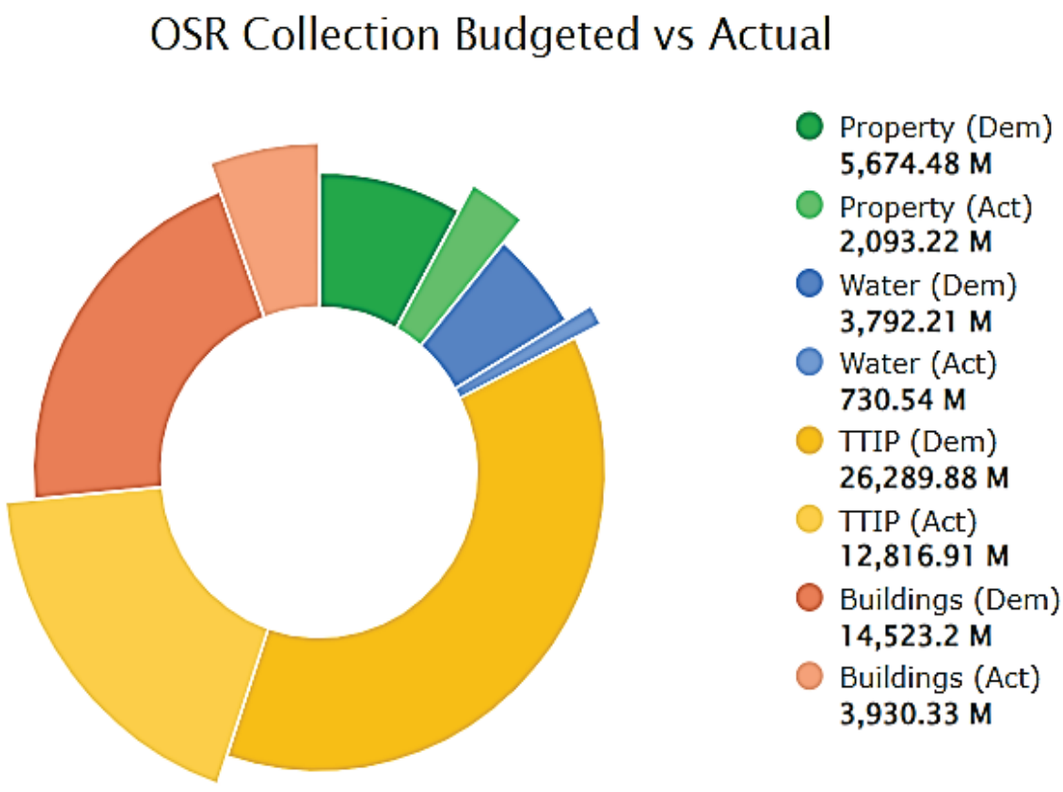
The e-billing module designed for the water and sewer rate collection, advertisement fee and property fee encompass several critical components aimed at efficiently managing billing processes, facilitating consumer interactions, and ensuring accurate financial transactions.

The e-billing module provides access to comprehensive billing data and analytical reports empowers decision-makers to make informed choices and optimize revenue management strategies. The e-billing module tailored for the water sector integrates various functionalities to streamline billing processes, enhance consumer interactions, and ensure financial transparency and accountability within the utility organization. Let's delve into the details of each aspect of this module:

- **Water Sector:** This section of the e-billing module focuses on categorizing billing activities specific to the water utility sector. It includes functionalities tailored to address the unique billing requirements and challenges associated with water supply services. The sector locality feature allows for the classification of billing data based on geographical zones or sectors within the water distribution network. It enables targeted billing strategies and resource allocation based on the specific needs of each locality.
- **Water Rate:** The water rate component defines the pricing structure for water consumption, including tariff rates applicable to different consumer categories, such as residential, commercial, or industrial users. It ensures transparent and equitable billing practices aligned with regulatory standards.
- **Consumers and New Connections:** Under the Water section, the consumer management module centralizes information related to individual water consumers. It includes details such as consumer demographics, contact information, billing history, and consumption patterns. This enables personalized communication and tailored billing services. The new connection feature facilitates the process of establishing new water connections for consumers. It includes functionalities for submitting connection requests, verifying eligibility, processing applications, and issuing new connection approvals.

- **Water Billing:** The general billing section handles routine billing processes, including the generation and distribution of water bills to consumers. It automates billing calculations based on consumption data, applies relevant tariffs, and generates invoices for timely payment (Annex-D).
- **Area Report for Demand and Collection Register:** The area report functionality provides insights into demand and collection trends within specific geographic areas or sectors. It generates reports detailing water consumption patterns, revenue collection status, outstanding dues, and trends over time.
- **Advertisement Fee:** This component manages billing related to advertisement fees, such as those levied for advertising on utility infrastructure or properties owned by the water utility. It tracks advertisement agreements, calculates fees, and generates invoices for advertisers.
- **NOC/Parking/Contractor Services:** This section handles billing associated with various permits, licenses, or services provided by the water utility, including No Objection Certificates (NOCs), parking permits, or contractor services. It ensures accurate billing and timely collection of fees for these services.
- **Property Rent of Shops:** The property rent module manages billing and collection processes related to the rental of shops or commercial spaces owned by the water utility. It tracks lease agreements, calculates rental charges, and generates invoices for tenants (Annex-D).
- **Bills Paid and Unpaid Reports:** The bills paid and unpaid reports feature generates comprehensive reports summarizing payment status for water bills. It provides insights into outstanding dues, payment trends, aging receivables, and collections performance.

Furthermore, LGFMIS also improvise the local government's revenue collection from taxes, fees, rates, etc. and entrusted local governments to fund their assigned functions and inform the extent and dimension of their autonomy through devolution of the government's financial, political and administrative authority at the grassroots level. MCs reliance on OSR helps ensure financial sustainability by reducing dependence on external funding sources, such as grants or subsidies. OSR provides MCs greater autonomy and control over their operations and allows them to make decisions independently based on their financial capabilities and objectives. It contributes significantly to the sustainability of PCP and is vital for financial health, operational autonomy, and long-term sustainability of local governments.

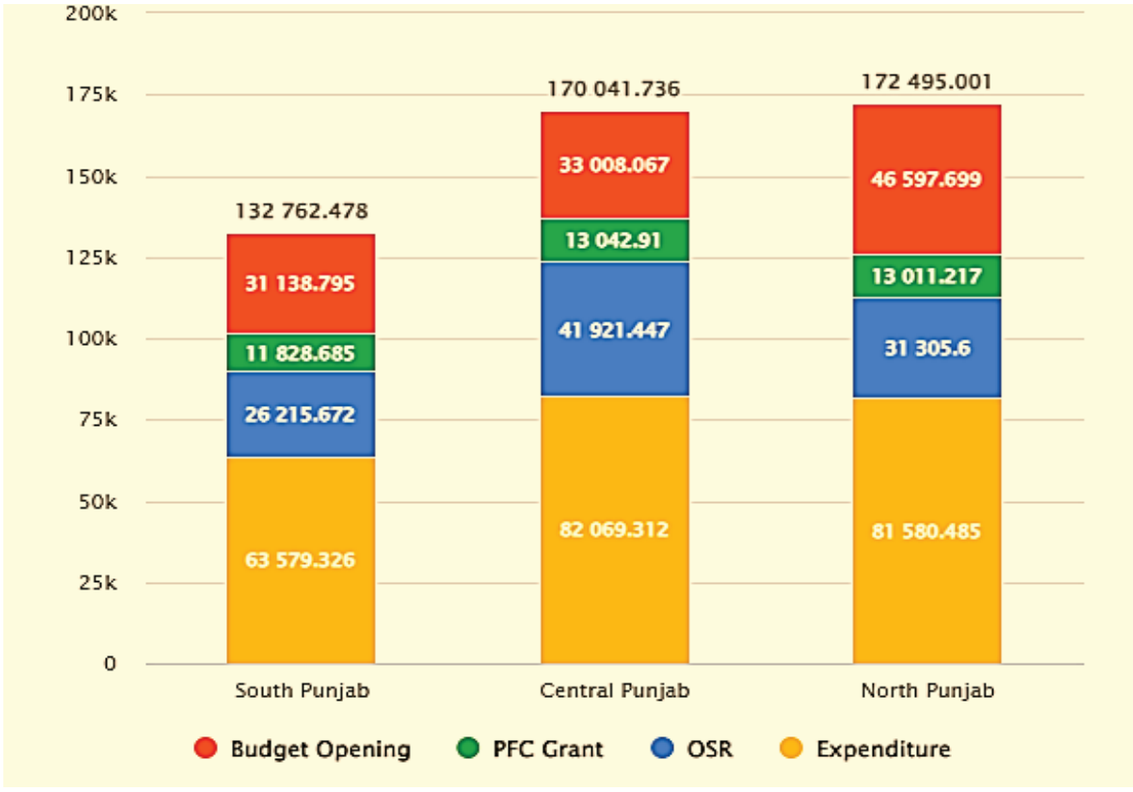



## 4.4. Immovable Asset Management System

Immovable assets typically include land, buildings, infrastructure, and other fixed properties of local governments. This module helps in centralized asset data and streamlined processes enhance efficiency in managing immovable assets, reducing administrative burden and operational costs. This feature facilitates the registration and management of property titles and deeds associated with immovable assets. It ensures legal compliance and transparency in property ownership, litigation, transfers, and encumbrances. It also tracks lease terms, rental payments, occupancy status, and lease expirations, ensuring effective lease management and revenue generation.

### 4.4.1. Background

In 2015, the MAMIS project was launched by Local Governments and Community Development Department to computerized all immovable assets of local governments in the Punjab. At that time Punjab Local Government Ordinance (PLGO) 2001 was established and Tehsil Municipal Administration with CO units were available which is around 253 including CO units. PMDFC executed the project successfully.




In 2017, the upgradation of MAMIS project was launched due to change of PLGO 2001 to PLGA 2013. In this Act TMAs were converted into Metropolitan Corporation, Municipal corporations, Municipal Committees and new tier District Councils had been introduced. Total local governments were 229. Properties has been transferred and Survey of new tier i.e. District Council properties were required. Project was executed by PMDFC successfully.

In 2019, PLGA 2019 was established and local governments were increased from 229 to 455 and then 359. The changes in the system were required because District Councils divided into Tehsil Councils and Town Committees were introduced. The system was upgraded by PMDFC in house on the direction of LG&CDD.

In 2020, IT Based Monitoring System (ITBMS) project was launched by LG&CDD and MAMIS was merged into ITBMS with the name of Assets Management Information System.

The MAMIS is based on centralized web-based application and has compliance on Property Rule 2018 & PLGA 2019 PLGA 2022, of Punjab government. MAMIS is useful for local government offices of Punjab to record their immovable assets, to analyze rental shops arrears, monthly rental value, and all other litigation issues, and also get their required reports with a single click. The Assets Management information system includes advanced features for increased visibility and insight, as well as the feature of connectivity access anywhere.

### 4.4.2. Software Features

### 4.4.3. Purpose of MAMIS

The main objectives of the MAMIS is to improve decision making, increase transparency and accountability, and enhance the efficiency of local government operations.

### 4.4.4. Stakeholders of MAMIS

The key stakeholders of MAMIS are LG&CD Department, PMDFC, Local Governments (metropolitans, municipal corporations/committees, town committees, and tehsil/district councils).

### 4.4.5. Legal Mandate of MAMIS

Punjab Property Rules 2018.

*93. Local government properties.*

*94. Use and disposal of properties of local governments.*

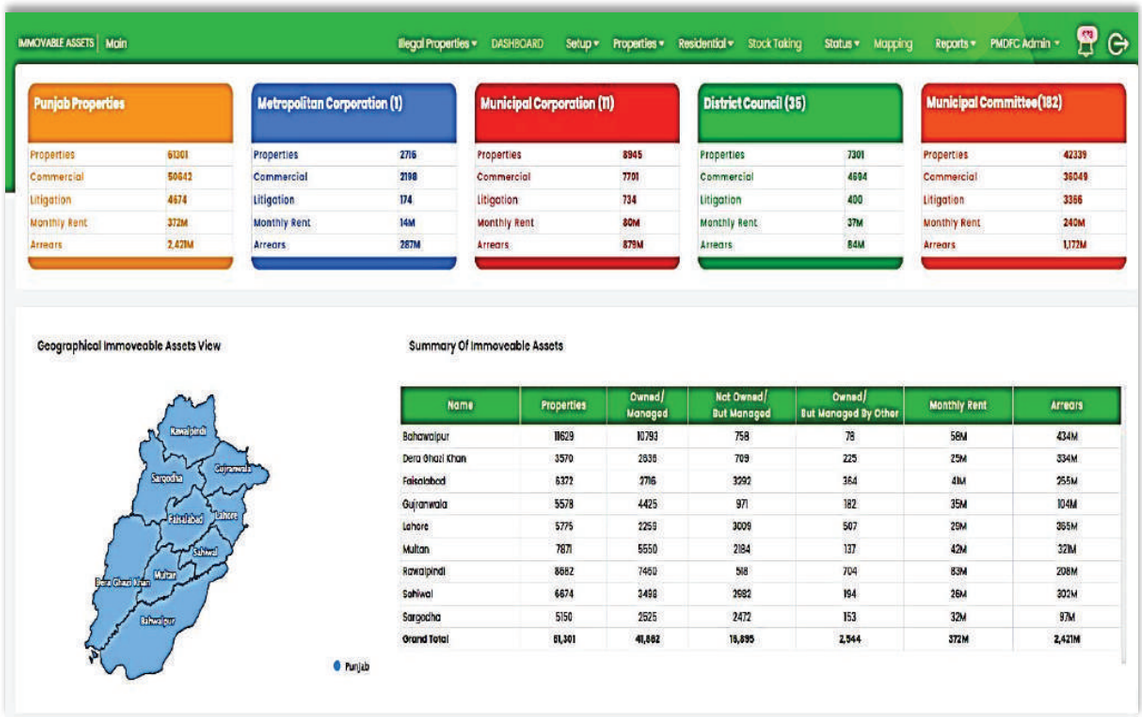
*95. Acquisition of immovable property.*

*96. Loss of property of local government.*

*97. Annual stock of local government properties.*

*98. Insurance of certain local government properties*

*(Ref: Chapter XIX Local Government Properties, PLGA 2022*

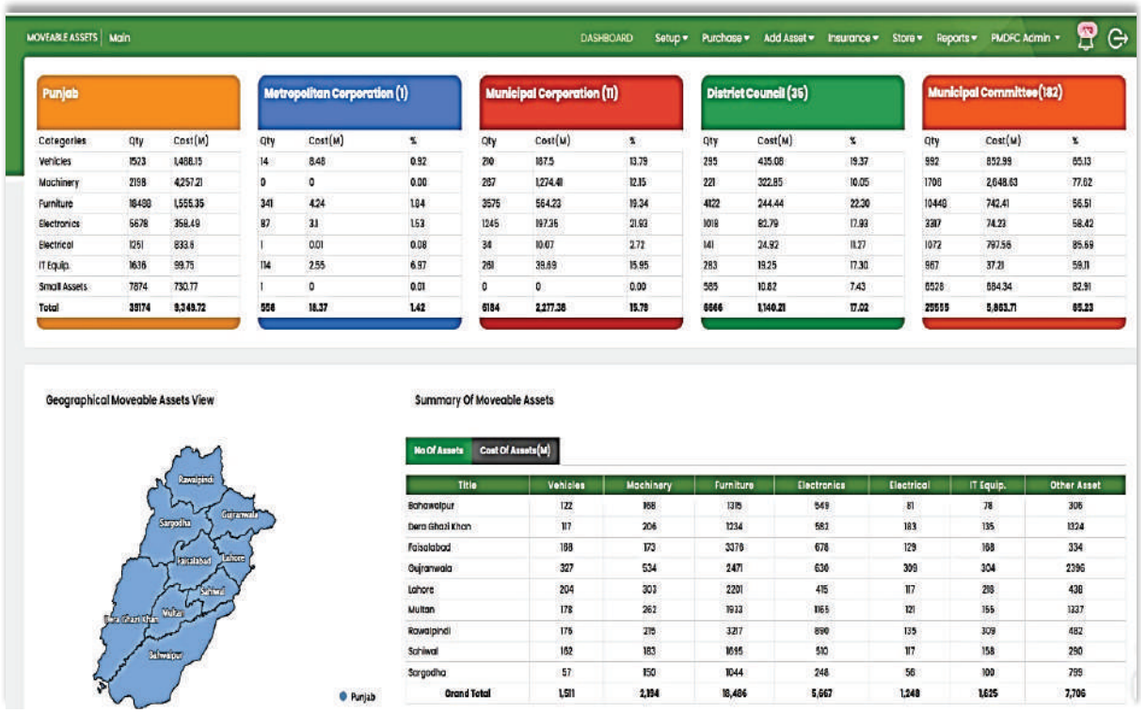



## 4.5. Movable Asset Management System

The Movable Asset Management System module within LGFMIS for local government entities serves as a centralized platform for efficiently managing and tracking movable assets owned and utilized by

the municipalities. The system maintains a comprehensive inventory of movable assets owned by the local government, including vehicles, equipment, furniture, and other tangible assets. Each asset record typically includes detailed information such as asset type, description, serial number, acquisition date, location, condition, and current value.

The module enables real-time tracking of asset movements and locations, allowing government officials to monitor asset utilization, transfers between departments, and changes in status. This feature further supports the scheduling and management of asset maintenance activities, including routine inspections, repairs, and servicing. It allows for the recording of maintenance history, costs incurred, and the assignment of responsible personnel or service providers. The system calculates and records asset depreciation based on predefined depreciation methods and rates. The module also facilitates the proper disposal or transfer of assets that are no longer needed or are being relocated to other departments or agencies. The system generates audit trails and reports to facilitate asset auditing processes. It provides stakeholders with insights into asset utilization, maintenance history, depreciation, and compliance with asset management policies and procedures.




## 4.6.Security Management Information System

- Contractors Securities / Revenue detail
- Detail of Utilization in Head wise
- System Generated payment vouchers

- System provides FBR & PRA Taxation standards and shows auto rate (filer, Non-filer, GST, PST Active, In-active).
- Net Payment and security Receipts in the security account through the Banking System
- Deduction and Disbursement detail schemes wise
- System-generated report contractor/company-wise
- User-friendly for payments scenario
- Financial Progress of Each Development Scheme
- Execution Status of the Development Schemes
- System-generated online comparative statements
- Daily summary of all heads of income /expenditures
- Summary of all heads of deductions/reimbursement security
- System-generated contractor Security book

### 4.6.1. Benefits for MCs

- Strengthen the department through performance management to ensure improved service delivery through digitization of existing manual systems and performance management.
- Monitoring of service delivery process through system available data: turn-around time, tracking, payments, receipts
- Computer-generated reports/documents and connected central databases at the government level
- Accessibility of reports on service delivery to higher management will help identify performing/nonperforming areas. With the help of the contact center, citizens will be able to interact with respective departments in terms of complaints and reporting any incidence related to conduct/behavior witnessed by them which will result in immediate action against the defaulters.

- Timely reporting of data from the field staff will help in taking informed decisions through customized / meaningful dashboards/reports available 24/7. Allocation of resource, real time update through inspections on public investment projects, tax collection etc. will be an added advantage to the Government of Punjab

# 5. Geographical Information System (GIS)

## 5.1. Background

A Geographical Information System (GIS) is a technology and tool that gathers, manages, analyzes, and presents spatial or geographical data. It integrates various types of data, including maps, satellite images, aerial photographs, and numerical data, allowing users to visualize and understand patterns, relationships, and trends in the data.

GIS operates on the principle of layers, where different datasets can be overlaid and analyzed together. This enables users to gain insights into complex spatial relationships that may not be apparent when looking at individual datasets in isolation.

GIS has applications in various fields such as urban planning, natural resource management, environmental monitoring, agriculture, transportation, epidemiology, and many more. It is widely used by governments, businesses, researchers, and organizations to make informed decisions, solve problems, and plan for the future.

**In 2006,** Punjab Municipal Development Fund Company introduced GIS mapping of Basemap, Road Hierarchy, Water Supply, Sewerage, Solid Waste Management and Land use of 104 Tehsil Municipal Administrations (TMAs) of Punjab through the Punjab Municipal Services Improvement Project (PMSIP), which was funded by the World Bank.

**In 2015**, GIS based Decision Support System named Municipal Assets Management Information System was developed. Later on in 2017, the system was upgraded and currently, it is the part of IT Based Information System and running successfully in all local government of the Punjab

**In 2018**, A World Bank Funded Program named Punjab Cities Program (PCP) launched and GIS activity is one of the Disbursement Linked Indicators (DLIs) of Minimum Access Condition (MACs) and Performance Measures (PMs) the component of the program. Municipal Infrastructure mapping, sector plans of municipal services (Water Supply, Road & Street Light, Sewerage and Solid Waste Management) have been introduced. The Sectoral Boundary and sector plans were completed the partners 16 local governments and Updation of municipal services mapping of these cities are the continuous process.

## 5.2. Uses of GIS Mapping

Local governments utilize GIS for various purposes to enhance their operations and services:

**Urban Planning:** GIS helps local governments in urban planning by analyzing land use, zoning regulations, transportation networks, and infrastructure development. It aids in identifying suitable

locations for residential, commercial, and industrial areas, as well as planning for parks, schools, and other public amenities.

**Parcel Management**: GIS is used for parcel management, maintaining detailed records of land parcels, property ownership, tax assessments, and land use regulations. This information is essential for property tax assessment, land development, and ensuring compliance with zoning laws.

**Emergency Management**: GIS plays a crucial role in emergency management by providing real-time spatial data during crises such as natural disasters, accidents, or public health emergencies. It helps in assessing risks, planning evacuation routes, coordinating emergency response efforts, and allocating resources effectively.

**Infrastructure Maintenance**: Local governments use GIS to manage and maintain infrastructure assets such as roads, bridges, water and sewer systems, and public facilities. GIS facilitates asset inventory, condition assessment, maintenance scheduling, and optimization of infrastructure investments.

**Environmental Protection**: GIS aids local governments in environmental protection by monitoring and managing natural resources, watersheds, wetlands, and protected areas. It helps in assessing environmental impacts, enforcing regulations, and planning conservation efforts to preserve biodiversity and ecosystem health.

**Public Services**: GIS enhances the delivery of public services such as public transportation, waste management, and public safety. It helps in optimizing service routes, locating facilities, analyzing service demand, and improving accessibility for residents.

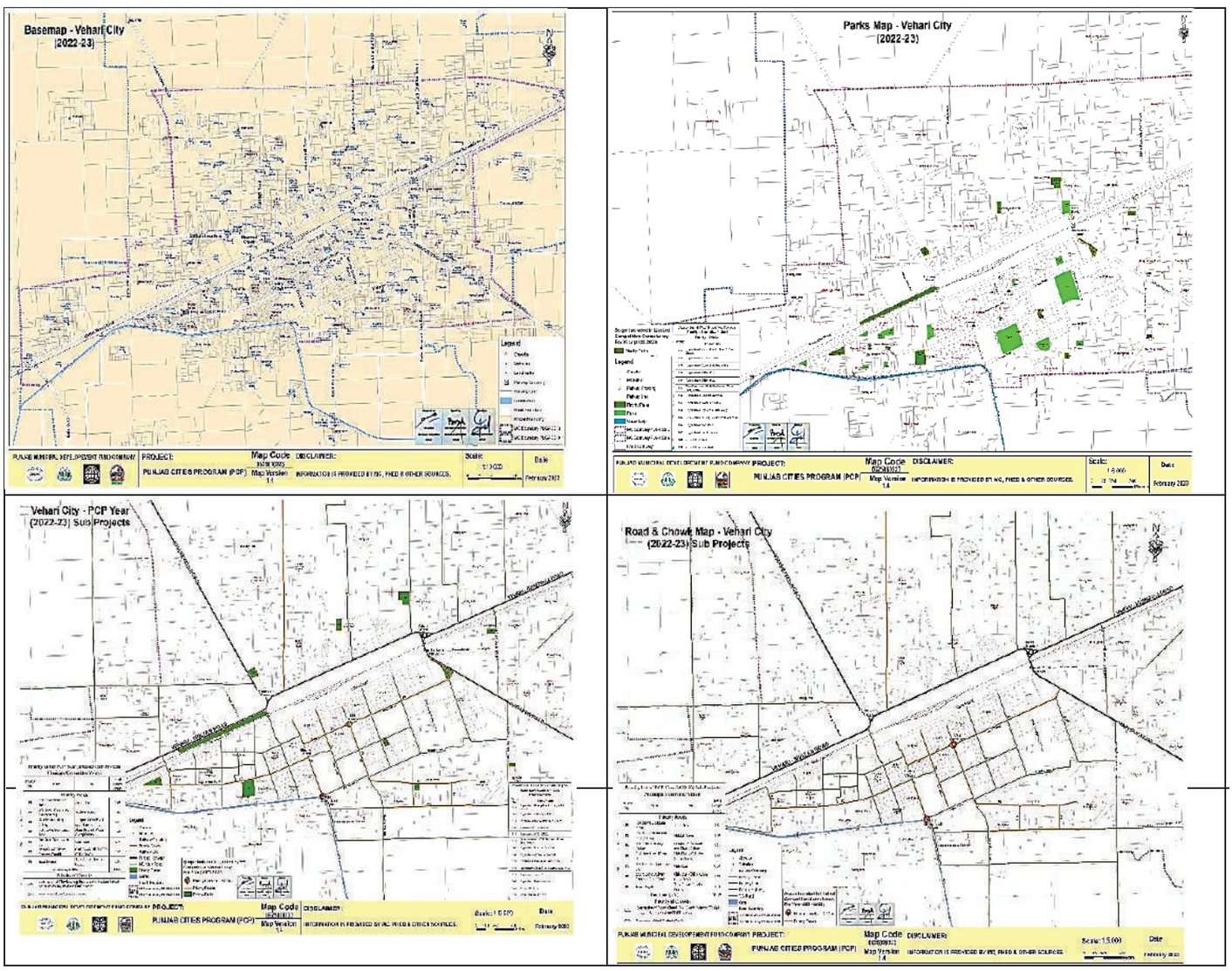
**Community Development**: GIS supports community development initiatives by analyzing demographic data, socio-economic indicators, and community needs. It assists in identifying areas for revitalization, affordable housing projects, and economic development opportunities.

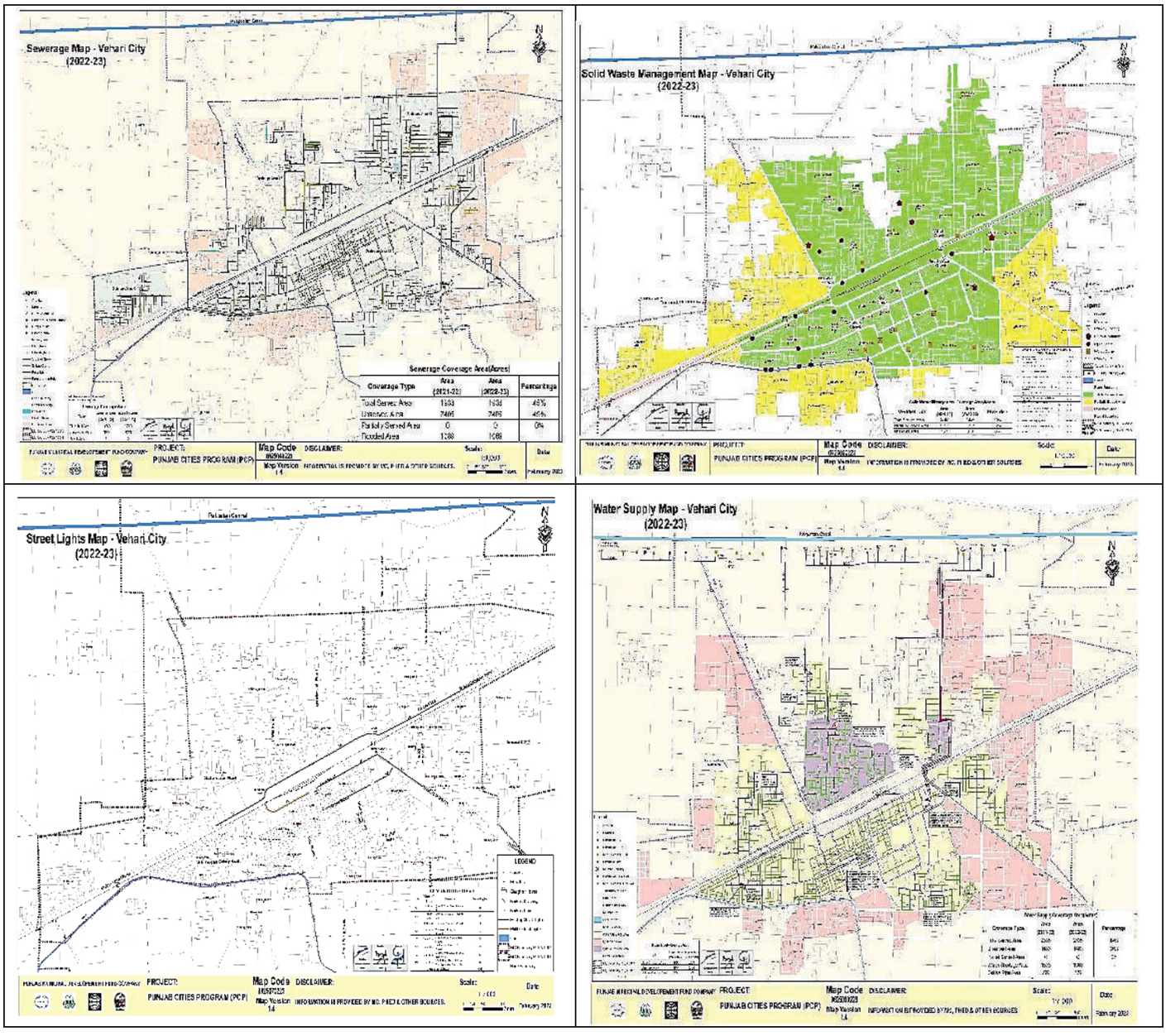
**Land Use Planning**: GIS facilitates land use planning by analyzing factors such as population density, transportation networks, environmental constraints, and economic activities. It helps in developing comprehensive land use plans, regulating development activities, and ensuring sustainable growth.

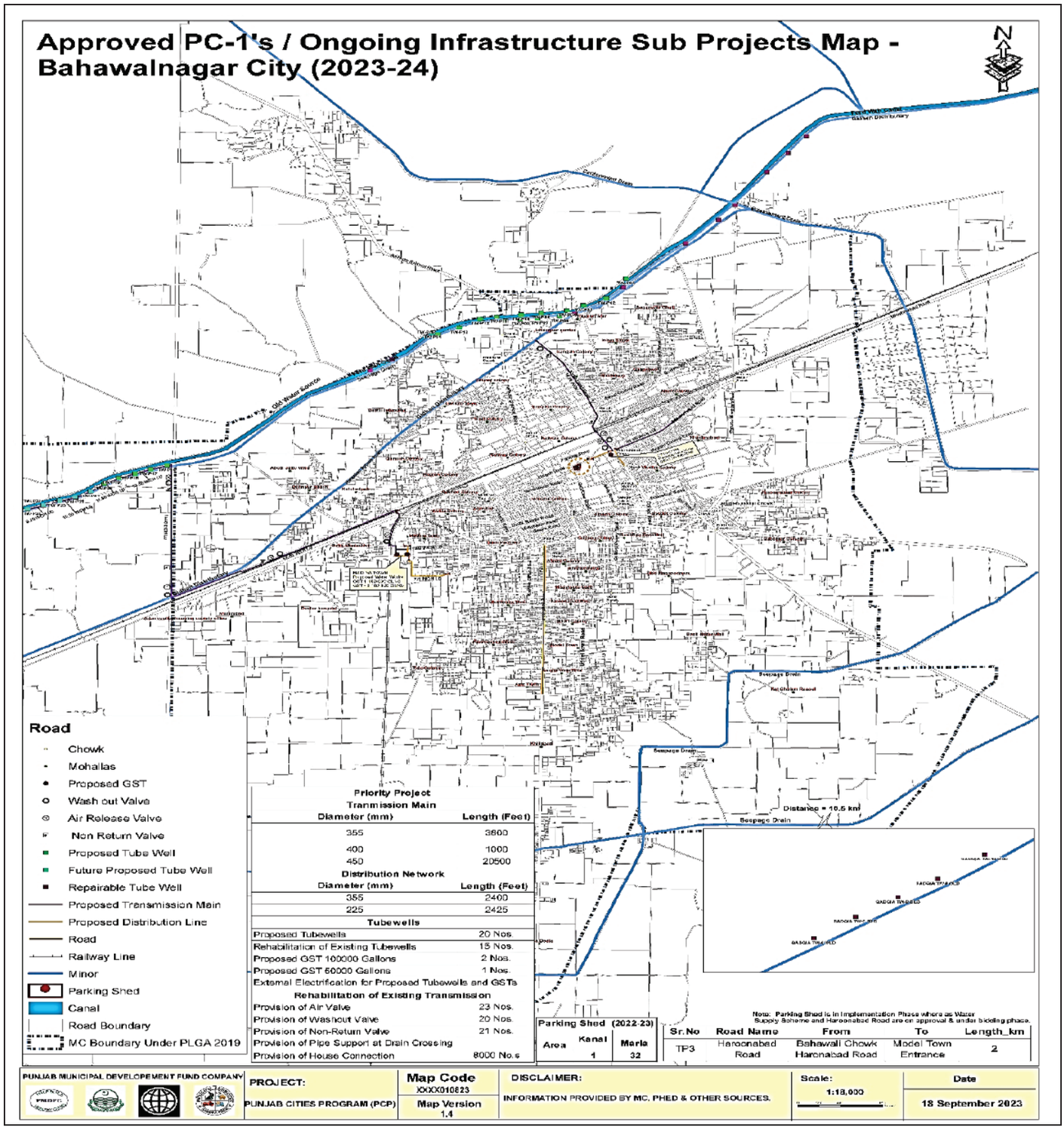
Overall, GIS enables local governments to make informed decisions, improve efficiency, and enhance public services by leveraging spatial data and analysis tools to address various challenges and meet the needs of their communities.

## 5.3. Benefits of GIS to local governments

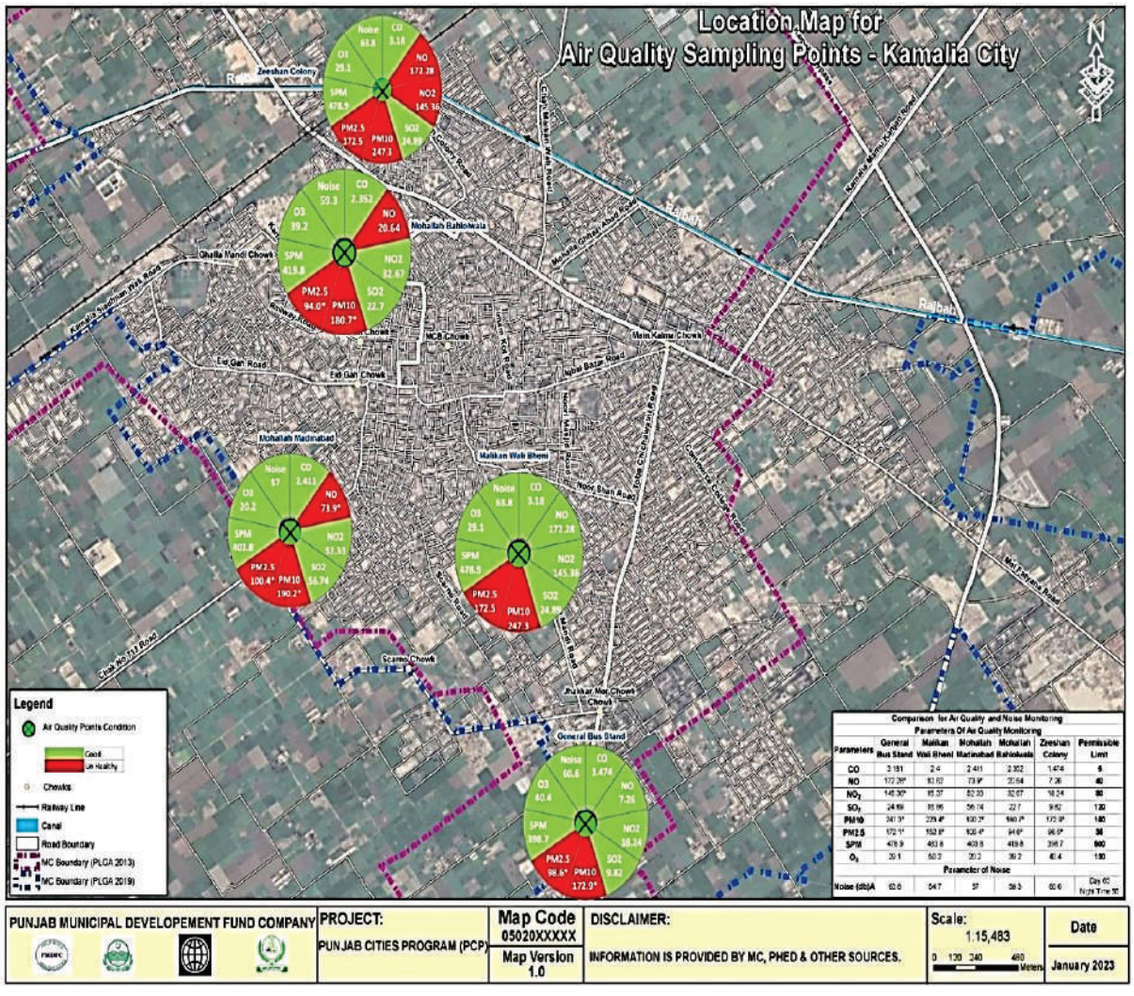
- Digitization and preparation of municipal infrastructure mapping through an extensive exercise
- Availability of updated municipal services maps i.e. water supply, solid waste, sewerage, streetlight etc.
- Comparison mapping of PLGA 2013 & 2019 administrative boundaries of partner MCs of PCP
- Developed web-based dashboard, android application and image map viewer for online monitoring of Maintenance and Rehabilitation (M&R) subprojects
- Prioritization GIS mapping of subprojects of partner MCs (Chowks, Roads, General Bus Stand & Parks)
- GIS based mapping of Solid Waste Management PC-Is of partner MCs of PCP. Six types of SWM mapping prepared e.g., Existing map, Road Swept, Compactor and mini dipper route, Catchment area, Collection waste zoning & SWM Coverage map)




Sewerage Map - Vehari City
(2022-23)
Sewerage Coverage Area(Acres)
Coverage Type
Area (2021-22)
Area (2022-23)
Percentage
Total Served Area
1693
1693
46%
Unserved Area
2495
2495
46%
Partially Served Area
0
0
0%
Flooded Area
1288
1688
PROJECT:
PUNJAB CITIES PROGRAM (PCP)
Map Code
DISCLAIMER:
Scale:
Date:
Solid Waste Management Map - Vehari City
(2022-23)
Street Lights Map - Vehari City
(2022-23)
LEGEND
Water Supply Map - Vehari City
(2022-23)


Approved PC-1's / Ongoing Infrastructure Sub Projects Map - Bahawalnagar City (2023-24)
N
Road
Chowk
Mohallas
Proposed GST
Wash out Valve
Air Release Valve
Non Return Valve
Proposed Tube Well
Future Proposed Tube Well
Repairable Tube Well
Proposed Transmission Main
Proposed Distribution Line
Road
Railway Line
Minor
Parking Shed
Canal
Road Boundary
MC Boundary Under PLGA 2019
Priority Project
Tranmission Main
Diameter (mm) Length (Feet)
355 3600
400 1000
450 20500
Distribution Network
Diameter (mm) Length (Feet)
355 2400
225 2425
Tubewells
Proposed Tubewells 20 Nos.
Rehabilitation of Existing Tubewells 15 Nos.
Proposed GST 100000 Gallons 2 Nos.
Proposed GST 50000 Gallons 1 Nos.
External Electrification for Proposed Tubewells and GSTs
Rehabilitation of Existing Transmission
Provision of Air Valve 23 Nos.
Provision of Washout Valve 20 Nos.
Provision of Non-Return Valve 21 Nos.
Provision of Pipe Support at Drain Crossing
Provision of House Connection 8000 No.s
Distance = 10.5 km
Parking Shed (2022-23)
Area Kanal Marla
1 32
Note: Parking Shed is in Implementation Phase where as Water Supply Scheme and Haroonabad Road are on approval & under bidding phase.
Sr.No Road Name From To Length_km
TP3 Haroonabad Road Bahawali Chowk Haroonabad Road Model Town Entrance 2
PUNJAB MUNICIPAL DEVELOPEMENT FUND COMPANY
PROJECT:
PUNJAB CITIES PROGRAM (PCP)
Map Code
XXXX010823
Map Version
1.4
DISCLAIMER:
INFORMATION PROVIDED BY MC, PHED & OTHER SOURCES.
Scale:
1:18,000
Date
18 September 2023

**Air, Noise, mitigation and Water Analysis mapping** GIS team prepared the air, noise, mitigation and water analysis mapping of PCP cities.




## 5.4. GIS Application Developed

Under, Punjab Cities Program (PCP), many **android applications** have been developed and deployed in house and at MC level which are described below;

### 1. Field Attendance Application

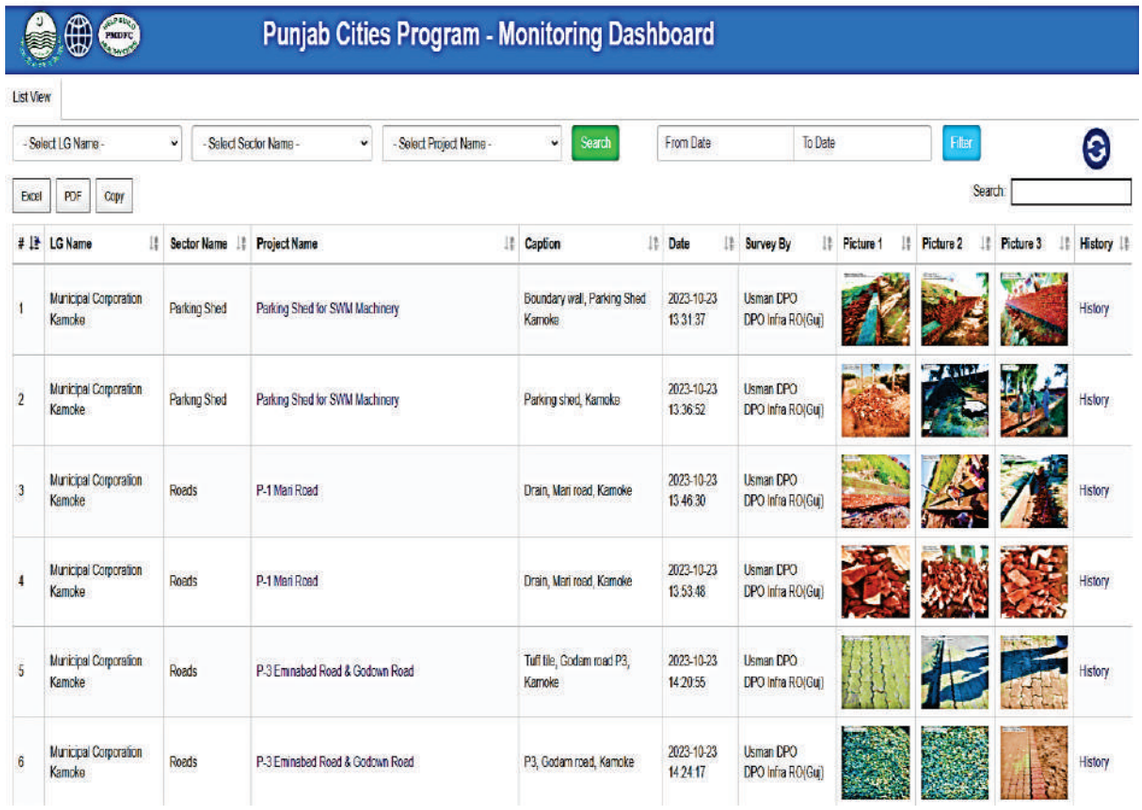
Field Attendance Application was developed to monitor and accurate record keeping of field staff attendance, geofenced based field attendance. The application is running successfully and ensuring that employees' work hours are correctly documented. It streamlines attendance tracking, reducing administrative workload and potential errors associated with manual record-keeping. It provides valuable insights into employee attendance patterns, aiding in workforce management and ensuring a productive work environment.

## 2. PCP Infrastructure Sub projects Monitoring Android Application

The Infrastructure Projects Monitoring Application is essential for ensuring sub projects stay on track, and meet quality standards. It offers real-time data and analytics to enable informed decision-making, minimizing delays and with history of each sub project.

This application enhances transparency, accountability, and efficiency in managing critical infrastructure projects, ultimately benefiting both the public and private sectors.

Web based link is URL: http://203.128.6.241:84/pcp_monitoring/user/




## 3. Water Supply Connection Application.

LG&CDD desired to conduct fresh water supply survey in Punjab Cities Program (PCP), upon compliance, PMDFC decided to conduct the survey to ensure Water Supply Connection fulfill the community's demand for potable water and identify areas lacking access to a reliable water source. It helps local authorities plan infrastructure development and allocate resources efficiently to expand water supply networks and reach underserved regions.

A comprehensive survey ensures that water resources are utilized effectively, water leakage areas, Govt connection and private connection and public willingness for Govt water connection.

For that purpose, PMDFC – GIS developed android application for Water supply survey connections.

For implemented the applications, training session was conducted and monitored the survey thoroughly and complete the task within timeline period.

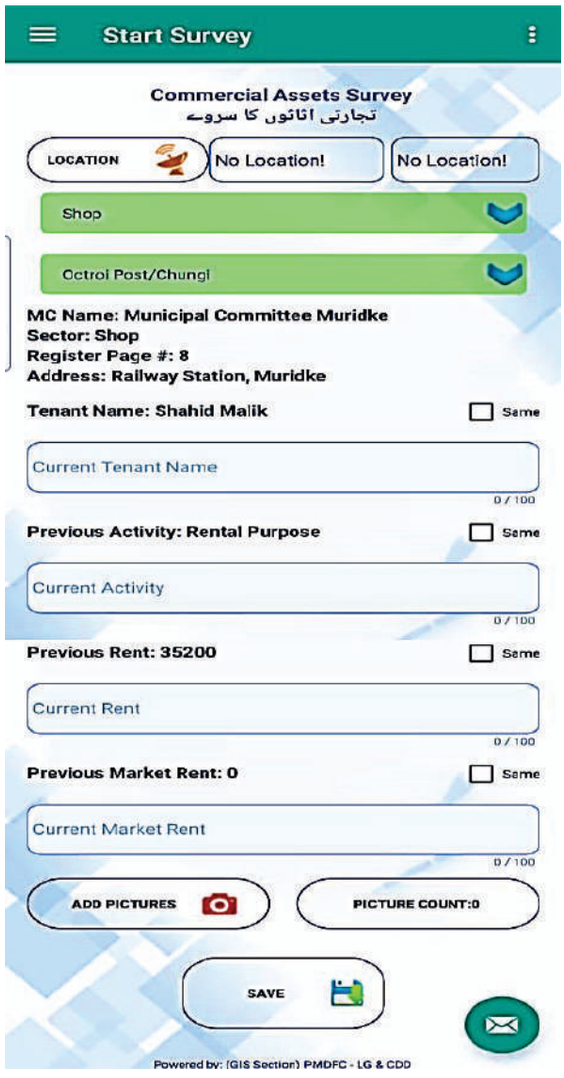
This application will also use in other cities of Punjab Cities Program.

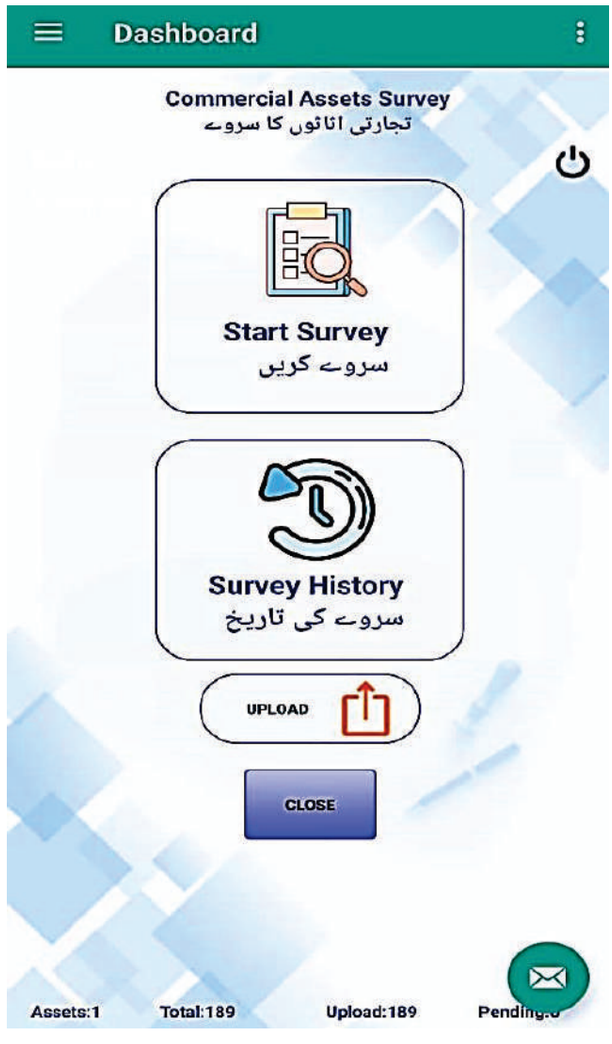
Website link is : http://203.128.6.241:84/WaterSupply/user/index.php

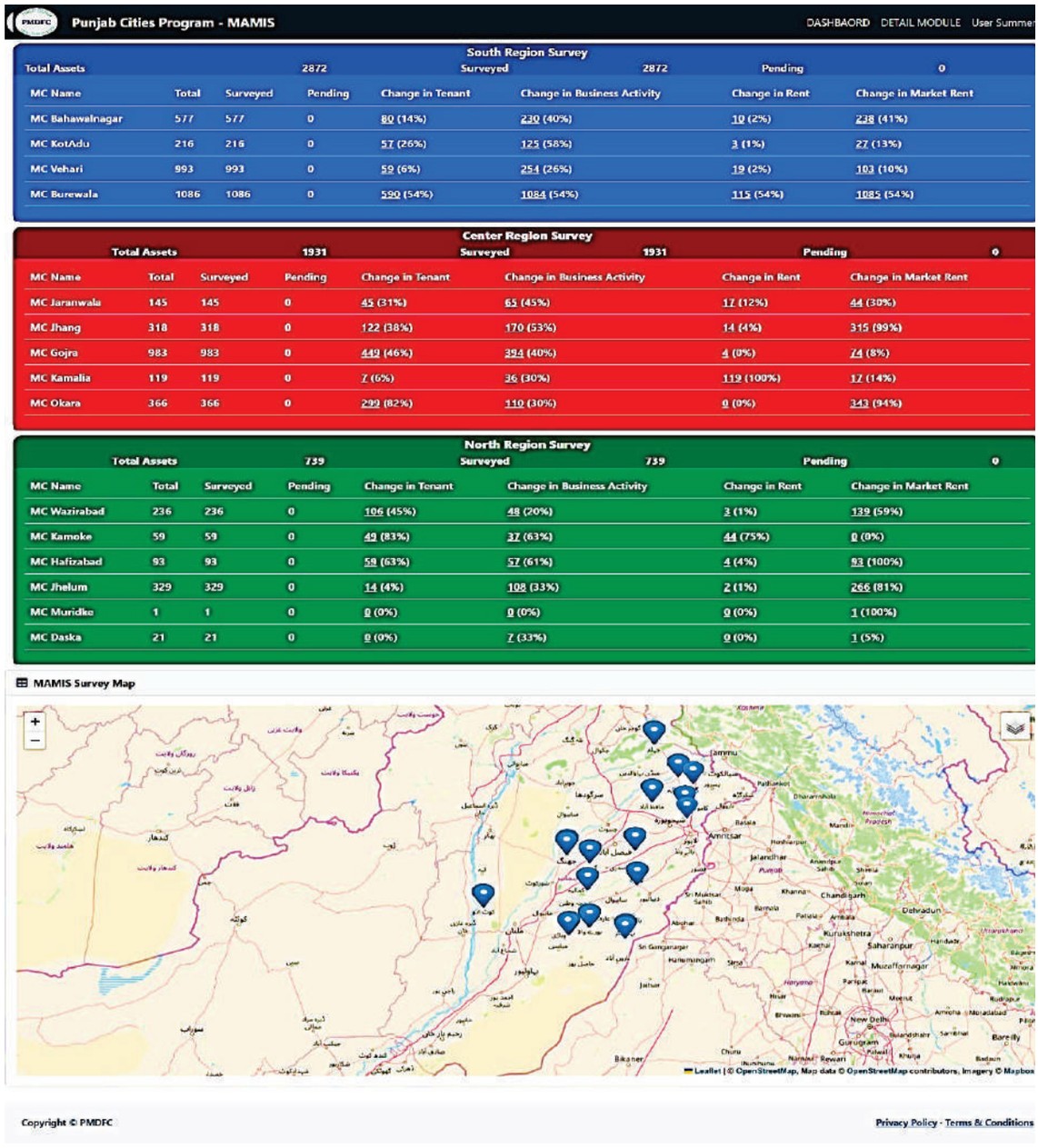
### 4. Municipal Immoveable Assets Verification Application

LG&CDD instructed PMDFC to verify the commercial assets of 16 PCP cities. PMDFC decided to conduct android based survey. For that purpose, Municipal Immovable Assets Verification Android application is developed by PMDFC – GIS team and successfully completed the survey through PCP field team e.g. IT and GIS Officers. Reports was also shared with office of Secretary Local Government and Office of Secretary LG&CDD appreciated the effort of PMDFC and instructed to implement all local governments in the Punjab.

Web link is : http://203.128.6.241:84/mamis/user/detail.php






## 5. Leave Management System

PMDFC has developed inhouse Leave Management System (LMS) including android application according to PMDFC HR manual. Users can apply leave through android application and web portal as well. This system ma be implemented in local governments.

http://203.128.6.241:84/leaveapp/user/

# 6. Punjab Local Govt. Laws Compendium

## 6.1. Background

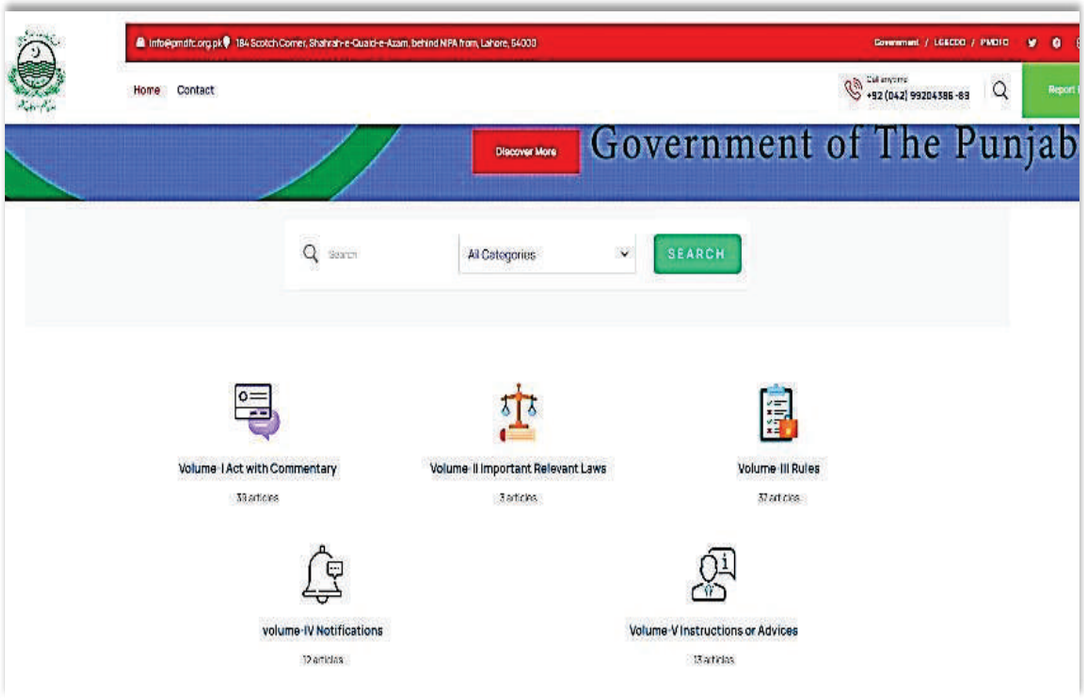
Adequate knowledge and understanding of roles, responsibilities and functions is vital for efficient local government officers and effective local government system. LG Officers/ Officials and elected representatives in the local governments often lack complete knowledge of their roles, responsibilities and functions. Due to insufficient information about updated/ amended laws, rules and other guidelines, performance of the local government officers and system is being affected adversely. One of the reasons of this lack of awareness is the unavailability of relevant laws, rules, guidelines, governments instructions and important court decisions on one platform. As these documents are scattered and difficult to be used as ready reference which cause hindrance in appropriate consultation and just decision making. https://compendium.lgpunjab.org.pk/

Punjab Municipal Development Fund Company (PMDFC) under GIZ funded Project "Support to Strengthen Local Services by Local Governments" developed a compendium of enforced local government laws, rules, bye-laws, government instructions, directions and important court decisions in order to facilitate and educate the local government officers/ officials in their roles, responsibilities and functions for more responsive local governments and effective and efficient municipal services.

## 6.2. Features of Compendium:

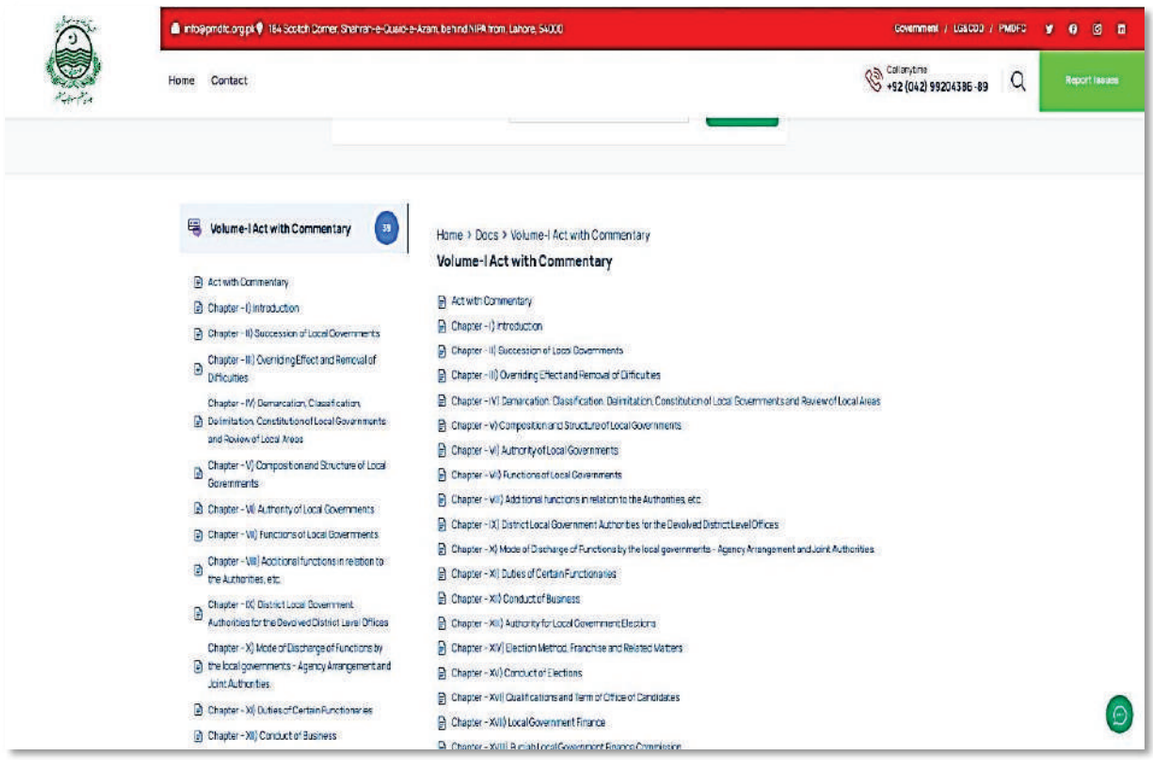
- Compendium has been digitized with option of search. Any rule, law & act can be accessed with a single click
- Complete list of leading reported court cases / judgments delivered regarding interpretation of various provisions of local government law

- Commentary on leading reported court cases to explain the scope and extent of applicability and operation of those provisions
- Compiled leading reported court cases / judgments delivered regarding interpretation of various provisions of local government law, subject-wise, along with commentary
- Developed a subject wise compendium of leading reported court / judgments delivered regarding interpretation of various provisions of local government law along with commentary




## 6.3. Benefits of Compendium

1. Availability of reported court cases / judgments delivered regarding interpretation of various provisions of local government law at a single click
2. Rules, laws and act related with local governments notified are available on one platform
3. Quick and informed decision making
4. Time Saving




## 6.4. Contents of Compendium

| Sr. No. | CONTENTS |
|---|---|
| 1. | The Punjab Local Government Act 2022 *(Act No. XXXIII of 2022).* |
| 2. | Relevant Provisions of the Constitution of the Islamic Republic of Pakistan, 1973, Relating To Local Governments. |
| 3. | Relevant Provisions of the Elections Act, 2017, Relating to Local Governments. |
| 4. | The Punjab General Clauses Act, 1956 *[W.P. Act VI of 1956]* |
| 5. | The Punjab Local Government (Election) Rules, 2022. |
| 6. | The Punjab Local Government (Delimitation of Union Councils) Rules, 2022. |
| 7. | The Punjab Demarcation, Classification and Naming of Local Areas Rules, 2019. |
| 8. | The Punjab Local Governments (Vote of No Confidence) Rules, 2018. |
| 9. | The Punjab Local Governments (Resignation) Rules, 2016. |
| 10. | The Punjab Local Governments (Conduct of Business) Rules, 2017. |
| 11. | The Punjab Union Councils (Conduct of Business) Rules, 2017. |

| | |
|---|---|
| **12.** | The Punjab District Authorities (Composition) Rules, 2016. |
| **13.** | The Punjab District Health Authorities (Conduct of Business) Rules, 2016. |
| **14.** | The Punjab District Education Authorities (Conduct of Business) Rules, 2017. |
| **15.** | The Punjab Districts Authorities (Delegation of Financial Powers) Rules, 2017. |
| **16.** | The Punjab Districts Authorities (Budget) Rules, 2017. |
| **17.** | The Punjab Districts Authorities (Accounts) Rules, 2017. |
| **18.** | The Punjab Local Governments (Appoint and Conditions) Rules, 2018. |
| **19.** | The Punjab Local Government Legal Advisors Rules, 2003. |
| **20.** | The Punjab Private Housing Scheme Rules, 2022. |
| **21.** | The Punjab Local Government Land Use Plan (Classification, Reclassification and Redevelopment) Rules, 2020. |
| **22.** | The Punjab Local Governments (Property) Rules, 2018. |
| **23.** | The Sardar Kaura Khan (Management, Supervision and Protection of Land) Rules, 2016. |
| **24.** | The Punjab Local Governments (Contract) Rules, 2017. |
| **25.** | The Punjab Local Governments (Auction of Collection of Rights) Rules, 2016. |
| **26.** | The Punjab Local Government (Works) Rules, 2017. |
| **27.** | The Punjab Local Governments (Taxation) Rules, 2016. |
| **28.** | The Punjab Local Governments (Tax on Transfer of Immovable Properties) Rules, 2016. |
| **29.** | The Punjab Local Governments (Budget) Rules, 2017 |
| **30.** | The Punjab Districts Authorities (Delegation of Financial Powers) Rules, 2017. |
| **31.** | The Punjab Districts Authorities (Budget) Rules, 2017. |
| **32.** | The Punjab Union Council (Budget) Rules, 2017 |
| **33.** | The Punjab Local Governments (Accounts) Rules, 2017. |
| **34.** | The Punjab Districts Authorities (Accounts) Rules, 2017. |
| **35.** | The Punjab Union Councils (Accounts) Rules, 2017. |
| **36.** | The Punjab Local Government Commission (Conduct of Business) Rules, 2003. |
| **37.** | The Punjab Finance Commission (Terms & Conditions of Professional Members) Rules, 2016. |
| **38.** | The Punjab Local Government Musalihat Anjuman (Constitution and Functions |

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| | Rules), 2006. |
| **39.** | The Punjab Local Government (Citizen Community Boards) Rules, 2003. |
| **40.** | The Punjab Local Government (Registration of Births and Deaths) Rules, 2021. |
| **41.** | The Punjab Local Governments (Appeals) Rules, 2017. |
| **42.** | The Punjab Local Governments (Fee for Licensing of Professions and Vocations) Rules, 2017. |
| **43.** | Notification No. SOR(LG)1-11/2019, dated 22.02.2023 regarding "PLGA 2022 (XXXIII of 2022) Held in abeyance". |
| **44.** | Order No. SOR(LG)1-122/2023 dated 19.01.2023 regarding "Name of Succeeding Local Governments Under PLGA 2022". |
| **45.** | Notification No. SOR(LG)1-11-2019 dated 17.01.2023 regarding "Appointment of Officers as Administrators under PLGA, 2022". |
| **46.** | Notification No. SOR(LG)6-15/2019 dated 03.01.2023 *[Published in the Official Gazette on 04.01.2023]* regarding "Inclusion of Mouza Saidoanna in local area of Metropolitan Corporation Sargodha". |
| **47.** | Notification No. SOR(LG)1-16/2022 dated 15.12.2022 - Corrigendum - regarding "Seats of Councilors on General and general and Reserved Seats of Metropolitan Corporations and District Councils". |
| **48.** | Notification No. SOR(LG)1-16/2022 dated 18.11.2022 regarding "Seats of Councilors on General and general and Reserved Seats of Metropolitan Corporations and District Councils". |
| **49.** | Notification No. SOR(LG)1-16/2022 dated 15.12.2022 - Corrigendum - regarding "Seats of Councilors on General and general and Reserved Seats of Metropolitan Corporations and District Councils". |
| **50.** | Notification No. SOR(LG)1-16/2022 dated 18.11.2022 regarding "Seats of Councilors on General and general and Reserved Seats of Metropolitan Corporations and District Councils". |
| **51.** | -13/2016 dated 19.04.2018 *[Published in the Official Gazette on 25.04.2018]* regarding "Punjab Union Councils (Conduct of Business) Rules 2017". |

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| **52.** | Notification No. SOR(LG)39-7/2017 dated 16.03.2017 regarding "Honorarium Notification for Local Government Elected Heads and Members Under PLGA, 2013". |
| **53.** | Letter No. SO(MC-DEV)New Local Govt.)LG/9-2/2015 dated 16.03.2017 regarding "Payment of Pension and Salaries to the Employees of Local Governments". |
| **54.** | Notification No. SO.E&A(LG)MSG/2019 dated 16.03.2020 regarding "Important Instructions to Prevent the Spread of Corona (COVID-19)". |
| **55.** | Notification No. SO-ADMN-II(LG)4-98/2007 dated 18.05.2016 regarding "Issues Related to Recruitment of Sanitary Workers in the City District Governments and Tehsil/Town Municipal Administrations in the Punjab". |
| **56.** | Notification No. SOTAX(LG)5-39/05 dated 01.07.2015 regarding "Litigation Against Local Governments". |
| **57.** | Notification No. SO-LAW(LG)2-10/2011-Misc dated 02.12.2015 regarding "Appointment of Legal Advisors and Private Counsel". |
| **58.** | Notification No. SOR(LG)8-18/20202 dated 03.01.2023 *[Published in the Official Gazette on 04.01.2023]* regarding "Amendment in Punjab Local Government Land Use Plan(Classification, Reclassification and Redevelopment) Rules, 2020". |
| **59.** | Notification No. SO.R(LG)38-18/2009-P dated 23.09.2015 regarding "Punjab Land Use (Classification, Reclassification and Redevelopment) Rules, 2009. |
| **60.** | Notification No. SO Estate(LG)2-8/2008(Attock) dated 10.06.2015 regarding "Affairs of Private Housing Schemes, Action Against Illegal Housing Schemes". |
| **61.** | Notification regarding "Conversion of Guest/Rest Houses into Resorts Belong to Local Governments in the Punjab". |
| **62.** | Letter No. SO.ADMN.III(LG)MISC/2015(P)* dated 24.08.2017 regarding "Hiring of Janitorial Staff". |
| **63.** | Notification No. AO.Dev.(LG)9-2/2016 WMCs(P-V) dated 25.10.2017 regarding "Imposition of Restriction Under Section 144 CPC, 1898 Against Burning Solid Waste and Hazardous Materials". |
| **64.** | Notification No. SOTAX(LG)5-81/2014 dated 13.03.2019 regarding "Unauthorized Charging of Parking/Adda Fee". |

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| **65.** | Notification No. SOR(LG)38-22/2017 dated 17.03.2022 *[Published in the Official Gazette on 18.03.2022]* regarding "Amendments in the West Pakistan Rules Under the Muslim Family Laws, Ordinance, 1961". |
| **66.** | Notification No. SOR(LG)8-3/2022 dated 17.02.2022 *[Published in the Official Gazette on 21.02.2022]* regarding "ADLGs of concerned Tehsil as Chairman Arbitration Council". |
| **67.** | Letter No. SO.IV(LG)1-10/2002, Govt. of the Punjab, LG&RD Department dated 21.07.2004 regarding "Matters Pertaining to Pension of the Employees Government/Erstwhile Local Councils". |
| **68.** | Letter No. SO.IV(LG) 1-10/2002, Govt. of the Punjab, LG&RD Department dated 03.01.2004 regarding "Consolidation of Pension Contribution etc., by Employees of Defunct Corporations / Zila Councils and Transferred to District Government Fund". |
| **69.** | Letter No. SO-1V(LG)1-10/2002, Govt. of the Punjab, LG&RD Department dated 15.03.2003 regarding "Matters Pertaining to Pension of the Employees Government / Erstwhile Local Councils". |
| **70.** | Notification No. SO-IV(LG) 1-10/2002, Govt. of the Punjab, LG&RD Department dated 23.10.2002 regarding "Procedure for Discharge of Pensionary Liabilities of the Retired/Retiring Employees of the Erstwhile Zila Councils/Metropolitan Corporation, Lahore out of their Existing Pension Fund being Maintained as Local Fund". |
| **71.** | Letter No. SO.IV(LG) 1-10/2003, Govt. of the Punjab, LG&RD Department dated 05.01.2004 regarding "Promotions in New Local Government System". |
| **72.** | Letter No. SO.V(LG) 5-26/2001, Govt. of the Punjab, LG&RD Department dated 27.12.2003 regarding "Advice about Disciplinary Action Against the Employees of (Defunct) Local Councils Governed under the Punjab Local Councils Servants (Service) Rules, 1997". |
| **73.** | Letter No. SO-III(LG)2-26/2000, Govt. of the Punjab, LG&RD Department dated 25.03.2003 regarding "Unauthorized Construction on the State Land". |
| **74.** | Letter No. SOTAX (LG) 4-1/2017, Govt. of the Punjab, LG&CD Department dated 21.03.2017 regarding "Maintenance of General Bus Stand Maintained by MCs". |

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| **75.** | Letter No.SO.VI(LG)5-5/2002, Govt. of the Punjab, LG&RD Department dated 23.08.2002 regarding "Holding of Cattle Mandis / Markets". |
| **76.** | Letter No. SOTAX (LG) 2-7/2020, Govt. of the Punjab, LG&CD Department dated 05.10.2020 regarding "Request for Relief in Deferment of Monthly Installments Regarding Contract of General Bus Stand / Rickshaw Parking / Chingchi Parking / Slaughter House/Advertisement Fee of F.Y 2019-20 on Account of Covid-19". |
| **77.** | Letter No. SOTAX (LG) 2-25/2019, Govt. of the Punjab, LG&CD Department dated 17.10.2019 regarding "(i) Overcharging of Adda Fee by Contractors and various Local Governments RTAs; and (ii) Inquiry into Extortion of Money by Secretary RTA, Traffic Police and various Groups at Bus Stands/Goods Adda in D.G Khan Division (Special Branch)". |
| **78.** | Letter No. SOTAX (LG) 2-4/2017, Govt. of the Punjab, LG&CD Department dated 15.05.2017 regarding "Registration of Contractors under Punjab Local Government (Auctioning of Collection Rights) 2016". |
| **79.** | Letter No. SOTAX (LG) 1-15/01(Pasrur), Govt. of the Punjab, LG&CD Department dated 19.02.2018 regarding "Provision of Drinkable Water, Waste Water Treatment, Solid Waste Collection and Disposal Services". |
| **80.** | Letter No. SOTAX (LG) 2-25/2019, Govt. of the Punjab, LG&CD Department dated 17.10.2019 regarding "(i) Overcharging of Adda Fee by Contractors and various Local Governments RTAs; and (ii) Inquiry into Extortion of Money by Secretary RTA, Traffic Police and various Groups at Bus Stands/Goods Adda in D.G Khan Division (Special Branch)". |
| **81.** | Letter No. SOTAX (LG) 2-19/2018(Vol-I), Govt. of the Punjab, LG&CD Department dated 17.08.2023 regarding "Appointment of Board of Revenue (Bor) and Punjab Land Records Authority (PLRA) as Agencies for Collection of Tax on Transfer of Immovable Property (TTIP) on Behalf of Local Governments of the Punjab". |
| **82.** | Letter No. SOTAX (LG) 2-19/2018, Govt. of the Punjab, LG&CD Department dated 21.07.2023 regarding "Appointment of Board of Revenue (BOR) and Punjab Land Records Authority (PLRA) as Agencies for Collection of Tax on |

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| | Transfer of Immovable Property (TTIP) on Behalf of Local Governments of the Punjab". |
| **83.** | Letter No. SOTAX (LG) 5-75/2021, Govt. of the Punjab, LG&CD Department dated 23.05.2022 regarding "Compliance of Order passed in Writ Petition No.34149/2021 Titled "Total Parco Pakistan Limited vs., Province of Punjab etc. - Sign Board/ Signage in compliance with the Companies Act and SBP Policy – Levy of Advertisement Fee under Clause 7(2) of Advertisement Model Bye-Laws on the Banks, Petrol Pumps etc., Which Have Installed Boards Over and Above the Size of 30 Sq.ft.". |
| **84.** | Letter No. SOTAX (LG) 5-75/2021, Govt. of the Punjab, LG&CD Department dated 04.03.2022 regarding "Compliance of Order passed in Writ Petition No.34149/2021 Titled "Total Parco Pakistan Limited Vs., Province of Punjab etc. - Sign Board/ Signage in compliance with the Companies Act and SBP Policy - Liability to Pay the Scheduled Advertisement Fee Notified by the Local Government Concerned". |
| **85.** | Letter No. SOTAX (LG) 2-21/2019, Govt. of the Punjab, LG&CD Department dated 17.11.2021 regarding "Guidelines / Instructions Regarding Issues Relating to Collection of Advertisement Tax Amongst the Contractors of Local Governments in the Punjab and Vendors of National and Multinational Companies". |
| **86.** | Letter No. SOTAX (LG) 5-75/2021, Govt. of the Punjab, LG&CD Department dated 09.11.2021 regarding "Compliance of Order passed in Writ Petition No.34149/2021 Titled "Total Parco Pakistan Limited Vs. Province of Punjab etc, - Sign Board/ Signage in compliance with the Companies Act and SBP Policy". |
| **87.** | Letter No. SOTAX (LG) 1-46/2008 (MC Dunyapur), Govt. of the Punjab, LG&CD Department dated 30.08.2021 regarding "Advertisement Tax on Wall Painting / Chalking". |
| **88.** | Letter No. SOTAX (LG) 1-1/17(MCL), Govt. of the Punjab, LG&CD Department dated 01.07.2021 regarding "Approval / Gazette Notification of Taxation Proposals of all Local Governments in the Punjab". |
| **89.** | Letter No. SOTAX (LG) 2-21/2019, Govt. of the Punjab, LG&CD Department dated 09.03.2020 regarding "Guidelines/Instructions Regarding Issues Relating |

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| | to Collection of Advertisement Tax Amongst the Contractors of Local Governments in the Punjab and Vendors of National and Multi-National Companies". |
| **90.** | Letter No. SOTAX (LG) 2-21/2019, Govt. of the Punjab, LG&CD Department dated 31.12.2019 regarding "Guidelines/Instructions Regarding Issues Relating to Collection of Advertisement Tax Amongst the Contractors of Local Governments in the Punjab and Vendors of National and Multi-National Companies". |
| **91.** | Letter No. SOTAX (LG) 5-81/2014, Govt. of the Punjab, LG&CD Department dated 13.03.2019 regarding "Unauthorized Charging of Parking / Adda Fee". |
| **92.** | Letter No. SOTAX (LG) 2-1/2017, Govt. of the Punjab, LG&CD Department dated 15.01.2018 regarding "Waiver of Taxes on Establishment of Facilitation and Booths by Telenor Pakistan". |
| **93.** | Letter No. SOTAX (LG) 2-22/07 (P-I), Govt. of the Punjab, LG&CD Department dated 17.08.2017 regarding "Declaration of Rating Areas". |
| **94.** | Letter No. SOTAX (LG) 2-22/07, Govt. of the Punjab, LG&CD Department dated 17.08.2017 regarding "Declaration of Rating Areas". |
| **95.** | Letter No. SOTAX (LG) 2-61/97-D, Govt. of the Punjab, LG&CD Department dated 09.03.2015 regarding "Exemption of Tax against Van/Kiosk Activity". |
| **96.** | Letter No. SOTAX (LG) 2-61/97-D-III, Govt. of the Punjab, LG&CD Department dated 19.01.2015 regarding "Charging of Advertisement Fee on the Vehicles Having Logo of The Company". |
| **97.** | Letter No. SOTAX (LG) 2-61/97-D, Govt. of the Punjab, LG&CD Department dated 26.03.2014 regarding "Charging of Advertisement Fee on the Vehicles Having Logo of The Company". |
| **98.** | Letter No. SOTAX (LG) 2-22/2007(P), Govt. of the Punjab, LG&CD Department dated 30.11.2011 regarding "Expanding Base of Property Tax". |
| **99.** | Letter No. SOTAX (LG) 2-46/2008(PI), Govt. of the Punjab, LG&CD Department dated 20.02.2011 regarding "Collection of Tax on Transfer of Immovable Property Tax by TMAs" |
| **100.** | Letter No. SOTAX (LG) 2-46/08(P), Govt. of the Punjab, LG&CD Department dated 30.06.2010 regarding "Collecting Tax on Transfer of Immovable Property |

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| | through Departmental Mode Instead of Auctioning the Collection Rights, 2010-11". |
| **101.** | Letter No. SOTAX (LG) 2-42/2008, Govt. of the Punjab, LG&CD Department dated 11.05.2009 regarding "Exemption of Municipal, Taxes on 'Rickshaw Tongas and Carts'". |
| **102.** | Letter No. SOTAX (LG) 2-45/2008, Govt. of the Punjab, LG&CD Department dated 19.09.2008 regarding "Abolition of Tehbazari Fee". |
| **103.** | Letter No. SOTAX (LG) 2-61/97-D, Govt. of the Punjab, LG&CD Department dated 12.03.2007 regarding "Charging of Advertisement Fee on The Vehicles Having Logo of the Company" |
| **104.** | Letter No. SO.TAX (LG) 1-18/01-T.T.Singh, Govt. of the Punjab, LG&RD Department dated 13.11.2004 regarding "Levy of Illegal Tax in the Name of Road Service Charges by TMAs". |
| **105.** | Letter No. SO.D-II(LG)14-10/2003, Govt. of the Punjab, LG&RD Department dated 05.11.2004 regarding "Construction of Water Courses by Citizen Community Boards". |
| **106.** | Letter No. SO.D-II(LG) 14-10/2003, Govt. of the Punjab, LG&RD Department dated 12.10.2004 regarding "Establishment of C.C.Bs". |
| **107.** | Letter No. SO-D-II(LG)14-10/2003, Govt. of the Punjab, LG&RD Department dated 22.09.2004 regarding "Citizen Community Boards -- Electrification". |
| **108.** | Letter No. SO-D-II(LG)14-10/2003, Govt. of the Punjab, LG&RD Department dated 13.07.2004 regarding "Establishment of Citizen Community Boards-Exemption for District Attock". |
| **109.** | Letter No. SO.(D-II)(LG)14-10/2003, Govt. of the Punjab, LG&RD Department dated 07.07.2004 regarding "Processing of Project Proposal of the Citizen Community Board". |
| **110.** | Letter No. SO.D-II(LG)14-10/-2003, Govt. of the Punjab, LG&RD Department dated 26.06.2004 regarding: "(i) Purchase of Medicines Under CCB Rules; and (ii) Financing of Development Projects Under CCB". |
| **111.** | Letter No. SO.IV(LG)14-10/2003-C.C.B., Govt. of the Punjab, LG&RD Department dated 23.12.2003 regarding "Execution of CCB Project for the |

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| | Provision of Sui Gas". |
| **112.** | Letter No. SOTAX (LG) 2-53/08, Govt. of the Punjab, LG&CD Department dated 08.06.2012 regarding "Fee for Registration of Births, Deaths, Marriages and Divorces at Union Council Level". |
| **113.** | Letter No. SO-D-II(LG) 5-23/04, Govt. of the Punjab, LG&RD Department dated 02.10.2004 regarding "Establishment and Maintenance of Burial Places". |
| **114.** | Letter No. SO-Admn-II(LG)1-37/2003, Govt. of the Punjab, LG&RD Department dated 15.01.2005 regarding "Enhancement of Sum Assured in Respect of Group Term Insurance Scheme and Rates of Deduction". |
| **115.** | Commentary and important court decisions |

# 7. IT Dashboard Developed for LG&CD Department

## 7.1.COVID-19 Dashboard

PMDFC developed central dashboard for controlling and monitoring of COVID-19 related activities across the Punjab. This dashboard helped the LG&CD Department to identify badly affected areas and impact of COVID-19 Pandemic across the Punjab.

**Dashboard Features**

- Areas where disinfections were made
- Quarantine Facilities available in a particular local government
- Carpets removal activities
- Management of Burial Teams in local government
- Enforcement of SOPs while burial of Corona affected dead bodies
- Particulars of deceased persons
- Download section containing all date wise relevant orders, notifications, SOPs and instructions issued by Health Department, Local Government and Community Development Department, Services and General Administration Department and other Competent Authorities

**Image Viewer**

An android App was developed to identify and tag various affected areas, red zones, lock downs and geo-tagged imagery of disinfection activities, enforcement of social distancing and following of SOPs of Covid-19 issued by competent authorities

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**Reports**

| Title | Description |
|---|---|
| **Disinfections** | No. Of places disinfected in a particular time period, such data is available LG wise, District Wise and Division Wise |
| **Burial Teams** | LG wise details of Teams constituted for burial of dead bodies |
| **Inventory** | Lg wise availability of face masks, N95 masks, gloves and body kits |
| **Summary Reports** | Division wise, District wise, LG wise and Waste Management Companies wise summary reports |

## 7.2.Clean & Green Punjab Campaign (CGPC)

A dedicated dashboard was developed for monitoring Clean & Green Punjab Campaign (CGPC), following seven pillars of CGPC were developed.

- Safe Drinking Water
- Solid Waste Management
- Liquid Waste Management
- Hygiene
- Tree Plantation
- City Beautification
- Community Participation

Every Pillar was evaluated with various indicators and a healthy competition was developed among LGs to get itself in top ranking

## Connecting Local Governments – Dashboard

to gather various type of

s the Punjab

ped a central dashboard for LG&CDD that

a secure

Eid-ul-Adha, Encroachment

-to-day needs of data by the LG&CD Department and other stakeholders.

Financials health of LGs

Municipal Services data like Manholes, Street lights, delisting of Drains, Filtration Plants,

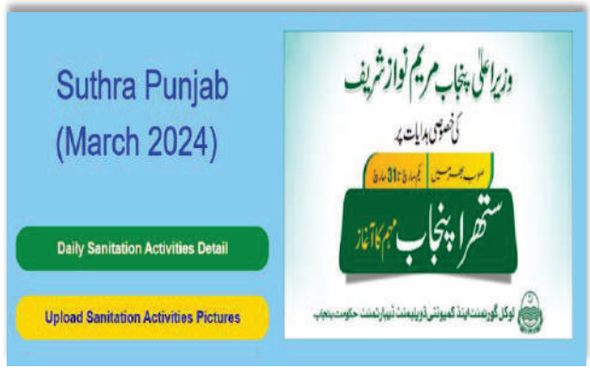
- Controlling of Stray Dogs
- Tree Plantation
- Graveyards Details
- Municipal Vehicles

**Reports:**

Various Division wise, District Wise and LG Wise summary reports, data analysis reports, Data Listings and data entry status reports are available with relevant Tabs / Proformas

## 7.4.Sanitation Campaigns

Various Sanitation related campaigns are part of this dashboard and sanitation related activities are recorded against various indicators on daily basis by the LGs and attached Companies. Before and After Pictures of activities are also the part of this campaigns. Upon completion of such campaigns, LG and Waste management Companies are ranked based on the data of various indicators.



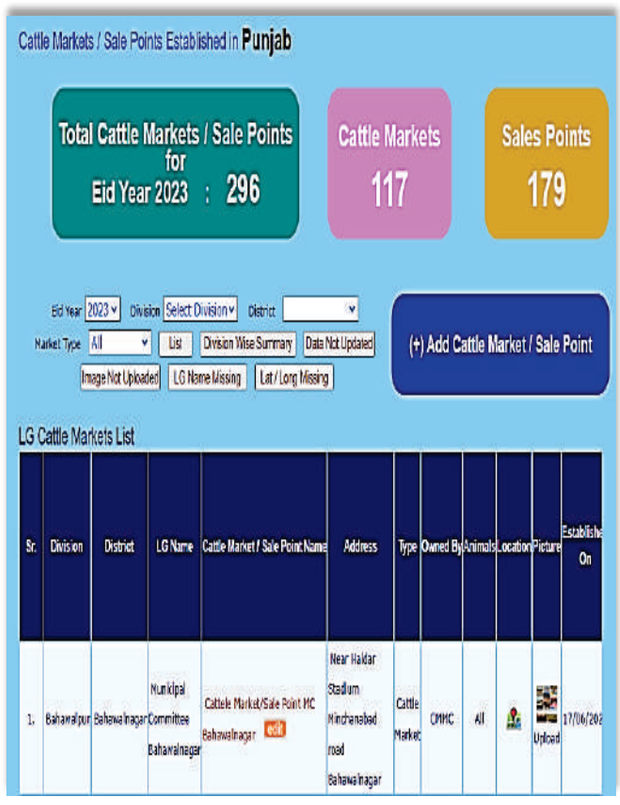

## 7.5.Dengue Campaigns

Dengue Campaigns are one of seasonal campaigns that local governments are going to perform activities to address the Dengue Control. Various indicators related to cleanliness, removal of water storages, cleaning of Junkyards, door to door inspections, cleanliness of public places, graveyards, warehouses and other related activities along with pictures are uploaded on dashboard

## 7.6.Eid-ul-Adha Activities Dashboard

A well appreciated part of LG&CDD Dashboard is the Eid-Ul-Adha dashboard. Every year, LG&CDD establishes a control room to monitor

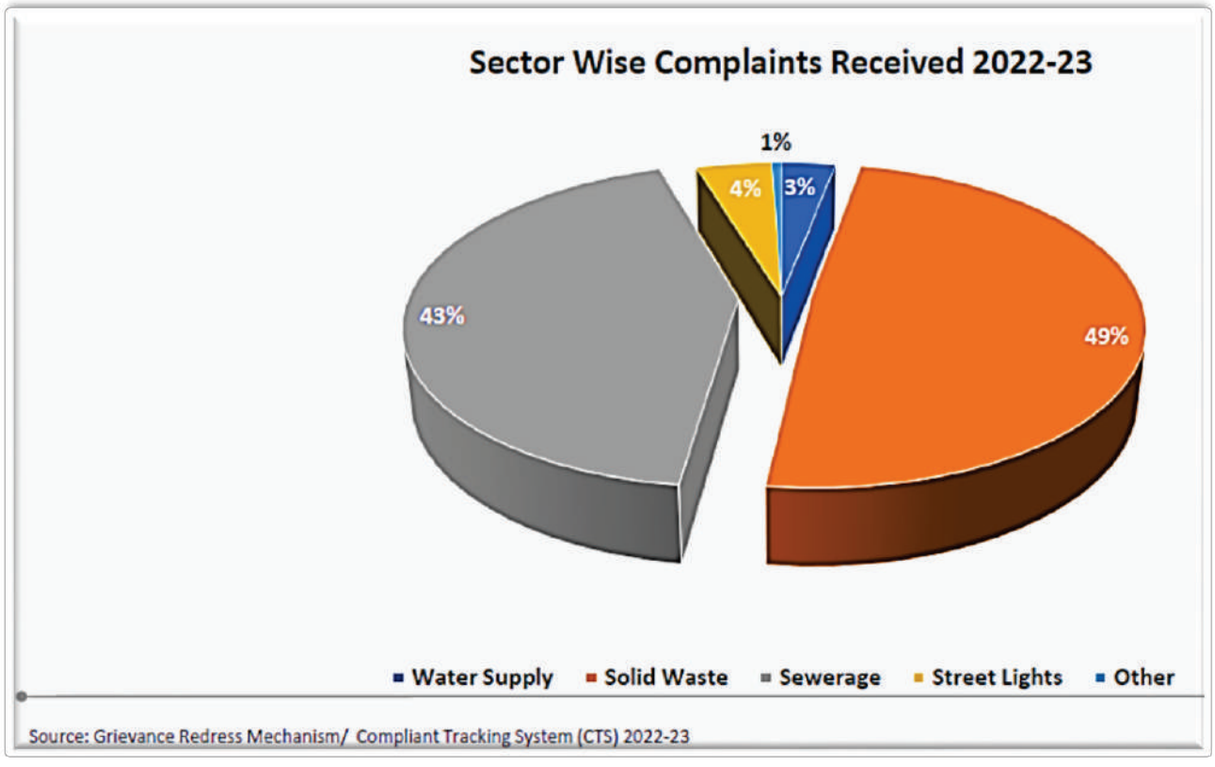
the control of sanitation activities before, during and after Eid days. This particular dashboard provides the details of Cattle Markets established in Punjab along with their geo tagged location and pictures. This also indicates that what kind of arrangements and services are available in a particular cattle market.

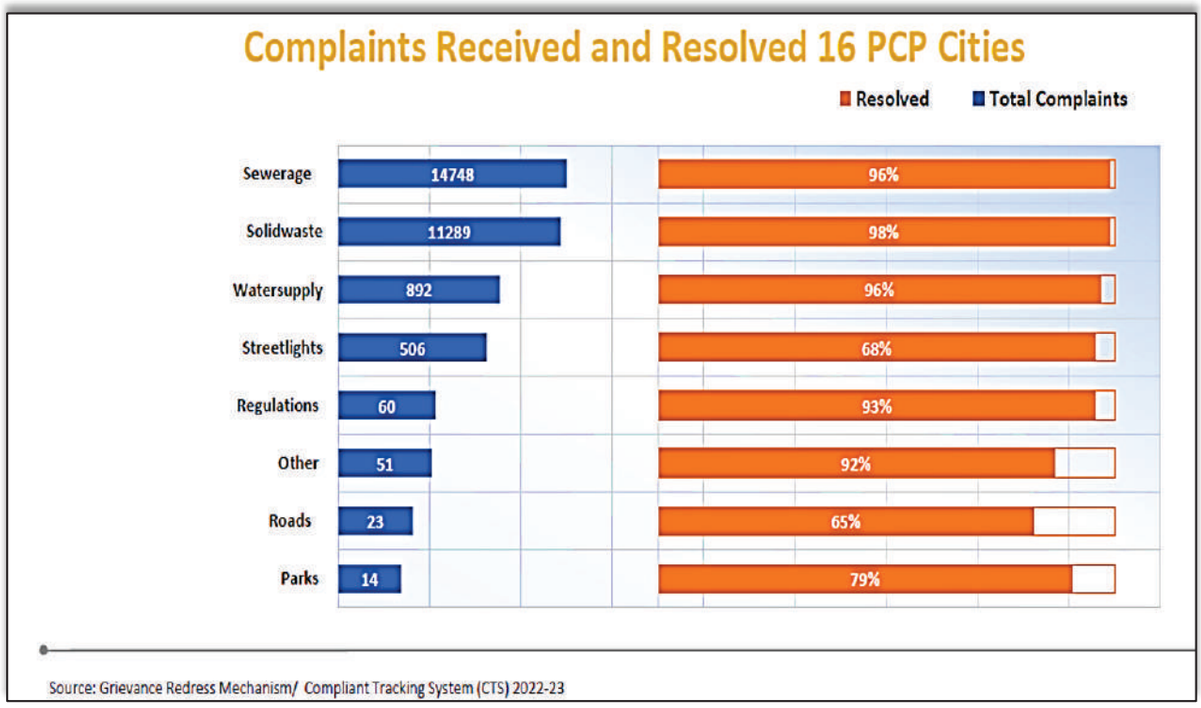


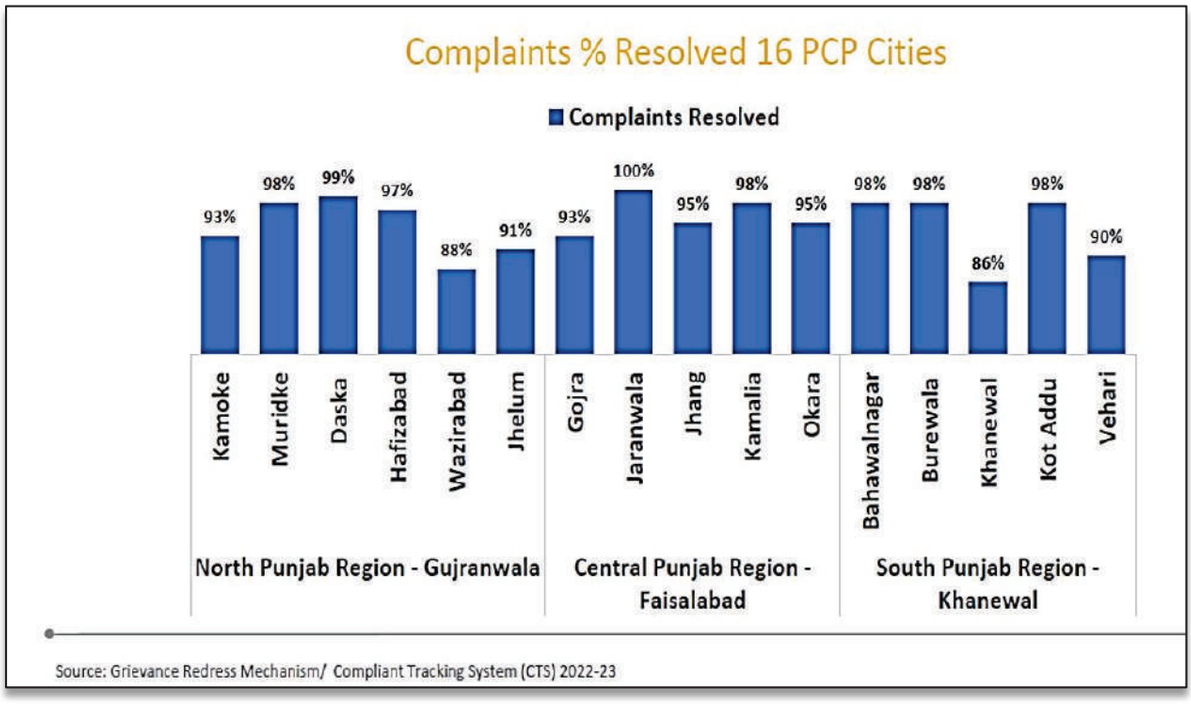

For better quality control, surprise inspections are made by the government officers / officials of various government departments and these inspections details are uploaded onto dashboard to check the quality of services and management of field staff, doctors, security arrangements and sanitation conditions. Android App has also been provided to make inspections and upload pictures. Eid Contingency Plans are managed on dashboard and before, during and after Eid days activities are recorded. Data is uploaded to dashboard by the field staff and various analysis and presentations are carried out in main control room at Punjab Local Government Board, Lahore.

## Annexures

### A. GRM Reports & Data Analysis





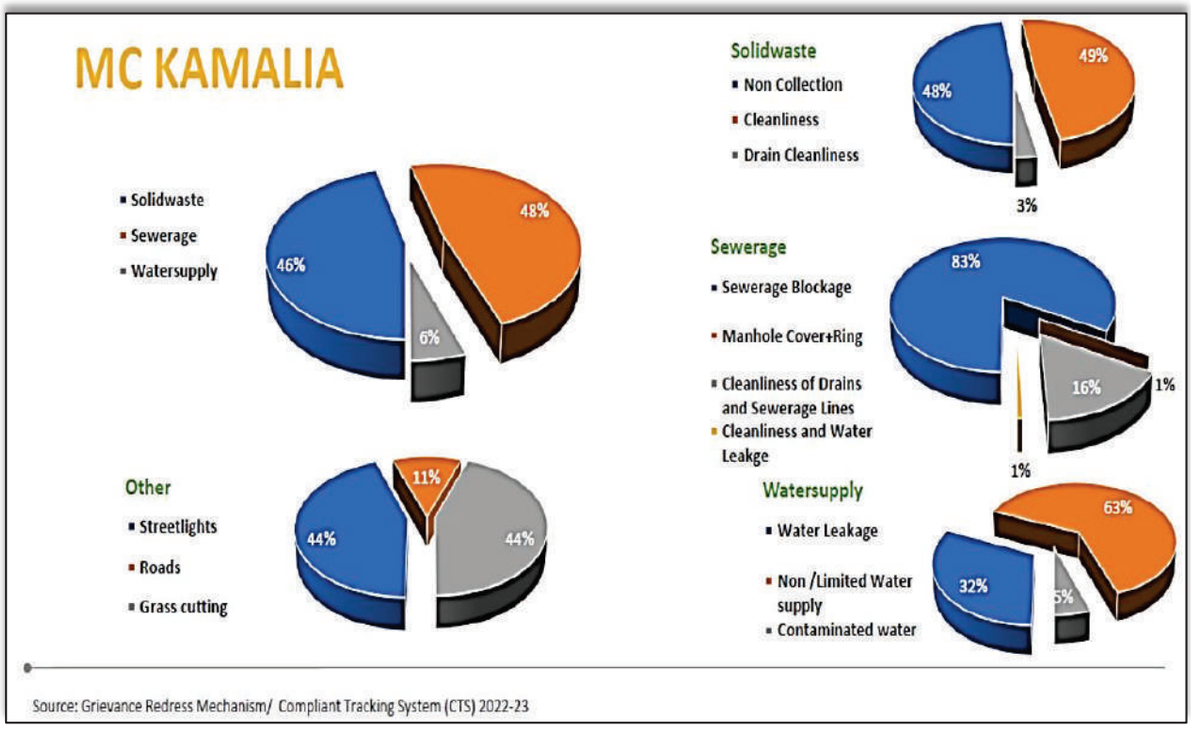

Source: Grievance Redress Mechanism/ Compliant Tracking System (CTS) 2022-23

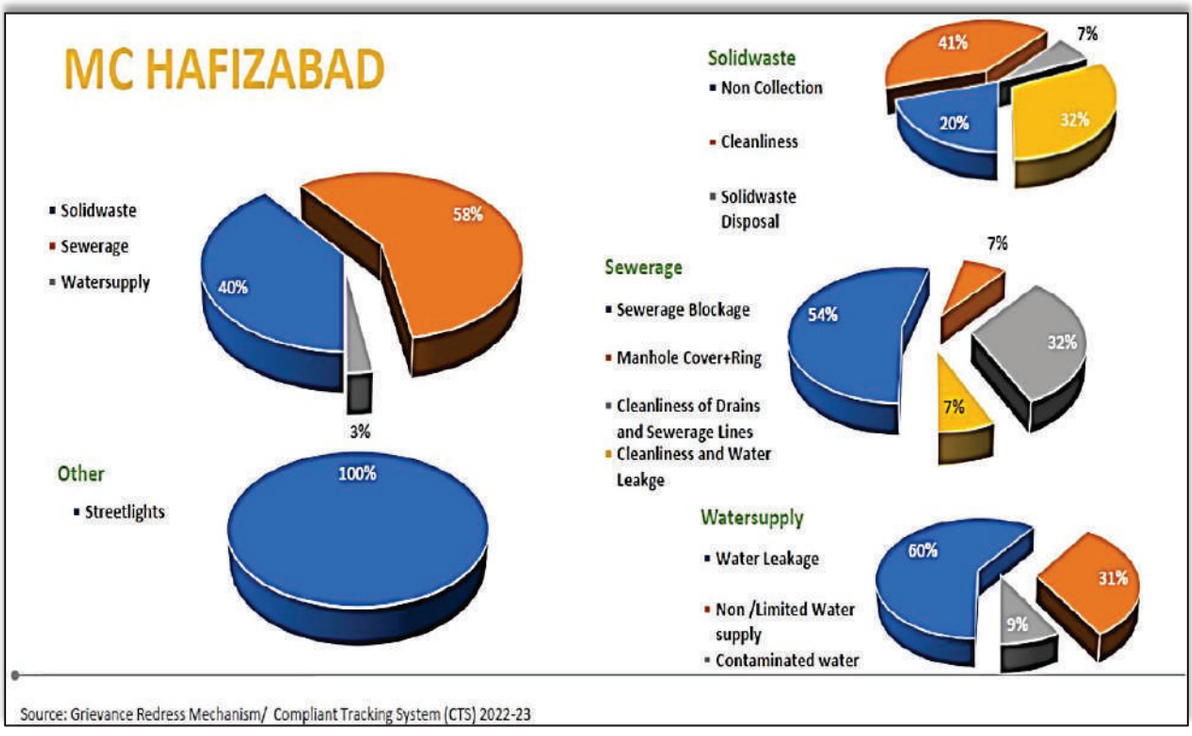
## Monthly Complaint Summary Sector Wise

MONTHLY SECTOR WISE COMPLAINTS SUMMARY (JAN,2023 - OCT,2023)

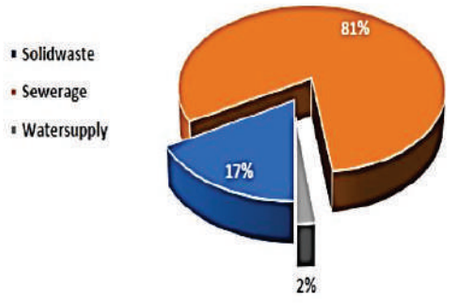
| Sr. No. | local government | Water Supply | | | Solid Waste | | | Sewerage | | | Street Lights | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Received | Resolved | Resolved % | Received | Resolved | Resolved % | Received | Resolved | Resolved % | Received | Resolved | Resolved % |
| 1 | Bahawalnagar | 9 | 9 | 100% | 321 | 319 | 99% | 725 | 714 | 98% | 2 | 2 | 100% |
| 2 | Burewala | 3 | 2 | 66% | 27 | 27 | 100% | 130 | 128 | 98% | 1 | 1 | 100% |
| 3 | Daska | 11 | 11 | 100% | 287 | 287 | 100% | 388 | 386 | 99% | 1 | 1 | 100% |
| 4 | Gojra | 67 | 57 | 85% | 2982 | 2885 | 96% | 396 | 370 | 93% | 1 | 1 | 100% |
| 5 | Hafizabad | 48 | 46 | 95% | 590 | 577 | 97% | 912 | 889 | 97% | 2 | 2 | 100% |
| 6 | Jaranwala | 12 | 11 | 91% | 40 | 40 | 100% | 177 | 177 | 100% | 2 | 1 | 50% |
| 7 | Jhang | 3 | 3 | 100% | 481 | 466 | 96% | 869 | 828 | 95% | 83 | 76 | 91% |
| 8 | Jhelum | 25 | 23 | 92% | 341 | 307 | 90% | 116 | 106 | 91% | - | - | - |
| 9 | Kamalia | 12 | 12 | 100% | 180 | 178 | 98% | 270 | 267 | 98% | 4 | 4 | 100% |
| 10 | Kamoke | 5 | 5 | 100% | 200 | 200 | 100% | 104 | 97 | 93% | - | - | - |
| 11 | Khanewal | 26 | 20 | 76% | 335 | 305 | 91% | 662 | 572 | 86% | 16 | 13 | 81% |
| 12 | Kot Addu | 2 | 2 | 100% | 257 | 252 | 98% | 80 | 79 | 98% | 4 | 4 | 100% |
| 13 | Muridke | 13 | 13 | 100% | 22 | 22 | 100% | 96 | 95 | 98% | 2 | 2 | 100% |
| 14 | Okara | 8 | 5 | 62% | 16 | 14 | 87% | 144 | 137 | 95% | 7 | 2 | 28% |
| 15 | Vehari | 25 | 17 | 68% | 71 | 67 | 94% | 436 | 393 | 90% | 330 | 286 | 86% |
| 16 | Wazirabad | 103 | 95 | 92% | 113 | 95 | 84% | 179 | 159 | 88% | 28 | 22 | 78% |
| | Total | 372 | 331 | 88.97% | 6263 | 6041 | 96.45% | 5684 | 5397 | 94.95% | 483 | 417 | 86.33% |

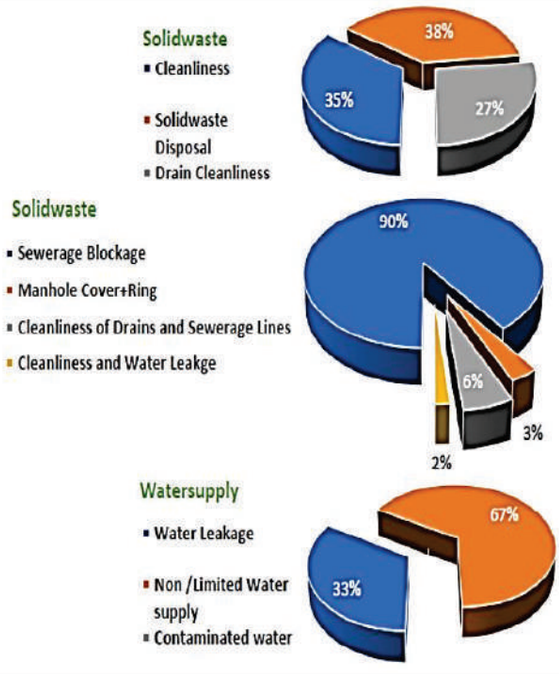
Source: Grievance Redress Mechanism/ Compliant Tracking System (CTS) 2022-23


MC KAMALIA
Solidwaste
Sewerage
Watersupply
46%
48%
6%
Other
Streetlights
Roads
Grass cutting
44%
11%
44%
Solidwaste
Non Collection
Cleanliness
Drain Cleanliness
48%
49%
3%
Sewerage
Sewerage Blockage
Manhole Cover+Ring
Cleanliness of Drains and Sewerage Lines
Cleanliness and Water Leakge
83%
16%
1%
1%
Watersupply
Water Leakage
Non /Limited Water supply
Contaminated water
32%
63%
5%
Source: Grievance Redress Mechanism/ Compliant Tracking System (CTS) 2022-23


MC HAFIZABAD
Solidwaste
Sewerage
Watersupply
40%
58%
3%
Other
Streetlights
100%
Solidwaste
Non Collection
Cleanliness
Solidwaste Disposal
41%
7%
20%
32%
Sewerage
Sewerage Blockage
Manhole Cover+Ring
Cleanliness of Drains and Sewerage Lines
Cleanliness and Water Leakge
7%
54%
32%
7%
Watersupply
Water Leakage
Non /Limited Water supply
Contaminated water
60%
31%
9%
Source: Grievance Redress Mechanism/ Compliant Tracking System (CTS) 2022-23

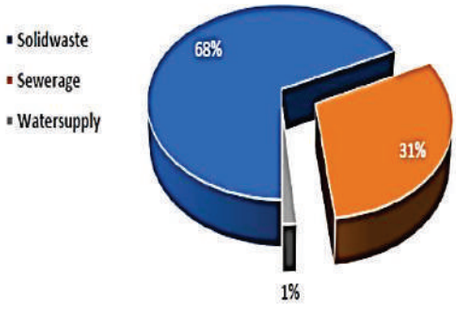
# MC Burewala

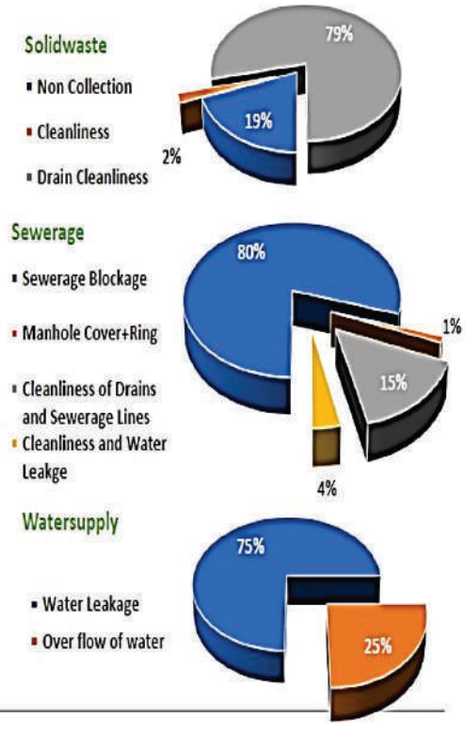



Source: Grievance Redress Mechanism/ Compliant Tracking System (CTS) 2022-23

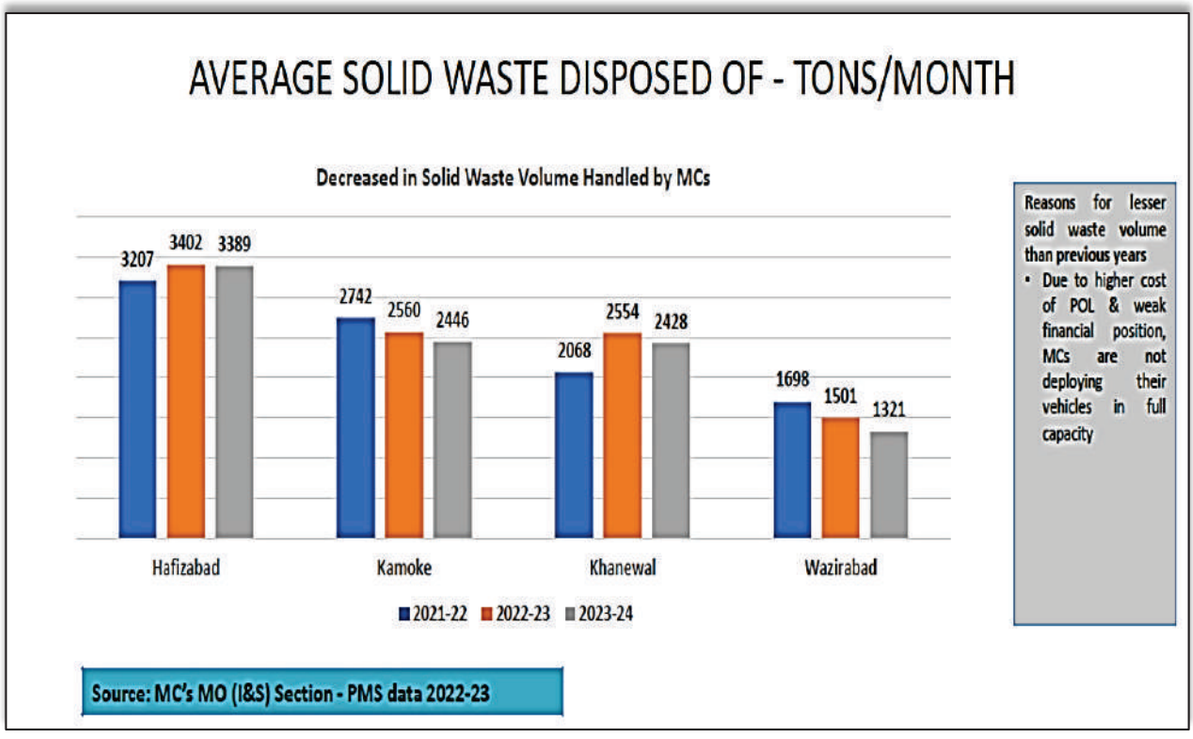
# MC KAMOKE

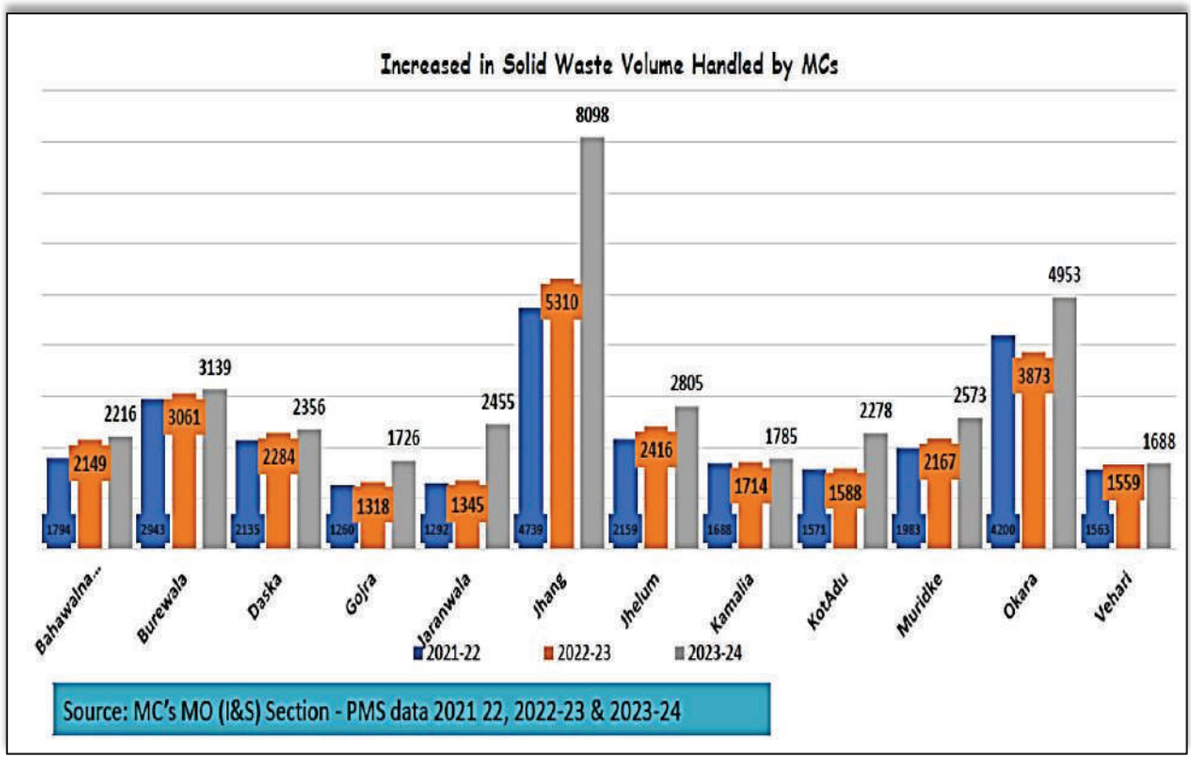


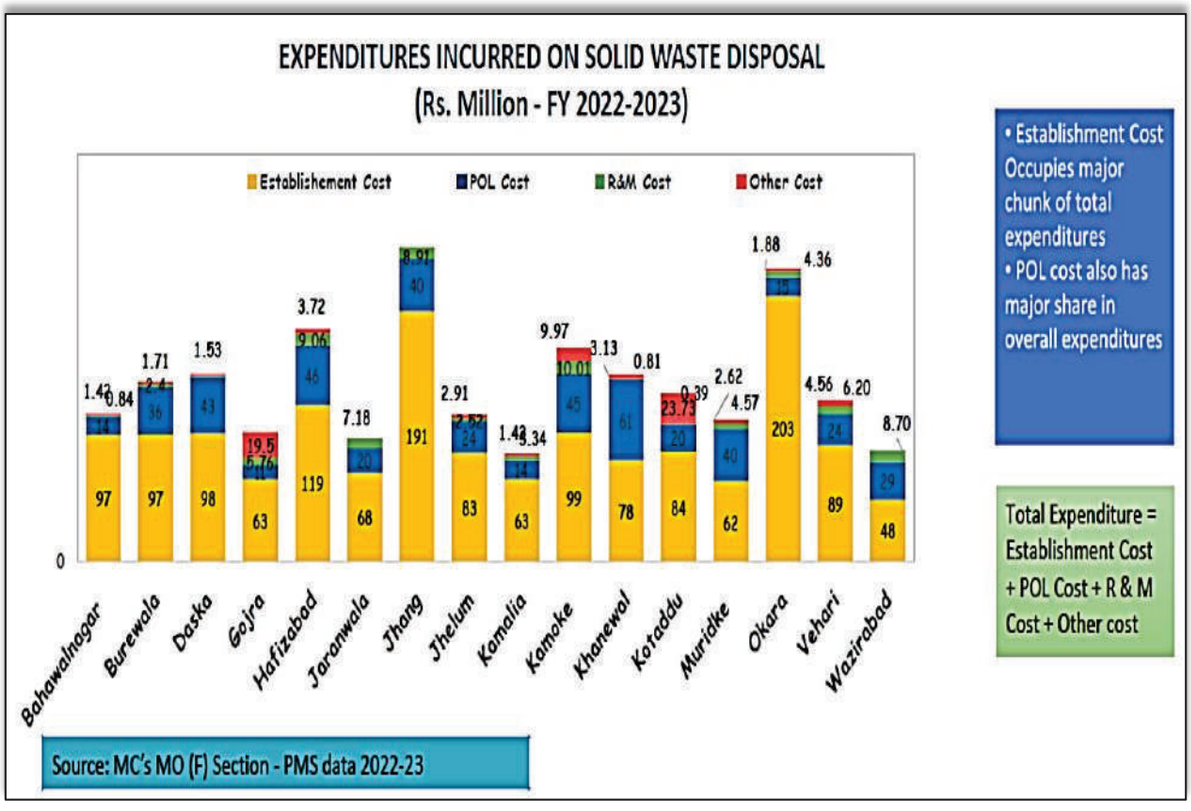



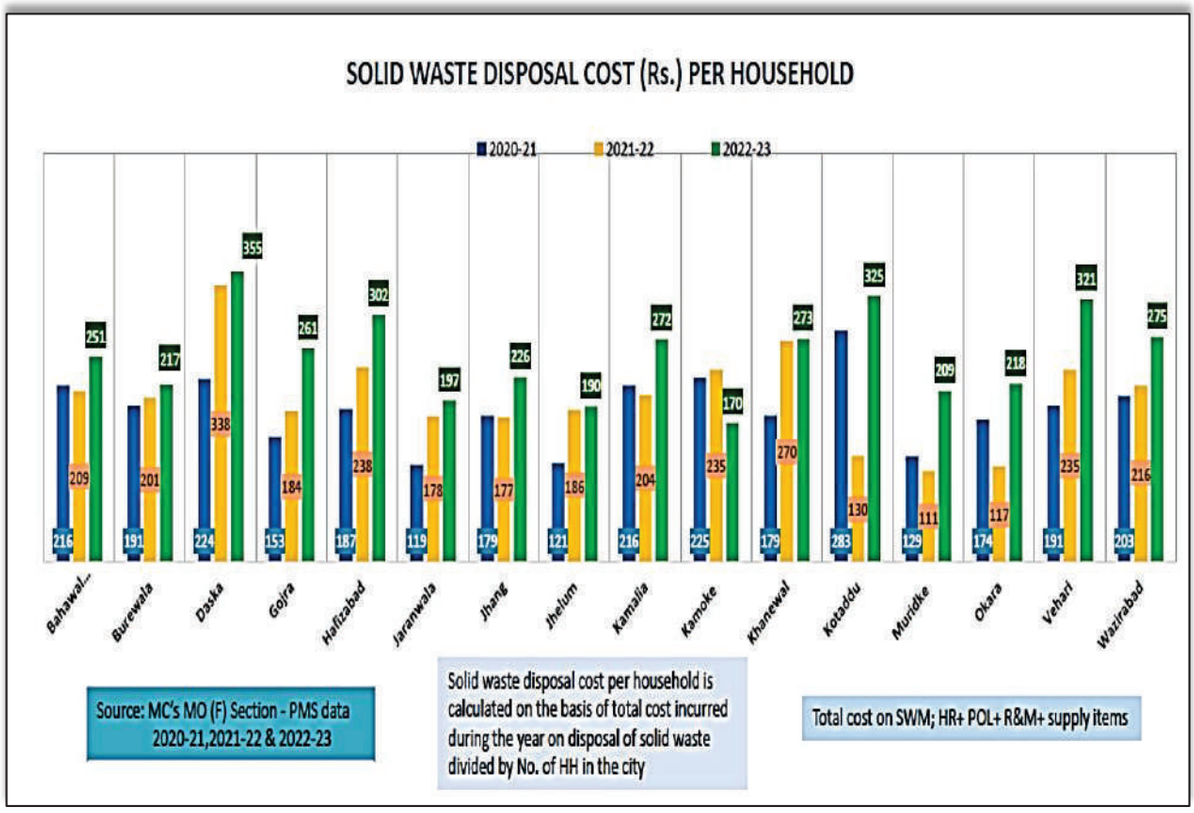

Source: Grievance Redress Mechanism/ Compliant Tracking System (CTS) 2022-23

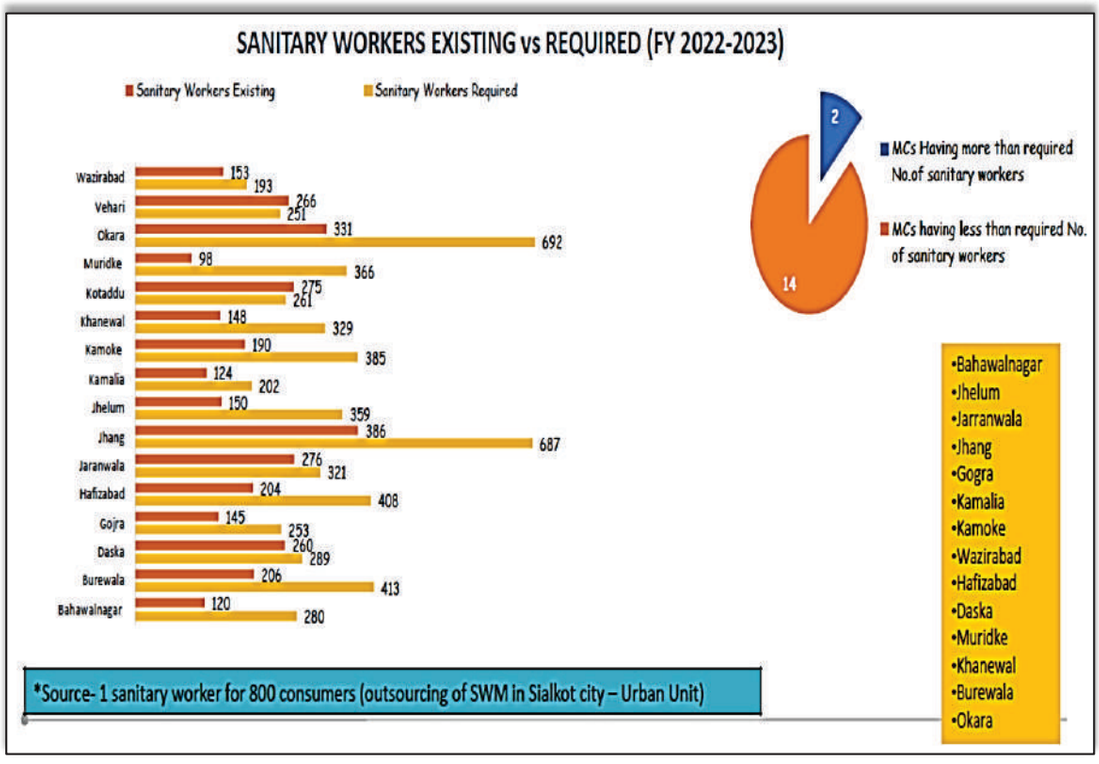
## B. PMS Reports & Data Analysis

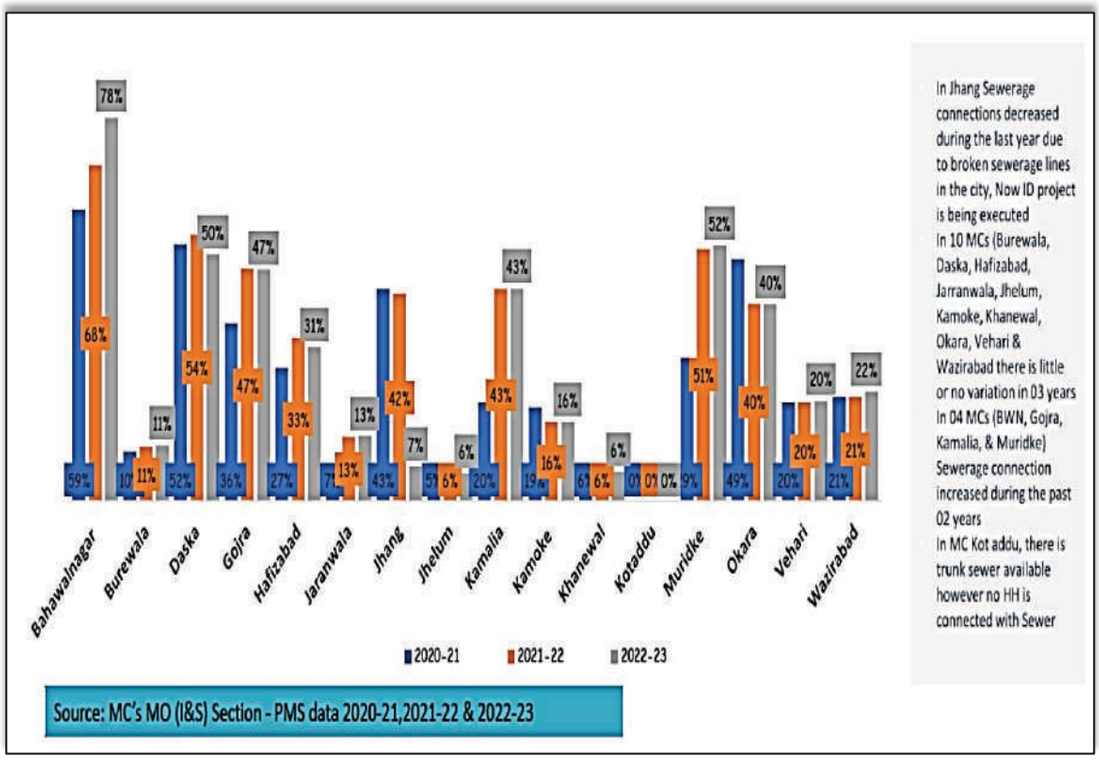


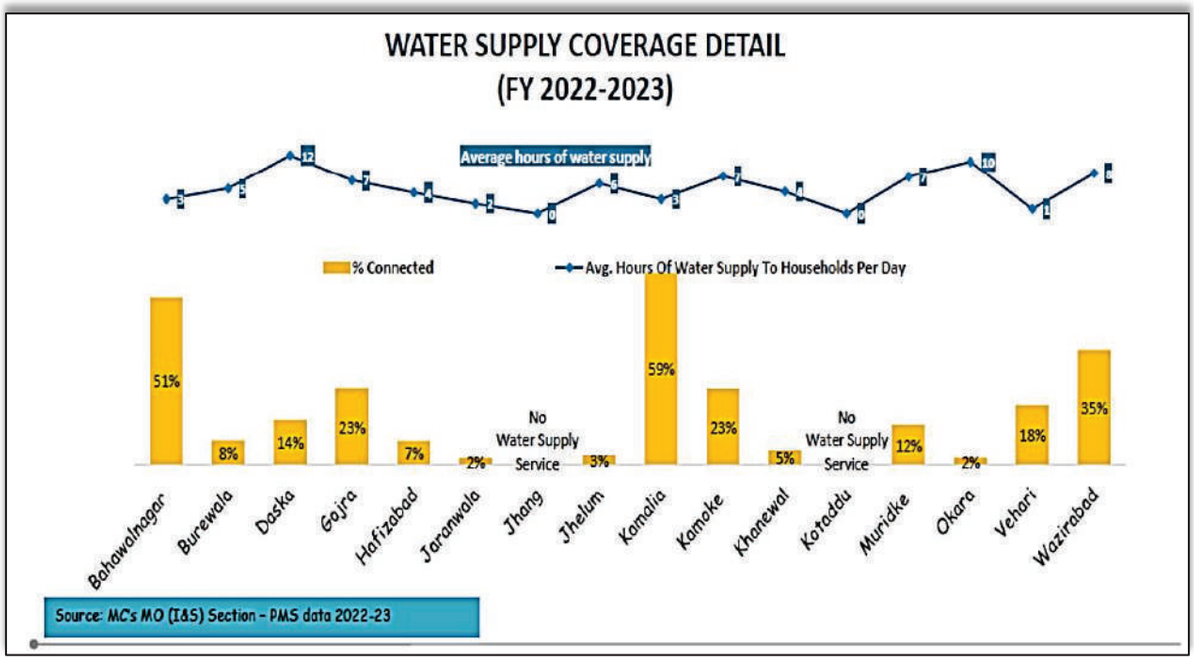

EXPENDITURES INCURRED ON SOLID WASTE DISPOSAL
(Rs. Million - FY 2022-2023)
Establishment Cost
POL Cost
R&M Cost
Other Cost
Bahawalnagar
Burewala
Daska
Gojra
Hafizabad
Jaranwala
Jhang
Jhelum
Kamalia
Kamoke
Khanewal
Kotaddu
Muridke
Okara
Vehari
Wazirabad
• Establishment Cost Occupies major chunk of total expenditures
• POL cost also has major share in overall expenditures
Total Expenditure = Establishment Cost + POL Cost + R & M Cost + Other cost
Source: MC's MO (F) Section - PMS data 2022-23

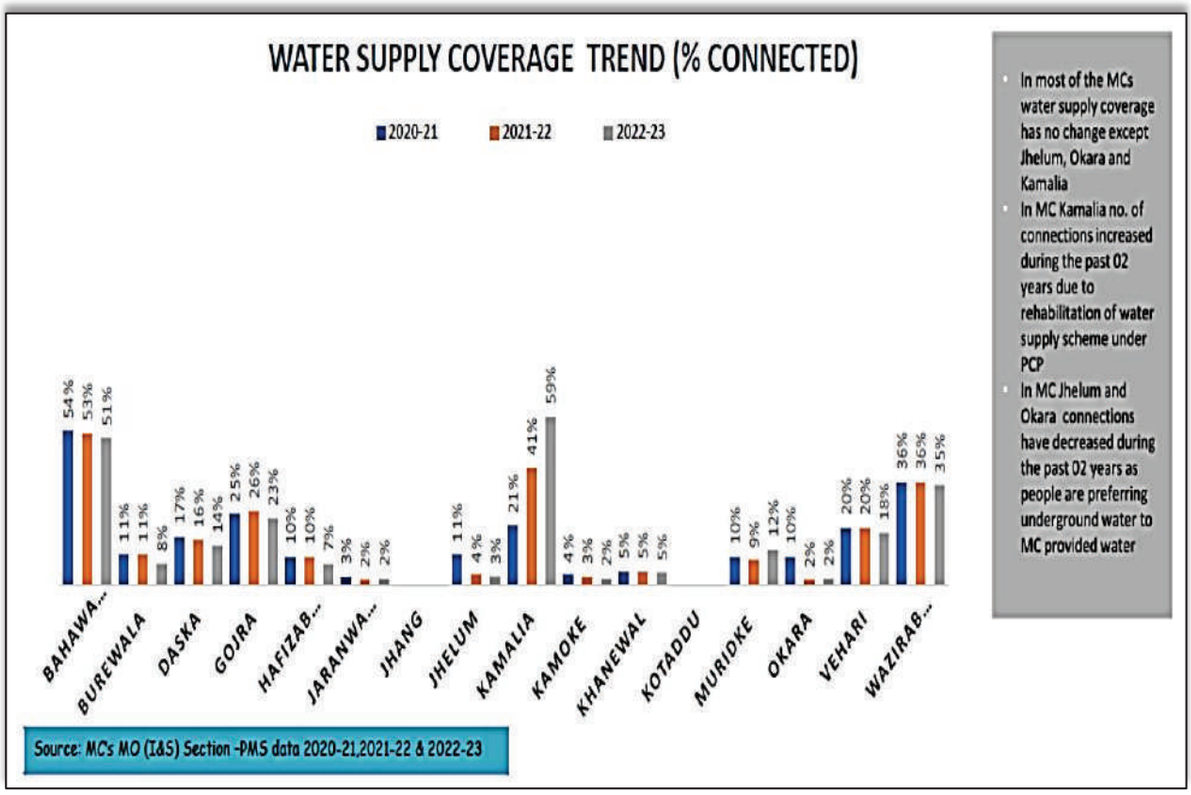

SOLID WASTE DISPOSAL COST (Rs.) PER HOUSEHOLD
2020-21
2021-22
2022-23
Bahawal...
Burewala
Daska
Gojra
Hafizabad
Jaranwala
Jhang
Jhelum
Kamalia
Kamoke
Khanewal
Kotaddu
Muridke
Okara
Vehari
Wazirabad
Source: MC's MO (F) Section - PMS data 2020-21,2021-22 & 2022-23
Solid waste disposal cost per household is calculated on the basis of total cost incurred during the year on disposal of solid waste divided by No. of HH in the city
Total cost on SWM; HR+ POL+ R&M+ supply items

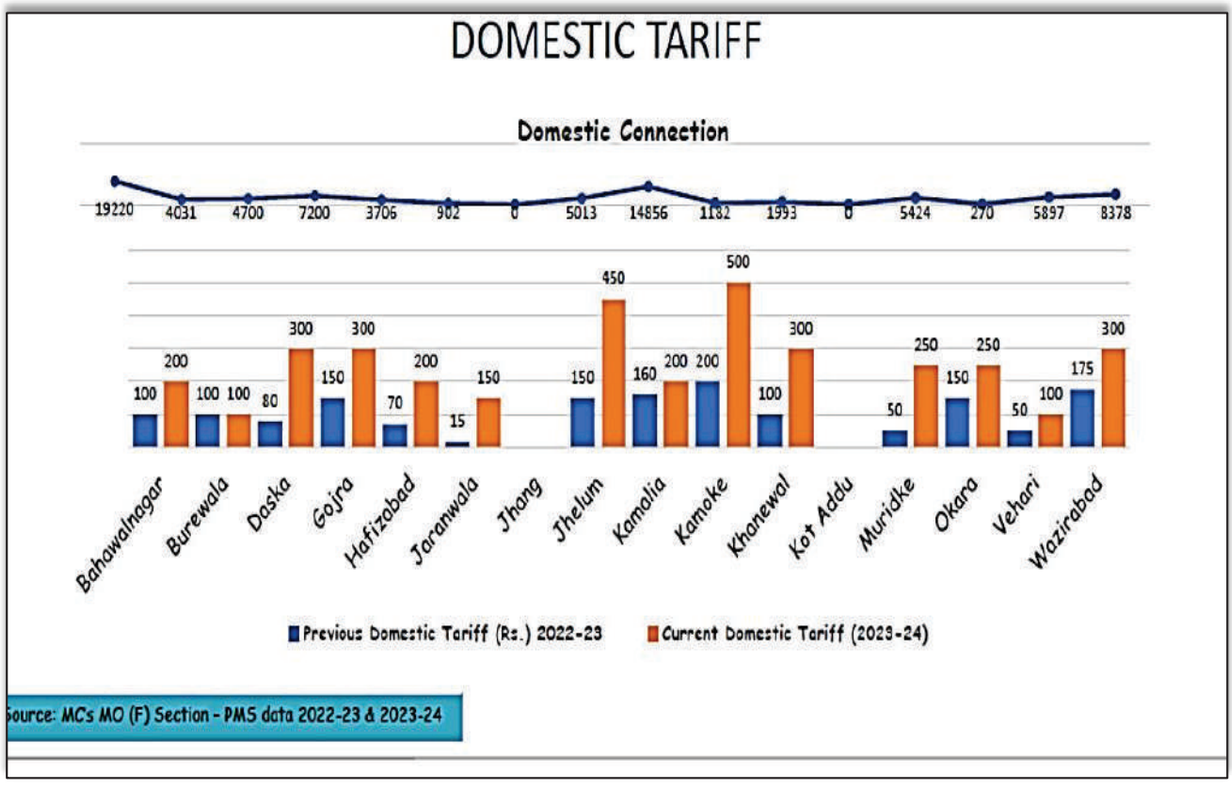

SANITARY WORKERS EXISTING vs REQUIRED (FY 2022-2023)
Sanitary Workers Existing
Sanitary Workers Required
Wazirabad 153 193
Vehari 266 251
Okara 331 692
Muridke 98 366
Kotaddu 275 261
Khanewal 148 329
Kamoke 190 385
Kamalia 124 202
Jhelum 150 359
Jhang 386 687
Jaranwala 276 321
Hafizabad 204 408
Gojra 145 253
Daska 260 289
Burewala 206 413
Bahawalnagar 120 280
2
14
MCs Having more than required No.of sanitary workers
MCs having less than required No. of sanitary workers
•Bahawalnagar
•Jhelum
•Jarranwala
•Jhang
•Gogra
•Kamalia
•Kamoke
•Wazirabad
•Hafizabad
•Daska
•Muridke
•Khanewal
•Burewala
•Okara
*Source- 1 sanitary worker for 800 consumers (outsourcing of SWM in Sialkot city – Urban Unit)

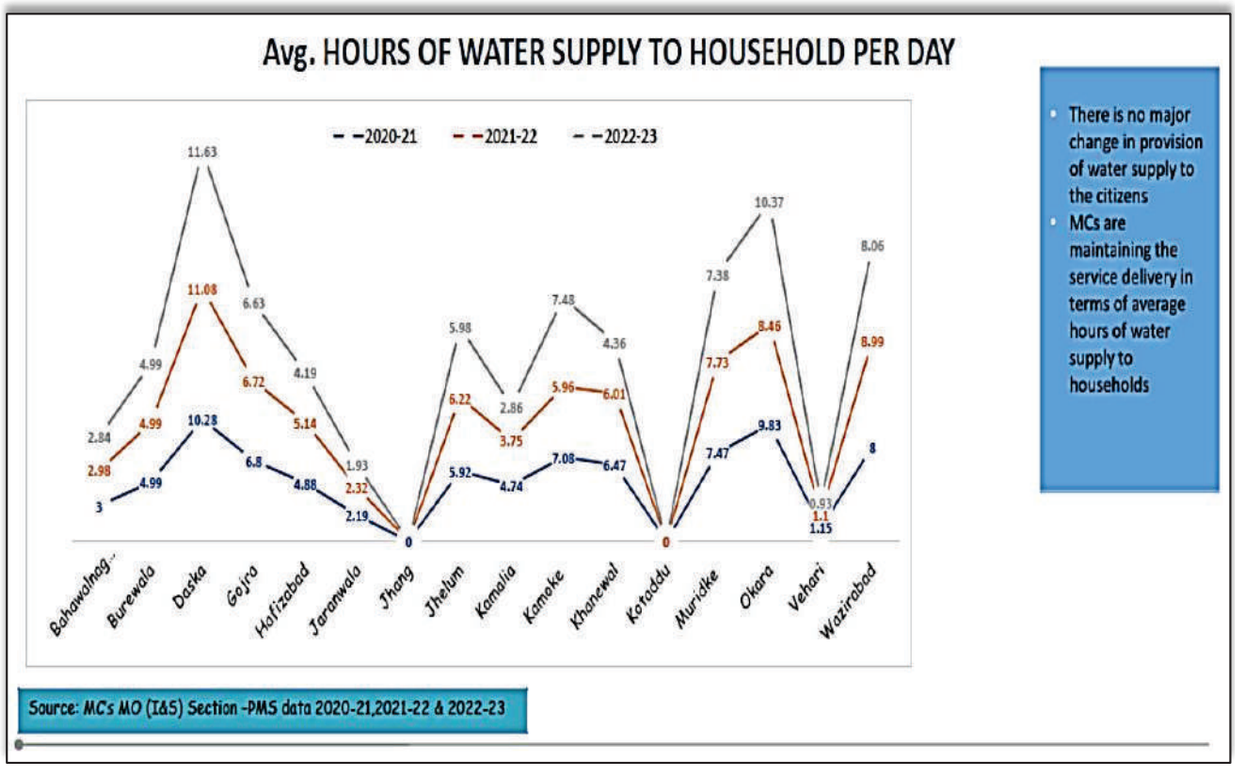

Bahawalnagar 59% 68% 78%
Burewala 10% 11% 11%
Daska 52% 54% 50%
Gojra 36% 47% 47%
Hafizabad 27% 33% 31%
Jaranwala 7% 13% 13%
Jhang 43% 42% 43%
Jhelum 5% 6% 7%
Kamalia 20% 43% 43%
Kamoke 19% 16% 16%
Khanewal 6% 6% 6%
Kotaddu 0% 0% 0%
Muridke 9% 51% 52%
Okara 49% 40% 40%
Vehari 20% 20% 20%
Wazirabad 21% 21% 22%
2020-21
2021-22
2022-23
In Jhang Sewerage connections decreased during the last year due to broken sewerage lines in the city, Now ID project is being executed
In 10 MCs (Burewala, Daska, Hafizabad, Jarranwala, Jhelum, Kamoke, Khanewal, Okara, Vehari & Wazirabad there is little or no variation in 03 years
In 04 MCs (BWN, Gojra, Kamalia, & Muridke) Sewerage connection increased during the past 02 years
In MC Kot addu, there is trunk sewer available however no HH is connected with Sewer
Source: MC's MO (I&S) Section - PMS data 2020-21,2021-22 & 2022-23

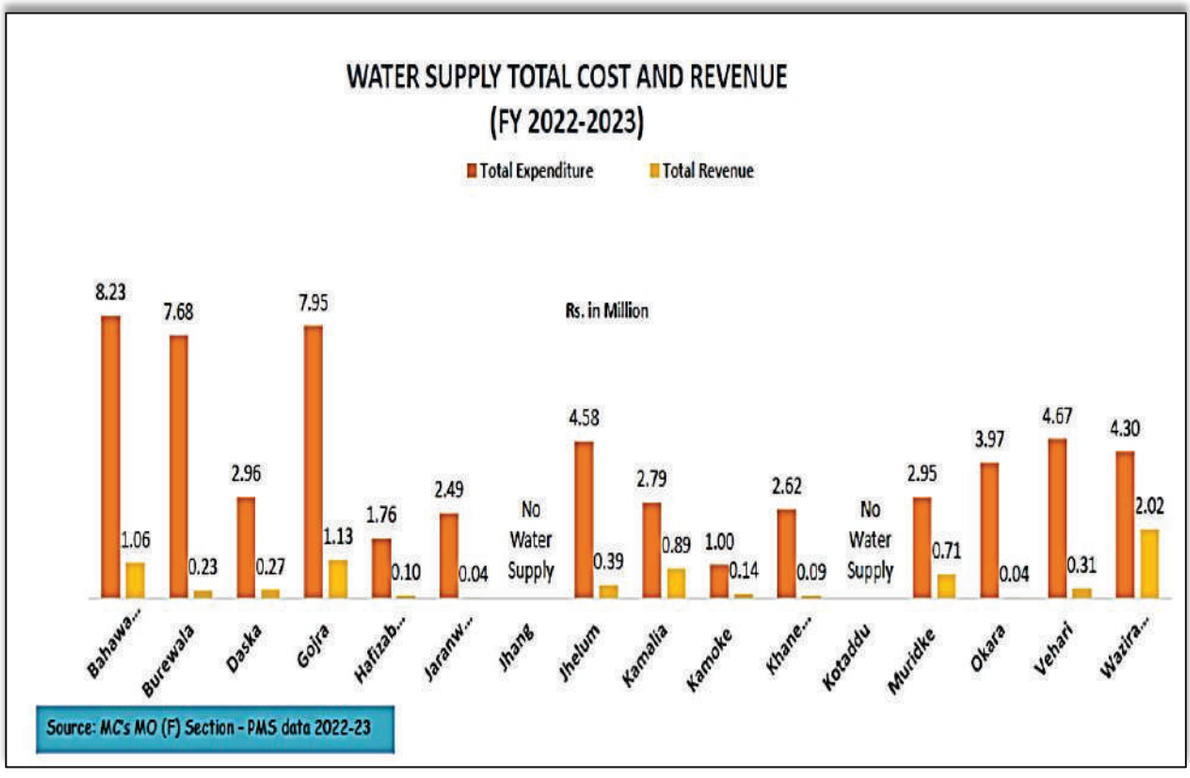
## Sewerage Connections Detail

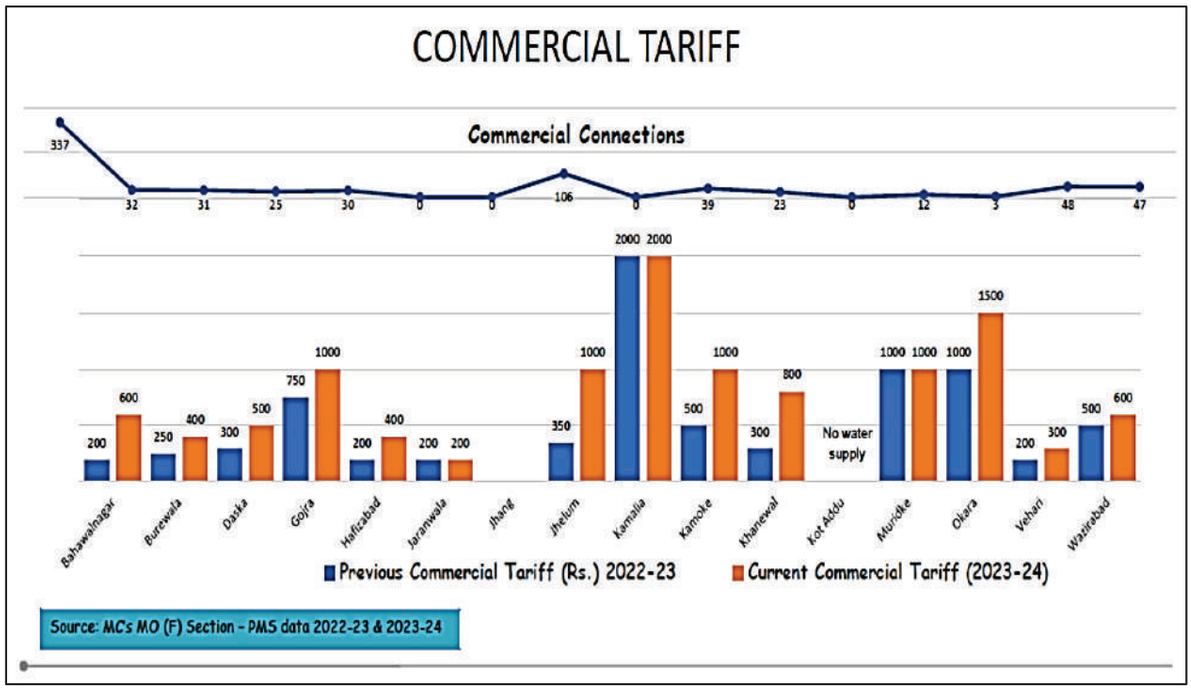


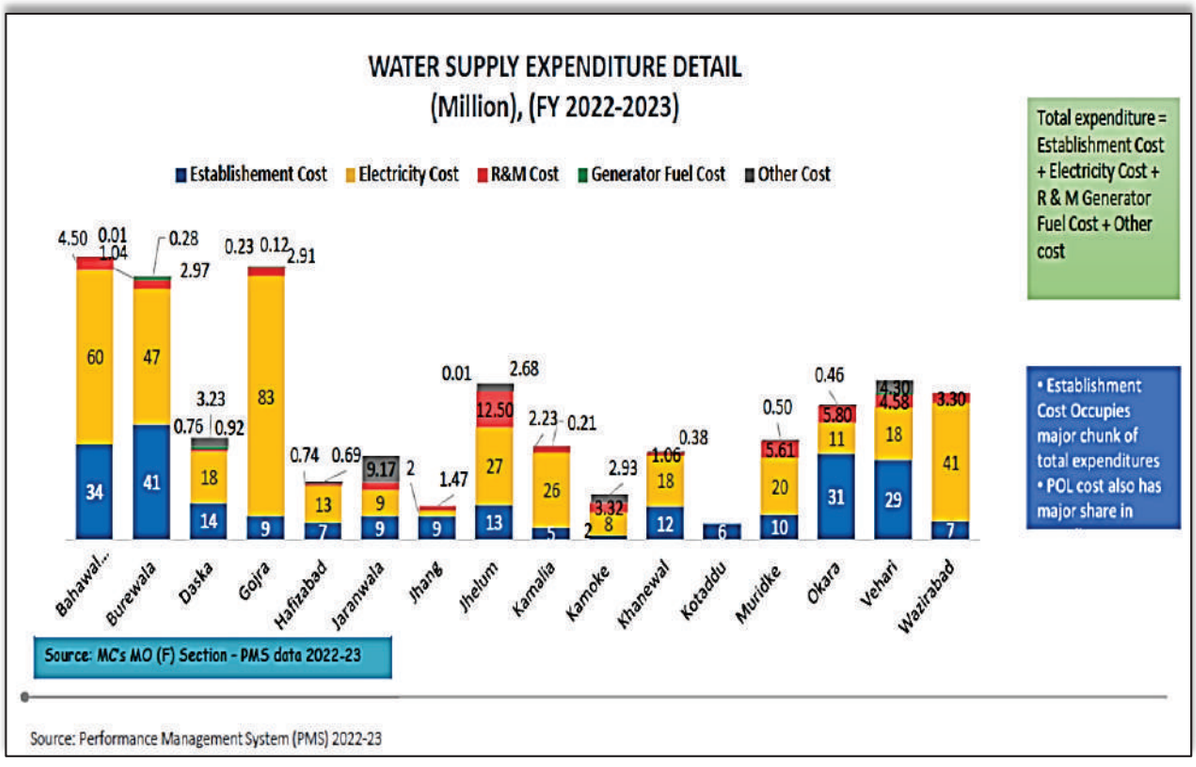




DOMESTIC TARIFF
Domestic Connection
19220 4031 4700 7200 3706 902 0 5013 14856 1182 1993 0 5424 270 5897 8378
100 200 100 100 80 300 150 300 70 200 15 150 150 450 160 200 200 500 100 300 50 250 150 250 50 100 175 300
Bahawalnagar Burewala Daska Gojra Hafizabad Jaranwala Jhang Jhelum Kamalia Kamoke Khanewal Kot Addu Muridke Okara Vehari Wazirabad
Previous Domestic Tariff (Rs.) 2022-23
Current Domestic Tariff (2023-24)
Source: MCs MO (F) Section - PMS data 2022-23 & 2023-24

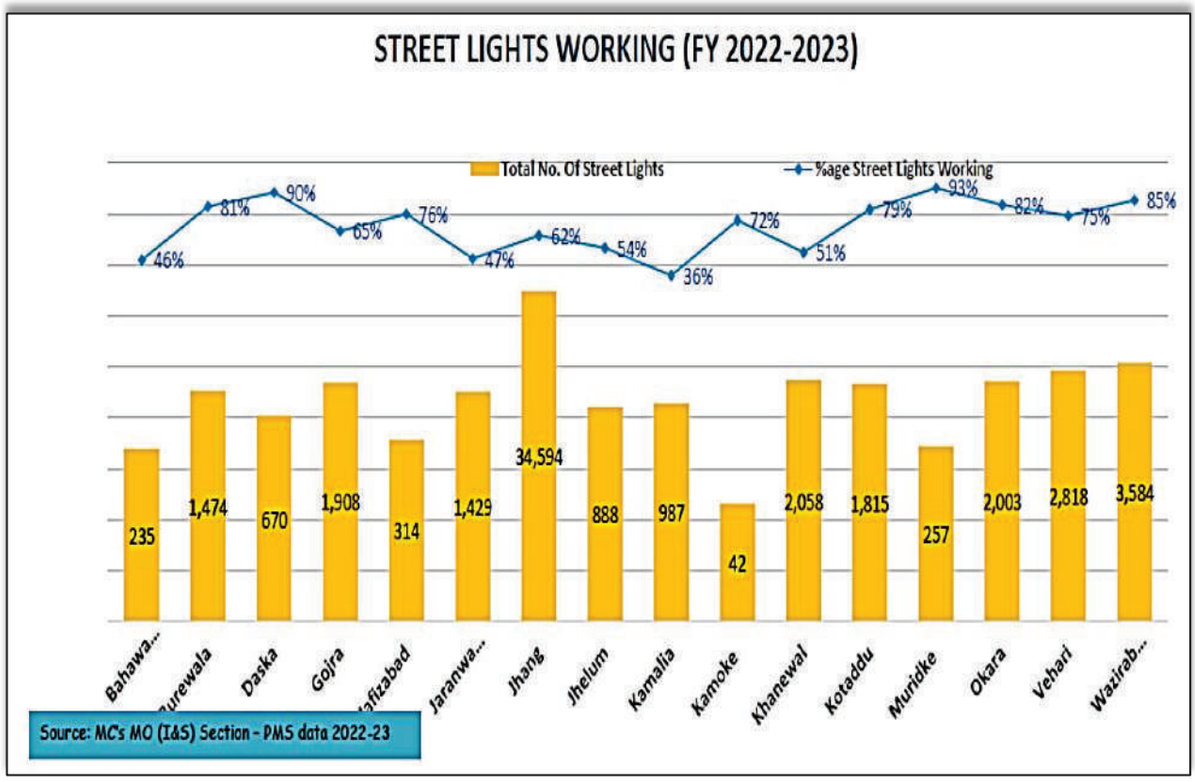

Avg. HOURS OF WATER SUPPLY TO HOUSEHOLD PER DAY
2020-21
2021-22
2022-23
2.84 4.99 11.63 6.63 4.19 1.93 0
2.98 4.99 11.08 6.72 5.14 2.32 2.19
3 4.99 10.28 6.8 4.88 2.19 0
5.98 2.86 7.48 4.36 0
6.22 3.75 5.96 6.01 0
5.92 4.74 7.08 6.47 0
7.38 10.37 8.06
7.73 8.46 8.99
7.47 9.83 8
0.93 1.1 1.15
Bahawalnag... Burewala Daska Gojra Hafizabad Jaranwala Jhang Jhelum Kamalia Kamoke Khanewal Kotaddu Muridke Okara Vehari Wazirabad
There is no major change in provision of water supply to the citizens
MCs are maintaining the service delivery in terms of average hours of water supply to households
Source: MCs MO (I&S) Section -PMS data 2020-21,2021-22 & 2022-23

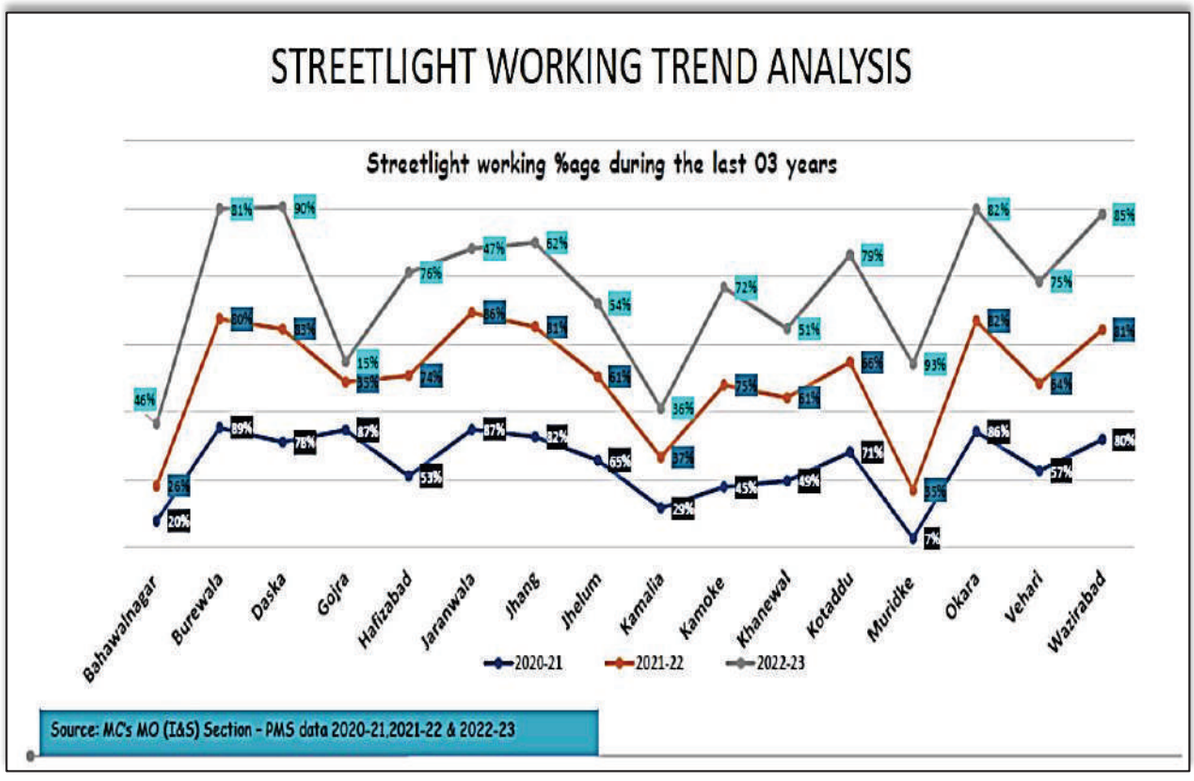

WATER SUPPLY TOTAL COST AND REVENUE
(FY 2022-2023)
Total Expenditure
Total Revenue
Rs. in Million
8.23
1.06
7.68
0.23
2.96
0.27
7.95
1.13
1.76
0.10
2.49
0.04
No Water Supply
4.58
0.39
2.79
0.89
1.00
0.14
2.62
0.09
No Water Supply
2.95
0.71
3.97
0.04
4.67
0.31
4.30
2.02
Bahawa...
Burewala
Daska
Gojra
Hafizab...
Jaranw...
Jhang
Jhelum
Kamalia
Kamoke
Khane...
Kotaddu
Muridke
Okara
Vehari
Wazira...
Source: MC's MO (F) Section - PMS data 2022-23


COMMERCIAL TARIFF
Commercial Connections
337
32
31
25
30
0
0
106
0
39
23
0
12
3
48
47
200
600
250
400
300
500
750
1000
200
400
200
200
350
1000
2000
2000
500
1000
300
800
No water supply
1000
1000
1000
1500
200
300
500
600
Bahawalnagar
Burewala
Daska
Gojra
Hafizabad
Jaranwala
Jhang
Jhelum
Kamalia
Kamoke
Khanewal
Kot Addu
Muridke
Okara
Vehari
Wazirabad
Previous Commercial Tariff (Rs.) 2022-23
Current Commercial Tariff (2023-24)
Source: MC's MO (F) Section - PMS data 2022-23 & 2023-24

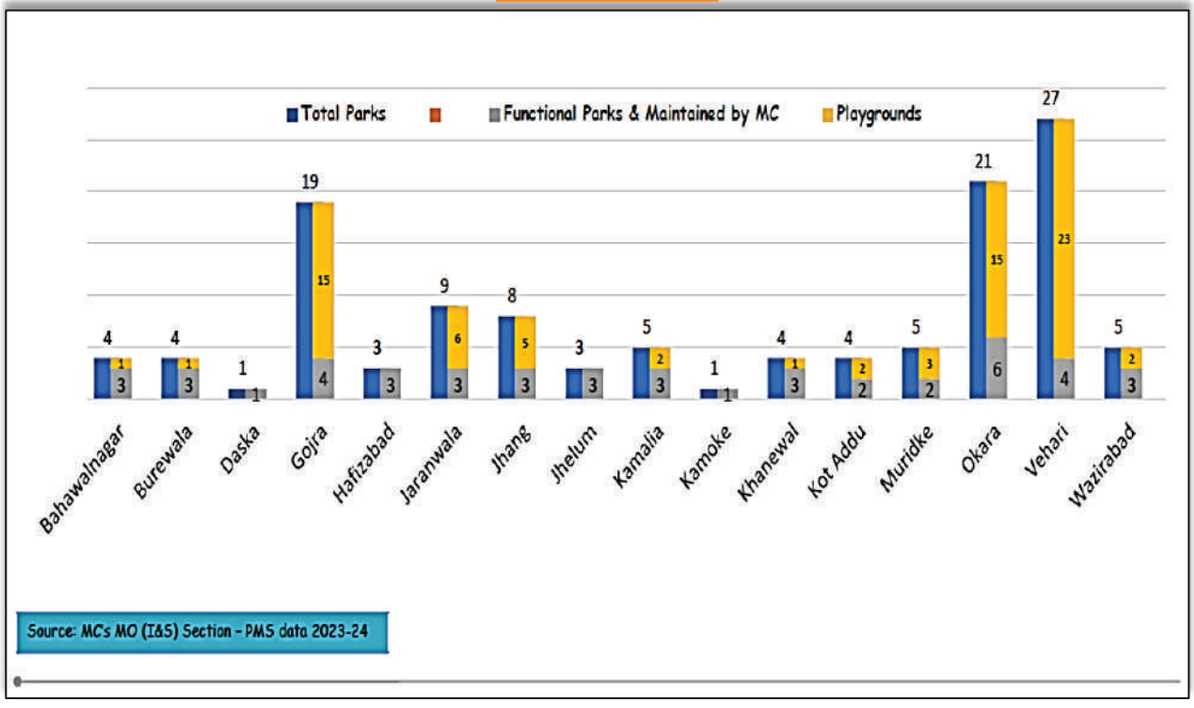


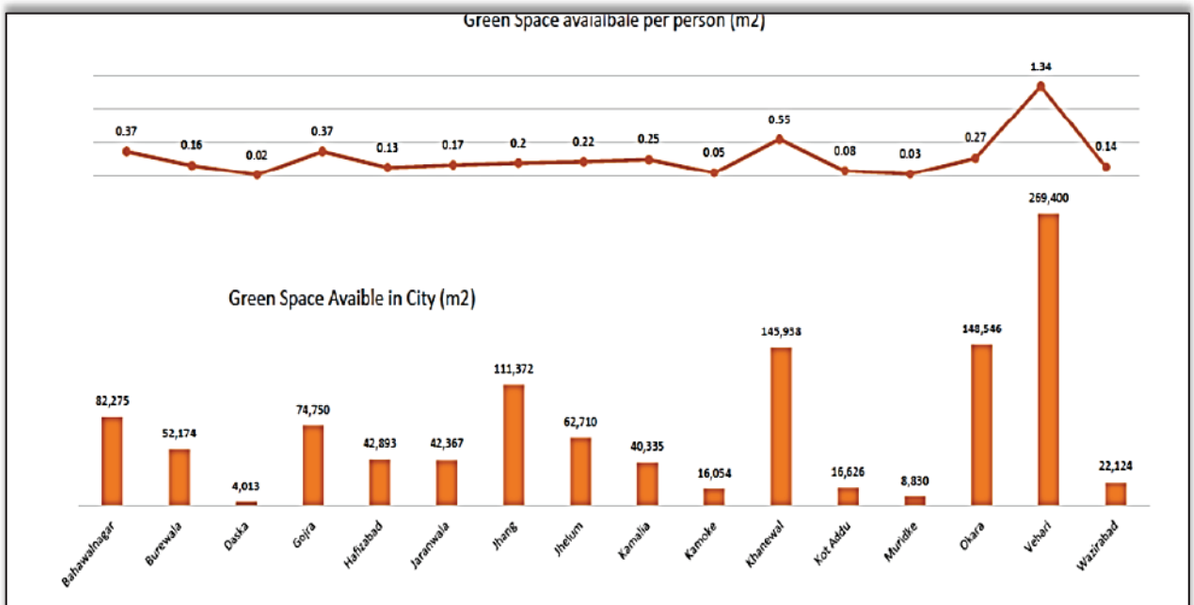

Source: Performance Management System (PMS) 2022-23



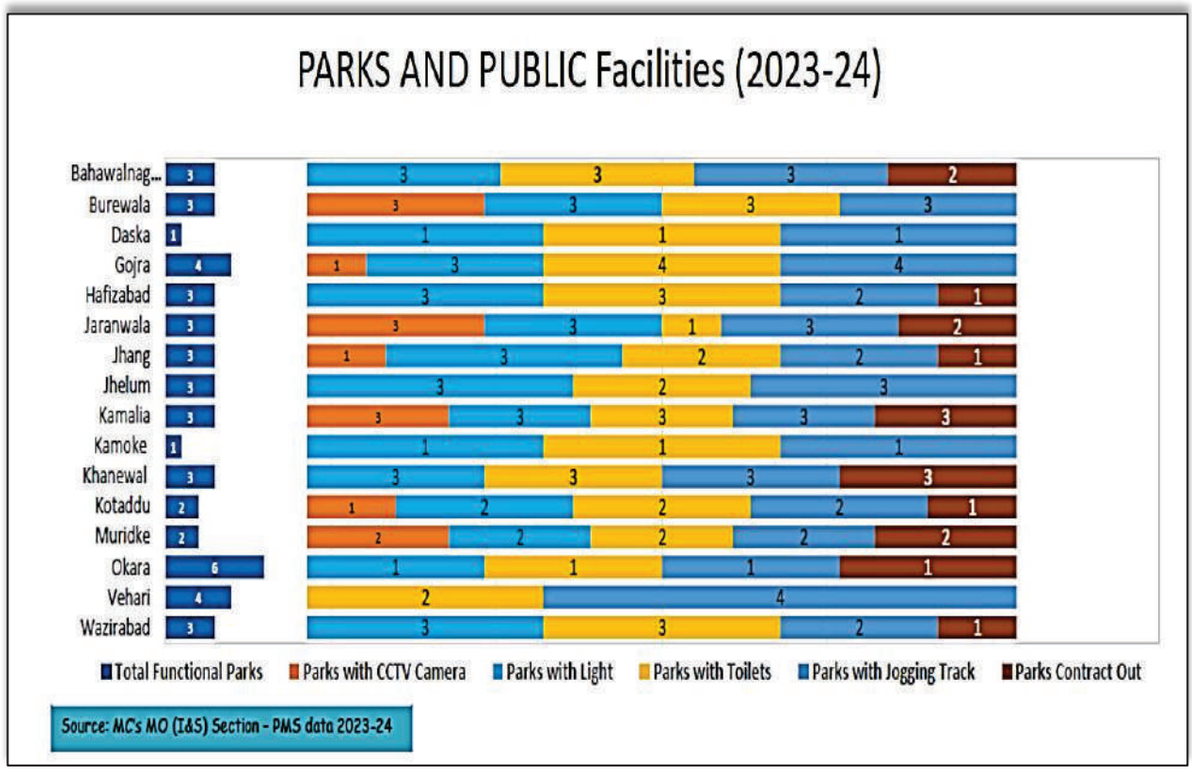


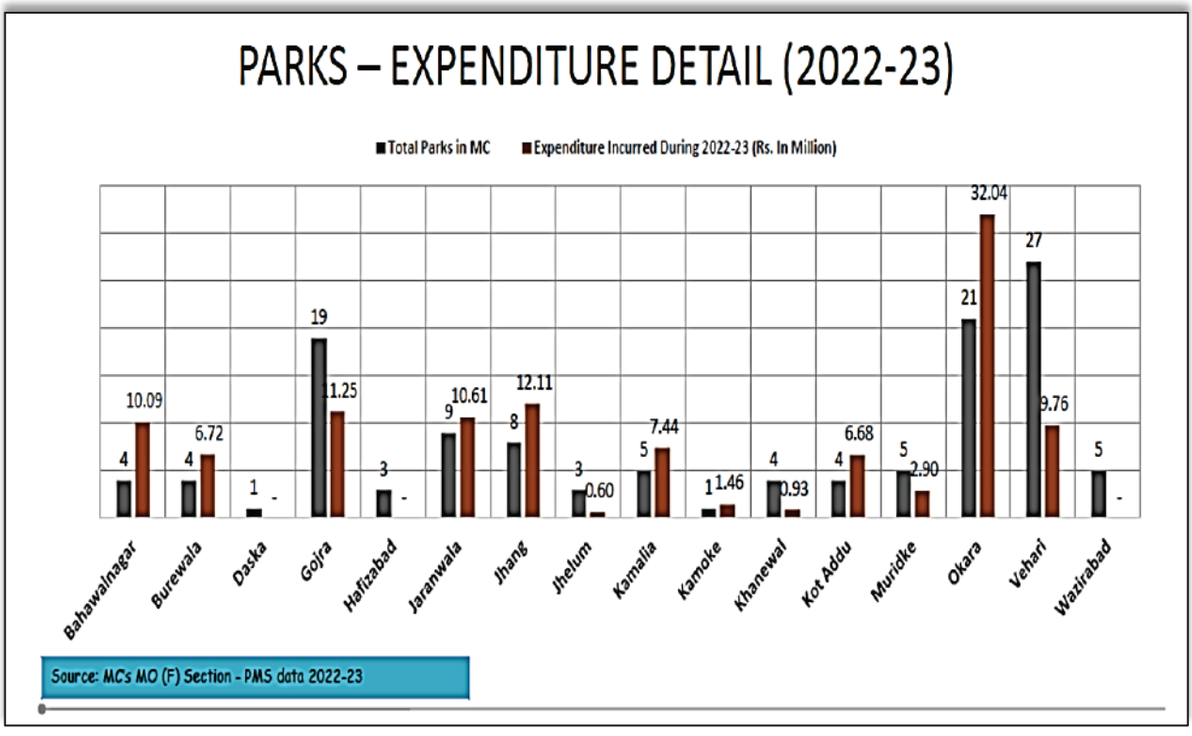

## Parks Detail



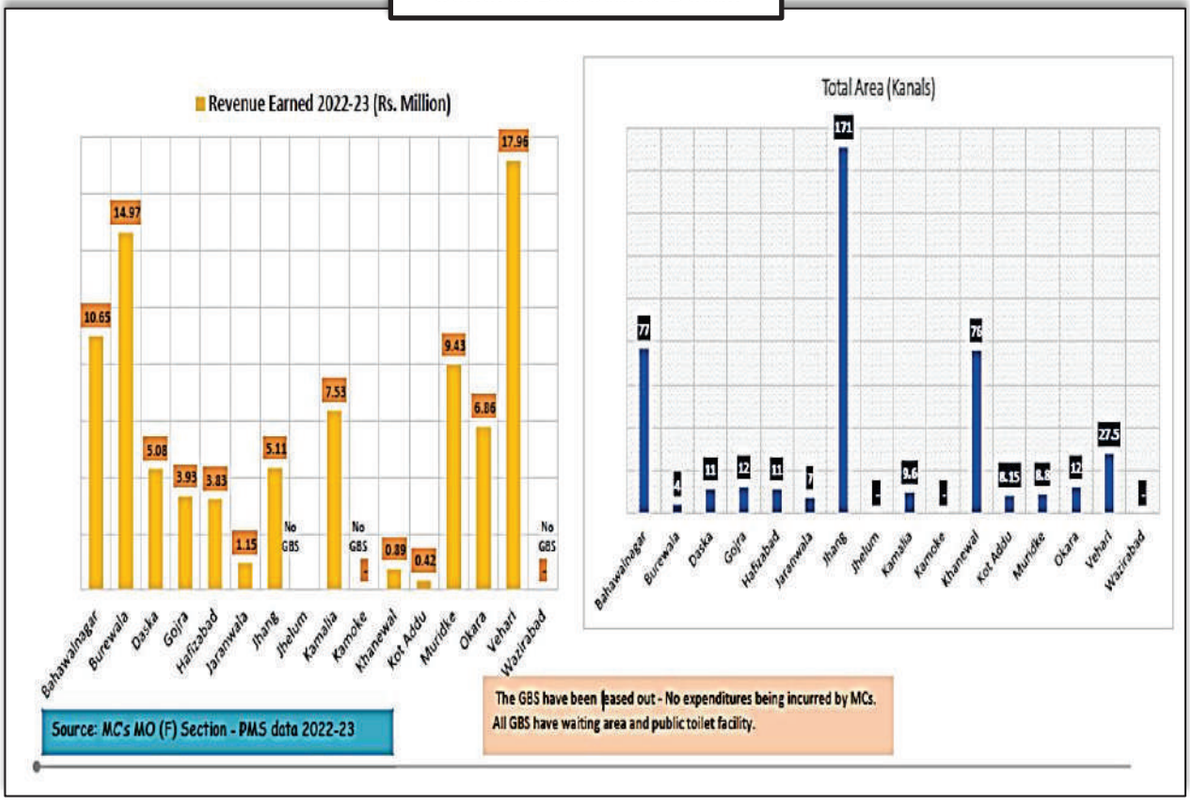



The World Health Organization (WHO) recommended the availability of a minimum of 9 $m^2$ of green space per individual (www.ncbi.nlm.nih.gov)

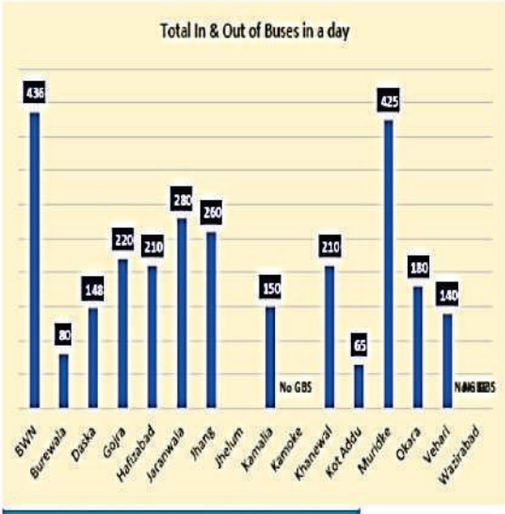


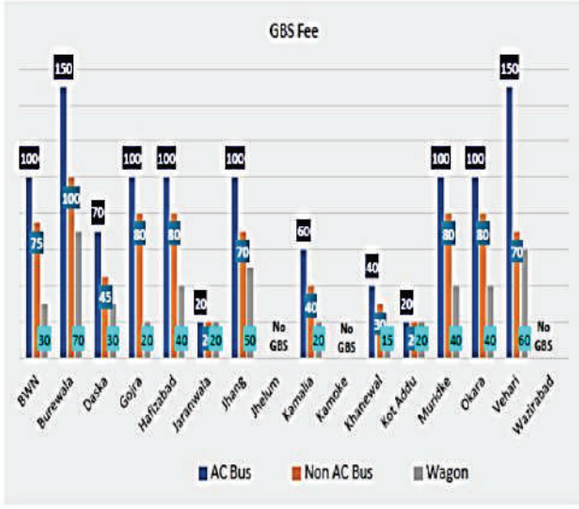



## General Bus Stand Detail



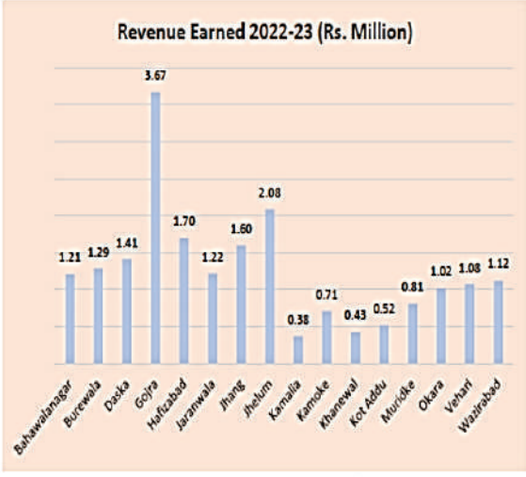
# GBS IN & OUT OF BUSES AND GBS FEE

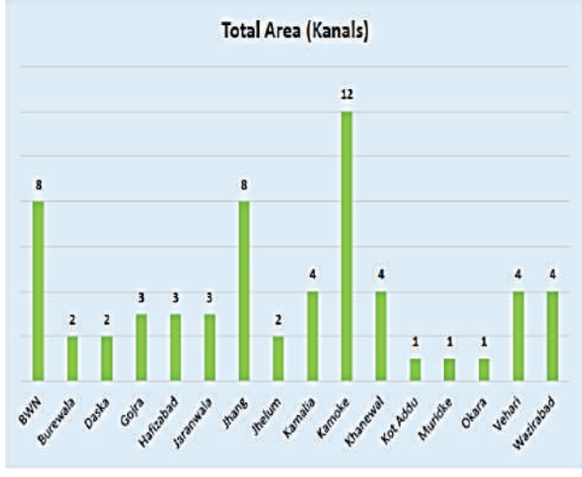


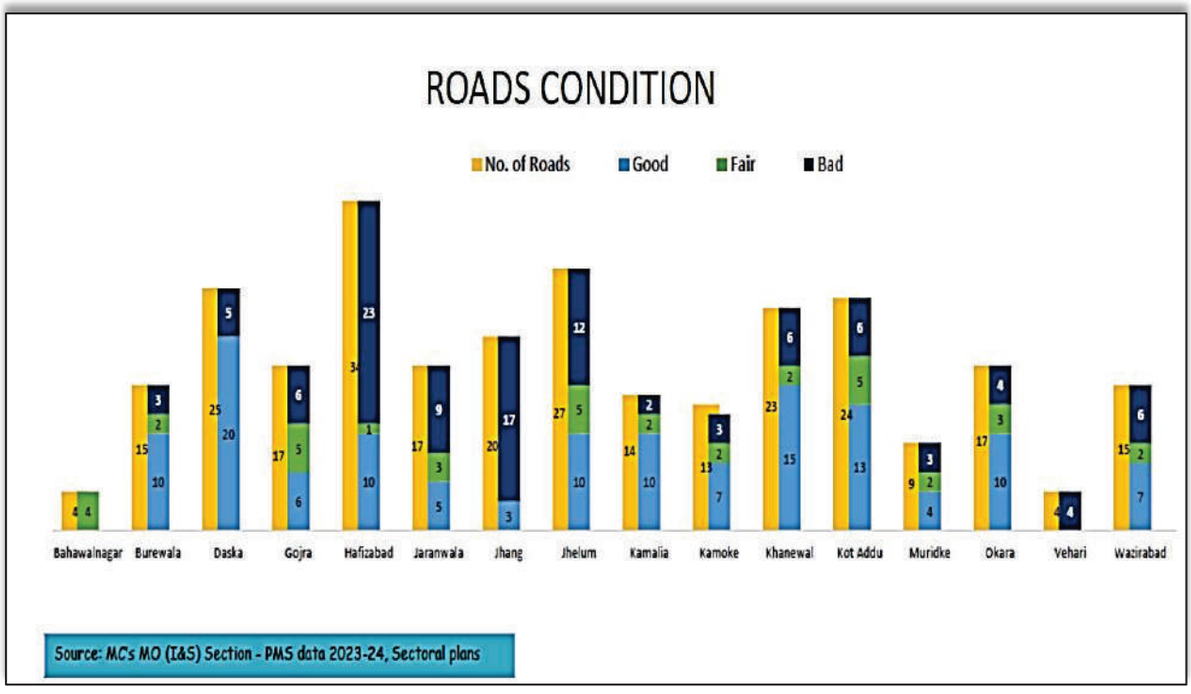

Source: MC's MO (F) Section - PMS data 2022-23

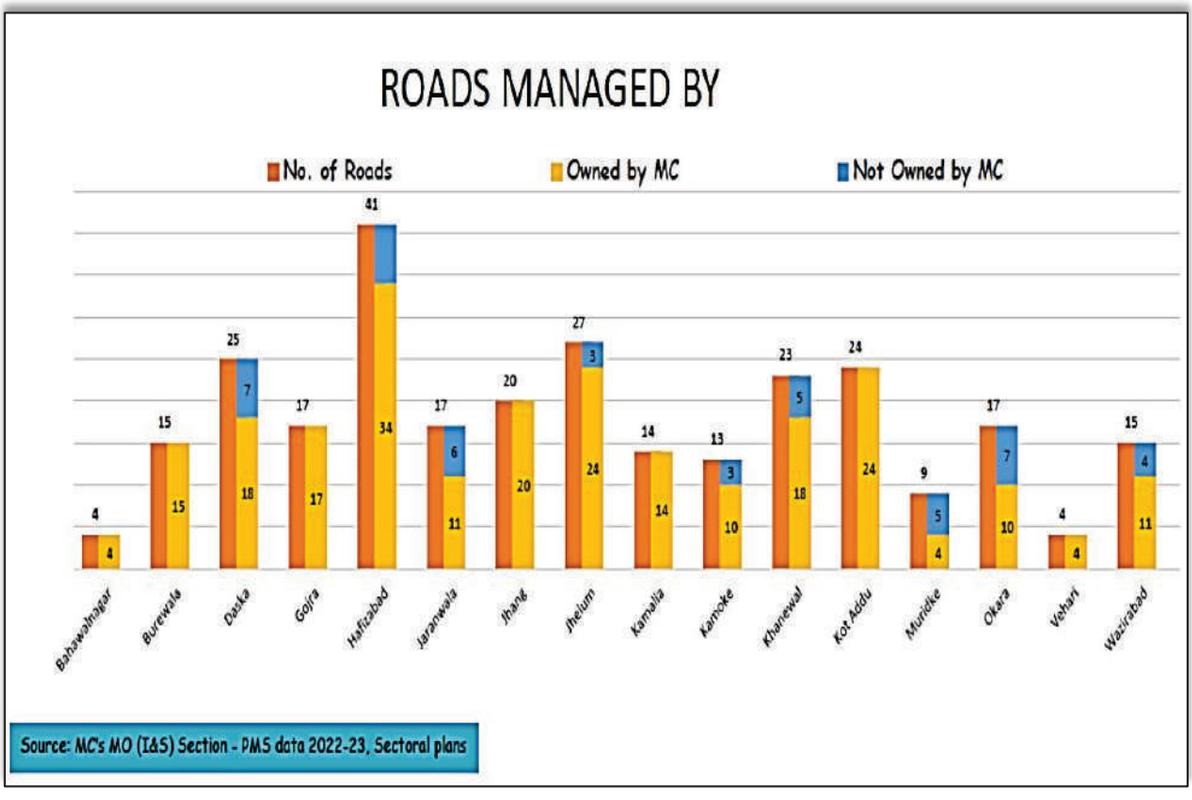
# SLAUGHTER HOUSE REVENUE & TOTAL AREA

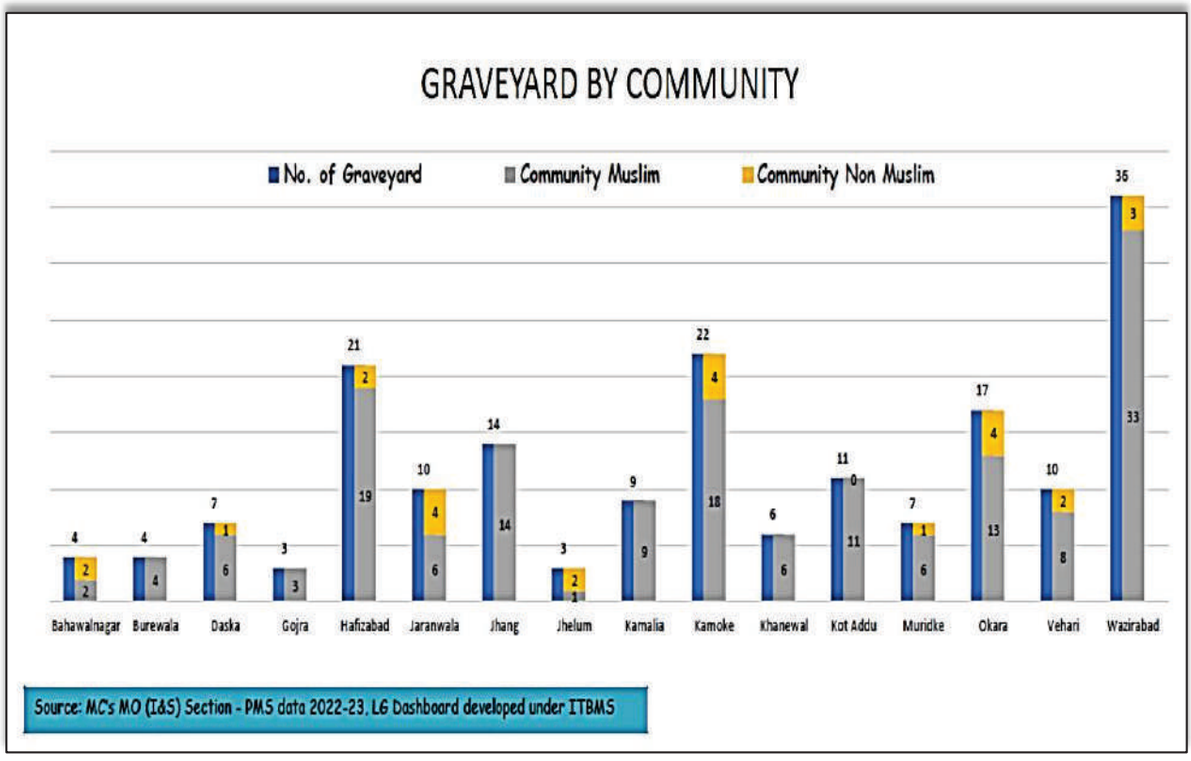


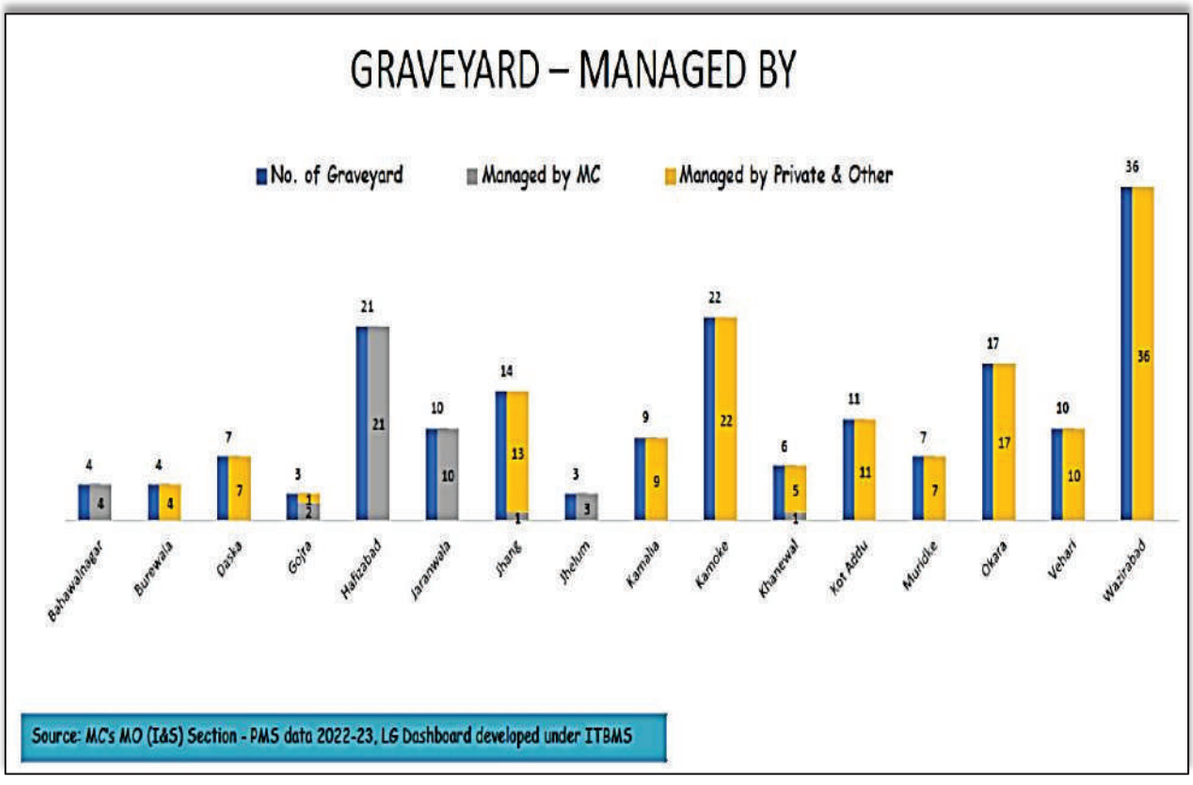




Source: MC's MO (F) Section - PMS data 2022-23

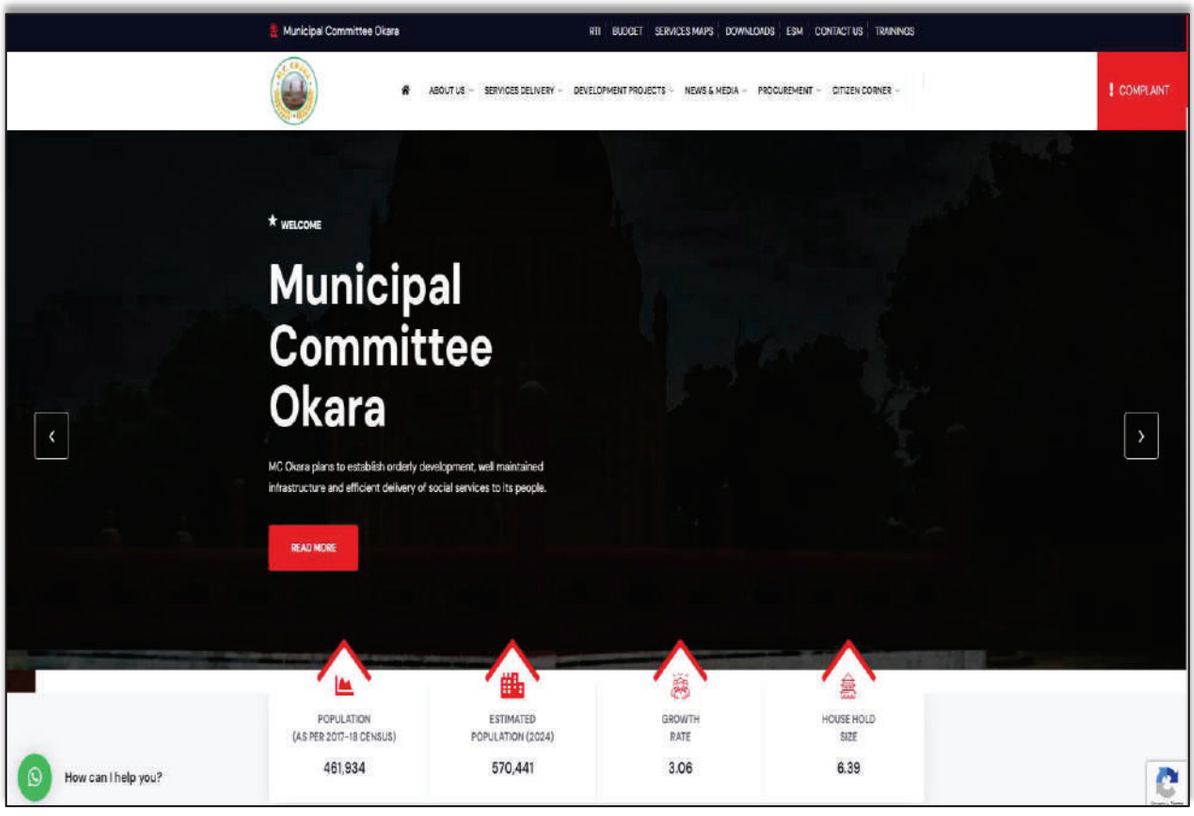

ROADS CONDITION
No. of Roads
Good
Fair
Bad
Bahawalnagar
Burewala
Daska
Gojra
Hafizabad
Jaranwala
Jhang
Jhelum
Kamalia
Kamoke
Khanewal
Kot Addu
Muridke
Okara
Vehari
Wazirabad
Source: MC's MO (I&S) Section - PMS data 2023-24, Sectoral plans

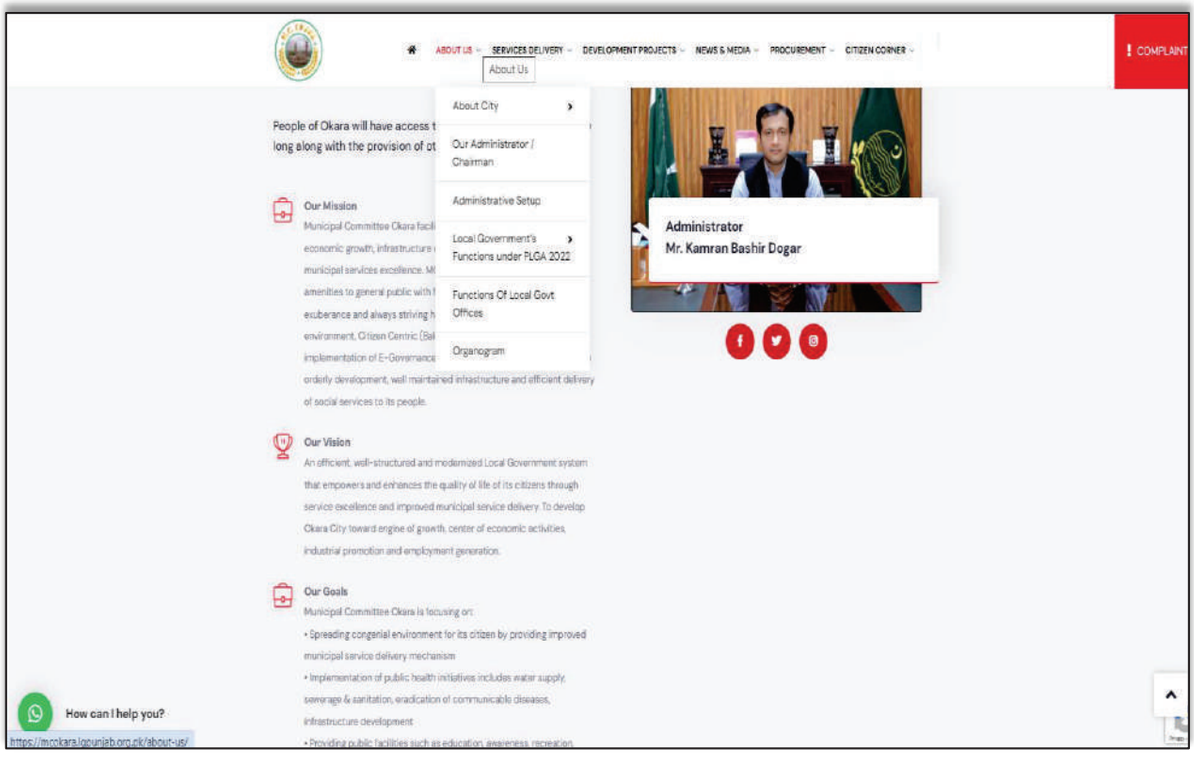

ROADS MANAGED BY
No. of Roads
Owned by MC
Not Owned by MC
Bahawalnagar
Burewala
Daska
Gojra
Hafizabad
Jaranwala
Jhang
Jhelum
Kamalia
Kamoke
Khanewal
Kot Addu
Muridke
Okara
Vehari
Wazirabad
Source: MC's MO (I&S) Section - PMS data 2022-23, Sectoral plans

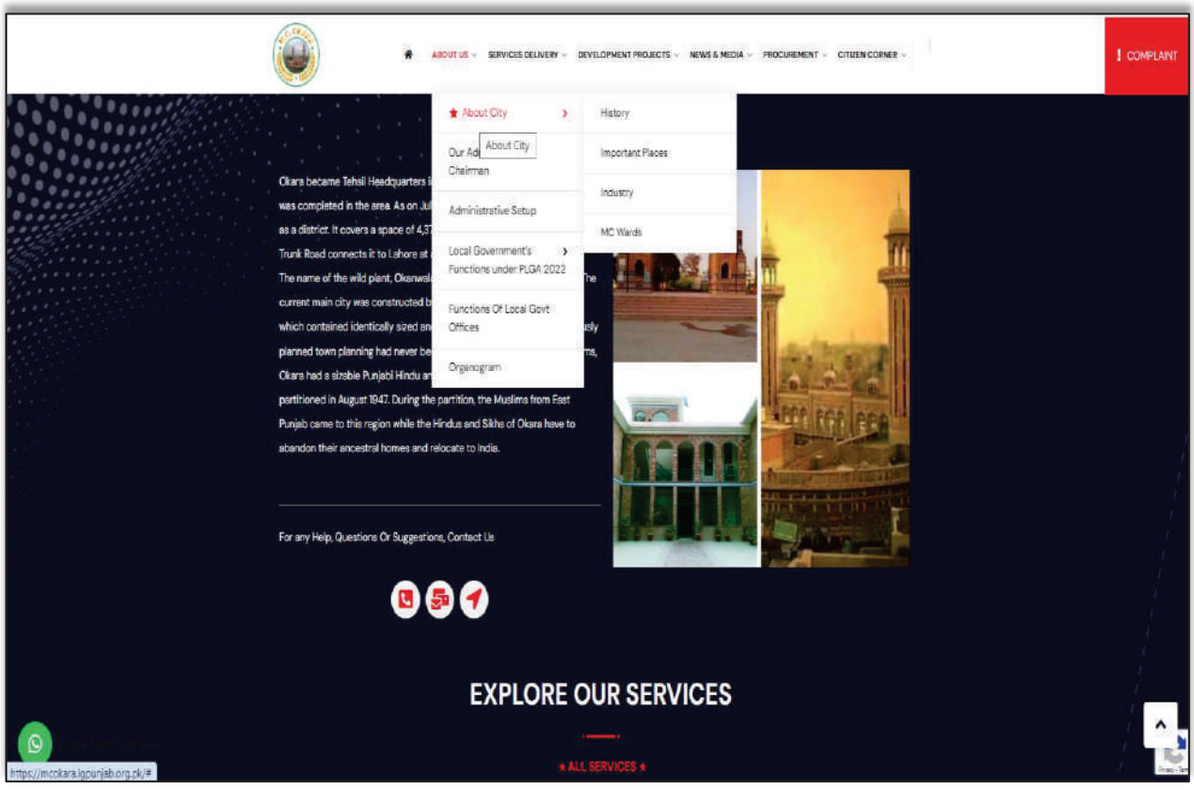

GRAVEYARD BY COMMUNITY
No. of Graveyard
Community Muslim
Community Non Muslim
Bahawalnagar
Burewala
Daska
Gojra
Hafizabad
Jaranwala
Jhang
Jhelum
Kamalia
Kamoke
Khanewal
Kot Addu
Muridke
Okara
Vehari
Wazirabad
Source: MC's MO (I&S) Section - PMS data 2022-23, LG Dashboard developed under ITBMS

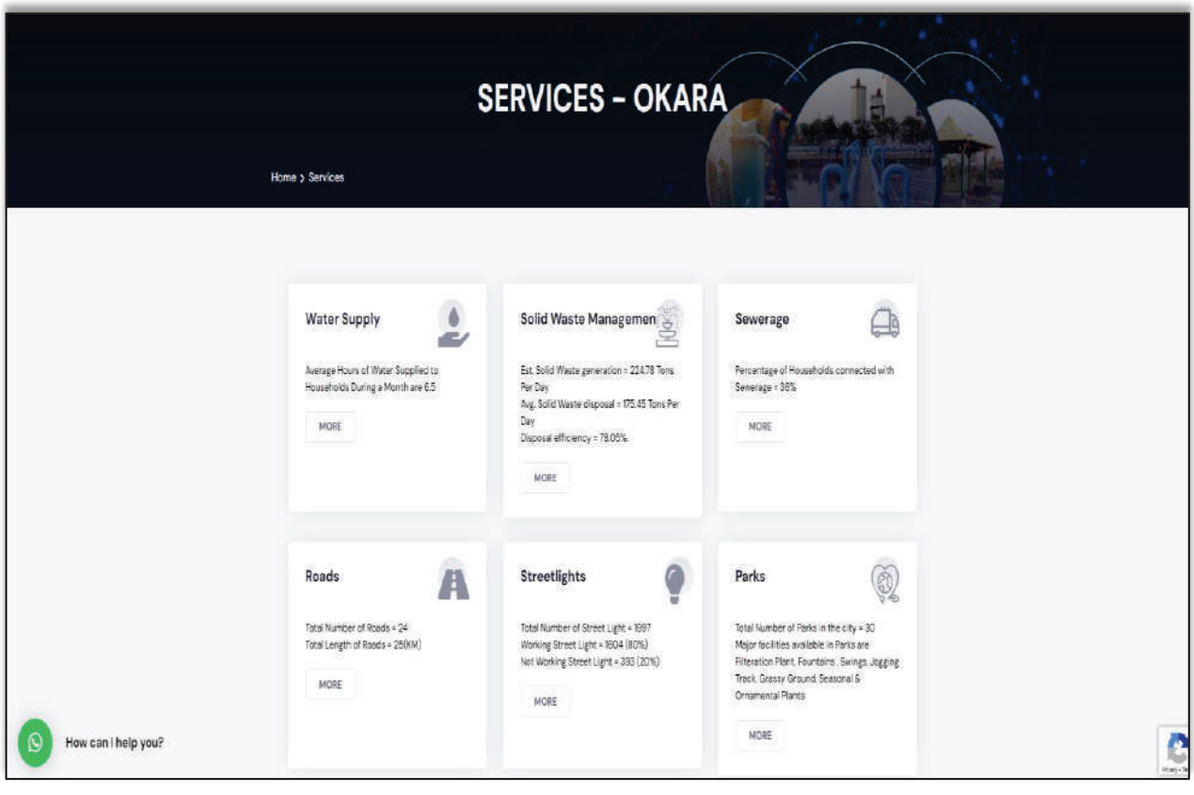

GRAVEYARD – MANAGED BY
No. of Graveyard
Managed by MC
Managed by Private & Other
Bahawalnagar
Burewala
Daska
Gojra
Hafizabad
Jaranwala
Jhang
Jhelum
Kamalia
Kamoke
Khanewal
Kot Addu
Muridke
Okara
Vehari
Wazirabad
Source: MC's MO (I&S) Section - PMS data 2022-23, LG Dashboard developed under ITBMS

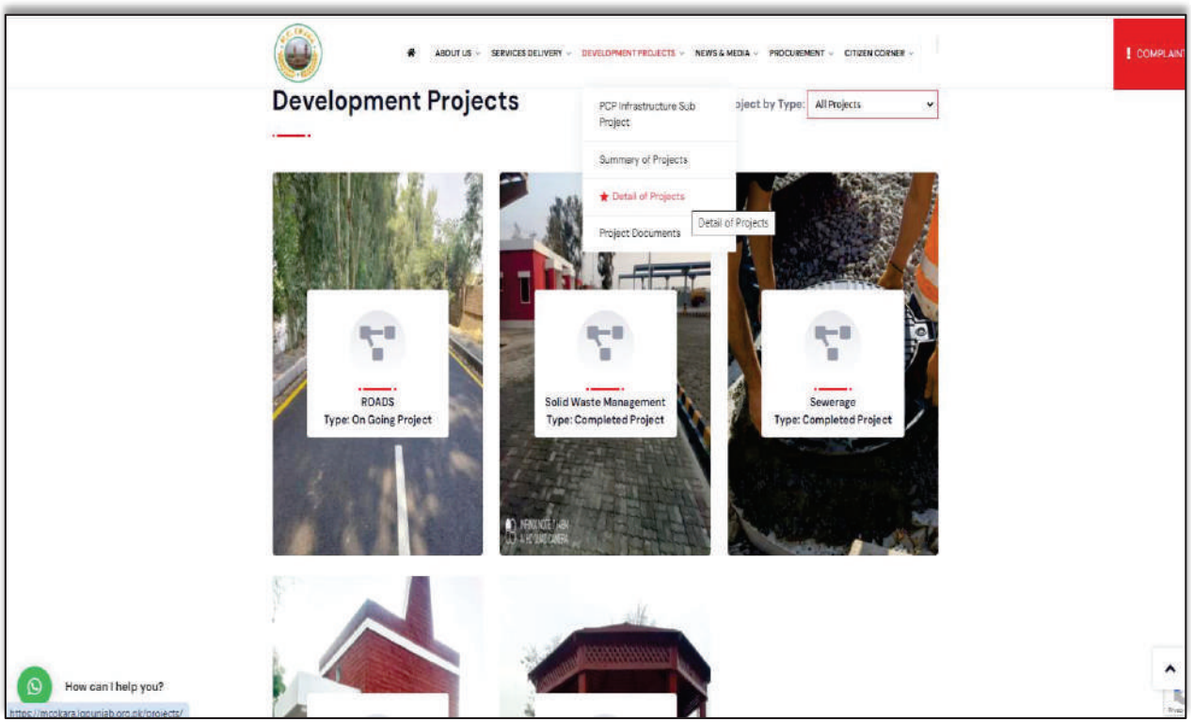
## C. MC Website

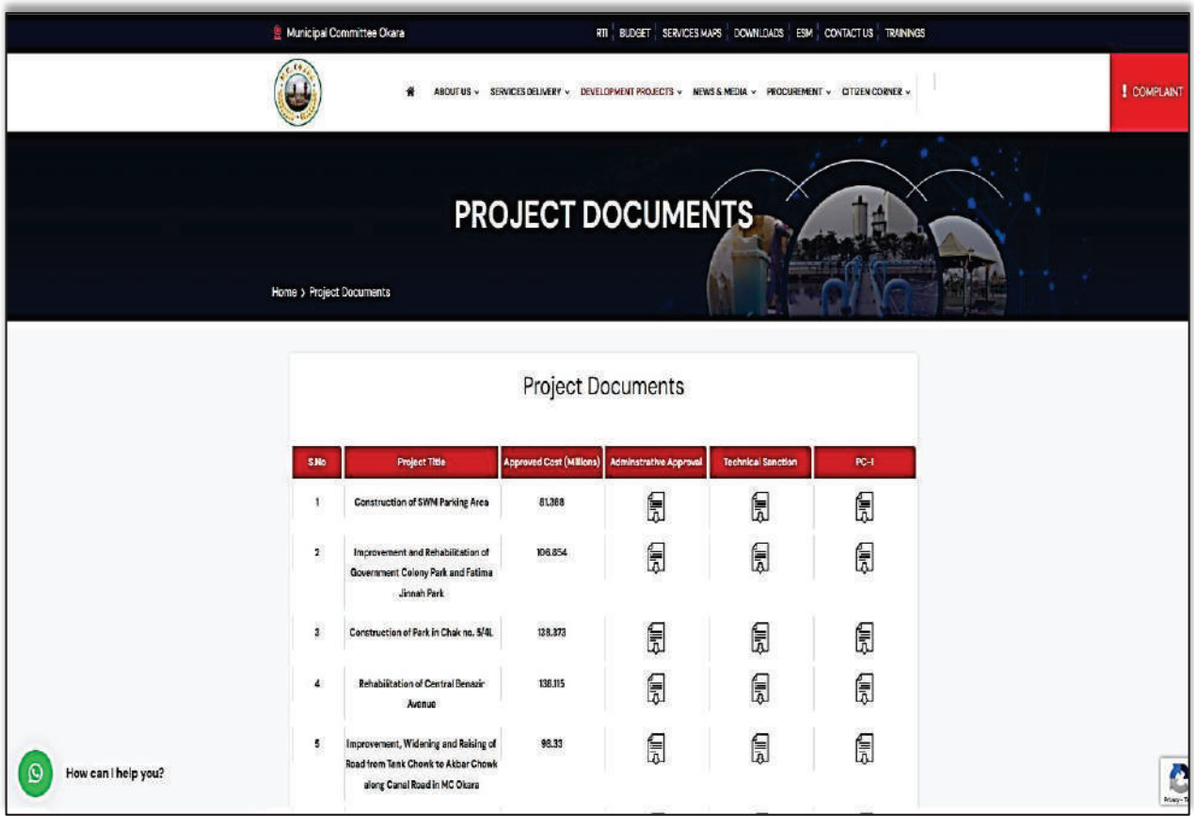

Municipal Committee Okara
RTI
BUDGET
SERVICES MAPS
DOWNLOADS
ESM
CONTACT US
TRAININGS
ABOUT US
SERVICES DELIVERY
DEVELOPMENT PROJECTS
NEWS & MEDIA
PROCUREMENT
CITIZEN CORNER
COMPLAINT
WELCOME
Municipal Committee Okara
MC Okara plans to establish orderly development, well maintained infrastructure and efficient delivery of social services to its people.
READ MORE
POPULATION (AS PER 2017-18 CENSUS)
461,934
ESTIMATED POPULATION (2024)
570,441
GROWTH RATE
3.06
HOUSE HOLD SIZE
6.39
How can I help you?

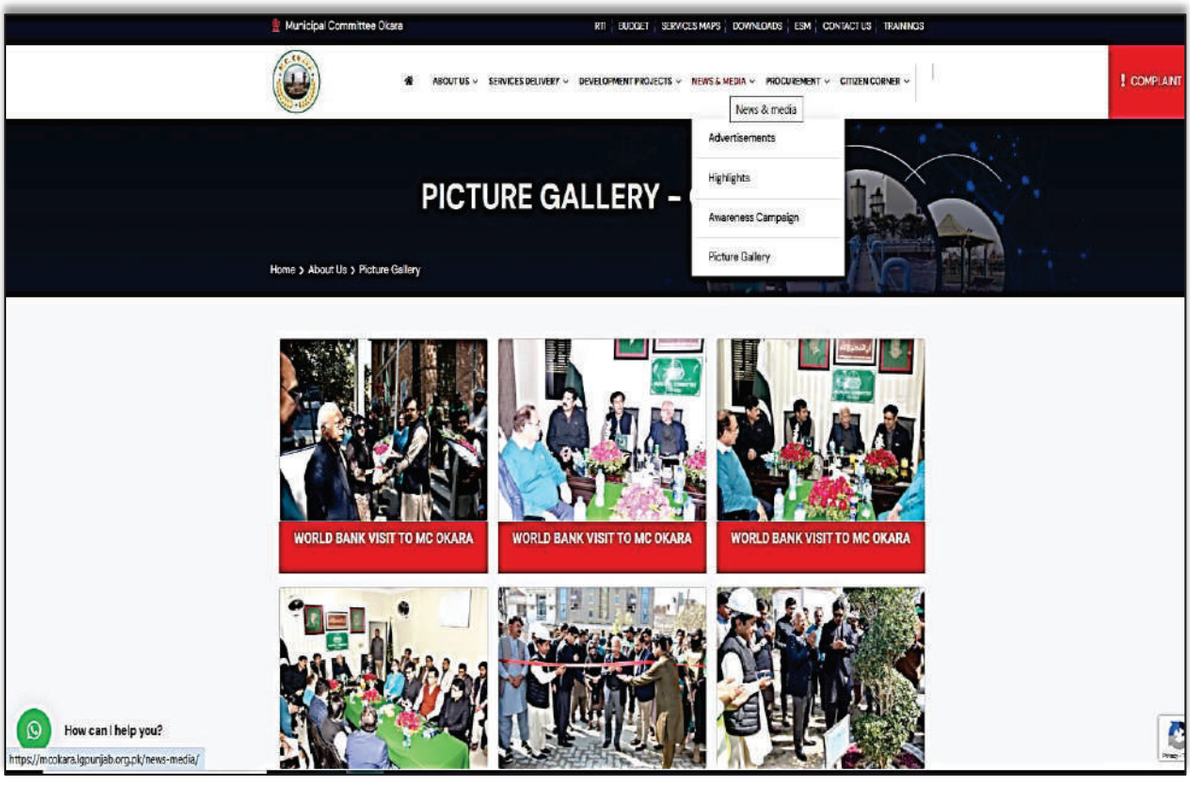

ABOUT US
SERVICES DELIVERY
DEVELOPMENT PROJECTS
NEWS & MEDIA
PROCUREMENT
CITIZEN CORNER
COMPLAINT
About Us
About City
Our Administrator / Chairman
Administrative Setup
Local Government's Functions under PLGA 2022
Functions Of Local Govt Offices
Organogram
Administrator
Mr. Kamran Bashir Dogar
Our Mission
Our Vision
An efficient, well-structured and modernized Local Government system that empowers and enhances the quality of life of its citizens through service excellence and improved municipal service delivery. To develop Okara City toward engine of growth, center of economic activities, industrial promotion and employment generation.
Our Goals
Municipal Committee Okara is focusing on:
• Spreading congenial environment for its citizen by providing improved municipal service delivery mechanism
• Implementation of public health initiatives includes water supply, sewerage & sanitation, eradication of communicable diseases, infrastructure development
How can I help you?

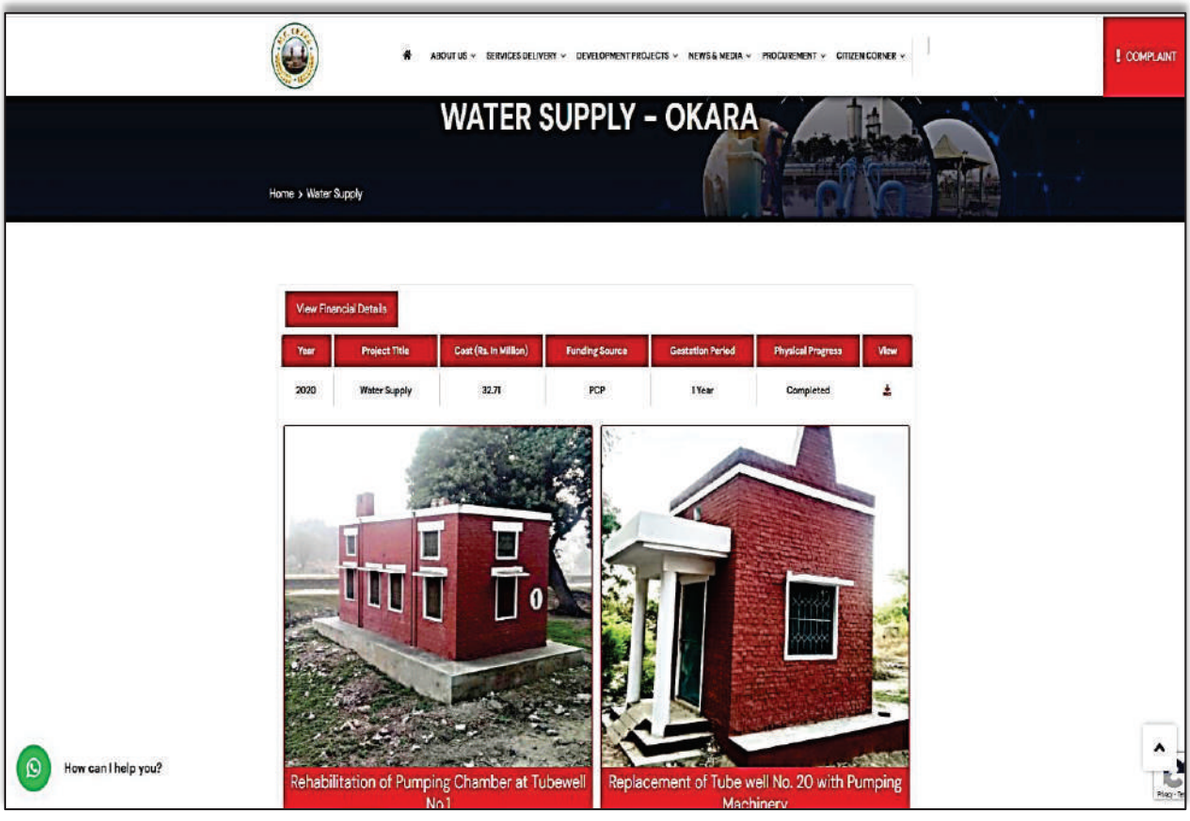

ABOUT US
SERVICES DELIVERY
DEVELOPMENT PROJECTS
NEWS & MEDIA
PROCUREMENT
CITIZEN CORNER
COMPLAINT
About City
History
Important Places
Industry
MC Wards
Administrative Setup
Local Government's Functions under PLGA 2022
Functions Of Local Govt Offices
Organogram
Okara became Tehsil Headquarters
was completed in the area. As on Ju
as a district. It covers a space of 4,3
Trunk Road connects it to Lahore at
The name of the wild plant, Oksnwal
current main city was constructed b
which contained identically sized an
planned town planning had never be
Okara had a sizable Punjabi Hindu a
partitioned in August 1947. During the partition, the Muslims from East Punjab came to this region while the Hindus and Sikhs of Okara have to abandon their ancestral homes and relocate to India.
For any Help, Questions Or Suggestions, Contact Us
EXPLORE OUR SERVICES
ALL SERVICES
https://mcokara.pgpunjab.org.pk/#

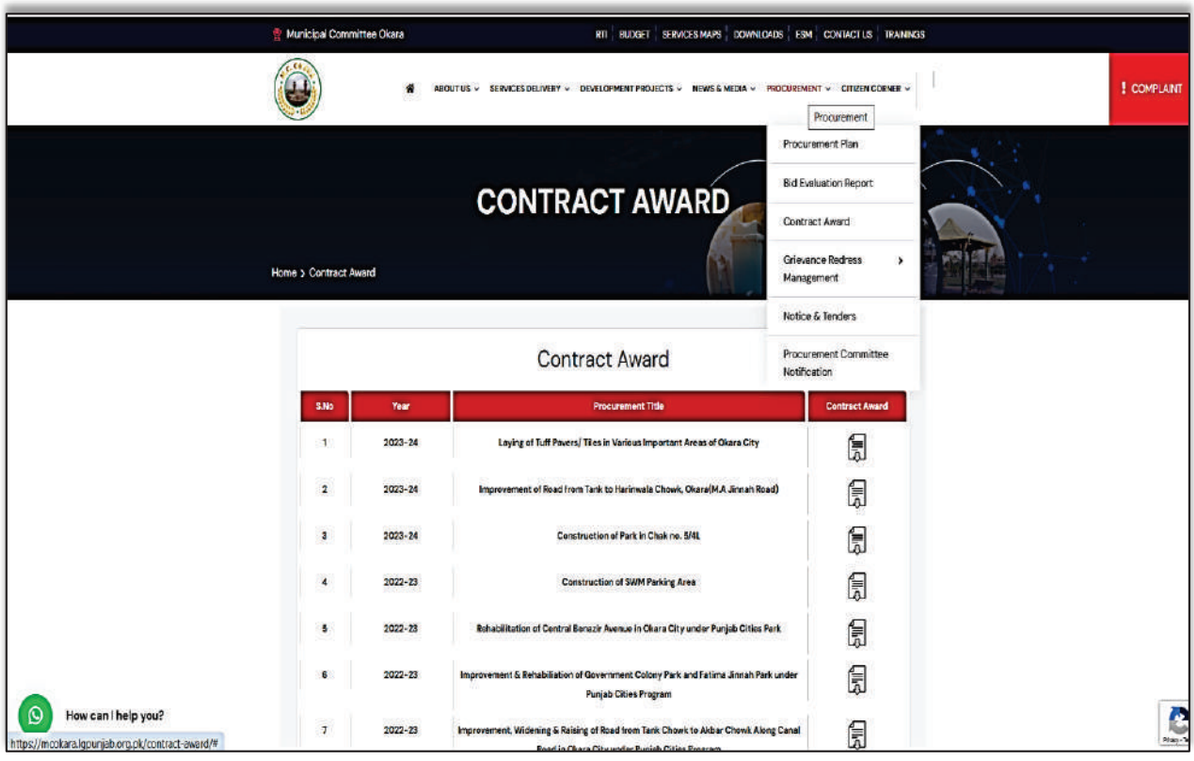

SERVICES - OKARA
Home › Services
Water Supply
Average Hours of Water Supplied to Households During a Month are 6.5
MORE
Solid Waste Management
Est. Solid Waste generation = 224.78 Tons Per Day
Avg. Solid Waste disposal = 175.45 Tons Per Day
Disposal efficiency = 78.05%
MORE
Sewerage
Percentage of Households connected with Sewerage = 38%
MORE
Roads
Total Number of Roads = 24
Total Length of Roads = 25(KM)
MORE
Streetlights
Total Number of Street Light = 1997
Working Street Light = 1604 (80%)
Not Working Street Light = 393 (20%)
MORE
Parks
Total Number of Parks in the city = 30
Major facilities available in Parks are Filteration Plant, Fountains , Swings, Jogging Track, Grassy Ground, Seasonal & Ornamental Plants
MORE
How can I help you?

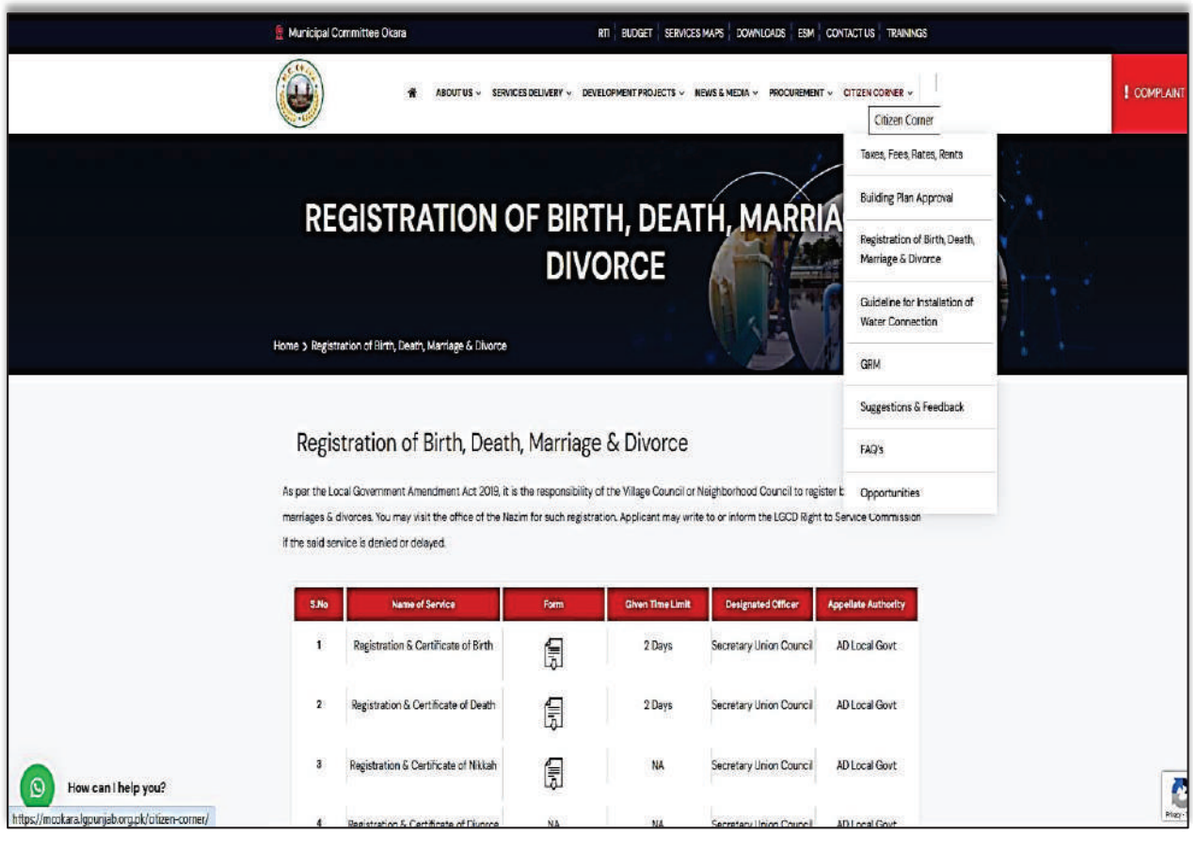

ABOUT US
SERVICES DELIVERY
DEVELOPMENT PROJECTS
NEWS & MEDIA
PROCUREMENT
CITIZEN CORNER
COMPLAINT
Development Projects
PCP Infrastructure Sub Project
Summary of Projects
Detail of Projects
Project Documents
Detail of Projects
All Projects
ROADS
Type: On Going Project
Solid Waste Management
Type: Completed Project
Sewerage
Type: Completed Project
How can I help you?


Municipal Committee Okara
RTI
BUDGET
SERVICES MAPS
DOWNLOADS
ESM
CONTACT US
TRAININGS
ABOUT US
SERVICES DELIVERY
DEVELOPMENT PROJECTS
NEWS & MEDIA
PROCUREMENT
CITIZEN CORNER
COMPLAINT
PROJECT DOCUMENTS
Home > Project Documents
Project Documents
S.No
Project Title
Approved Cost (Millions)
Administrative Approval
Technical Sanction
PC-I
1
Construction of SWM Parking Area
81.368
2
Improvement and Rehabilitation of Government Colony Park and Fatima Jinnah Park
106.854
3
Construction of Park in Chak no. 5/4L
138.373
4
Rehabilitation of Central Benazir Avenue
138.115
5
Improvement, Widening and Raising of Road from Tank Chowk to Akbar Chowk along Canal Road in MC Okara
98.33
How can I help you?

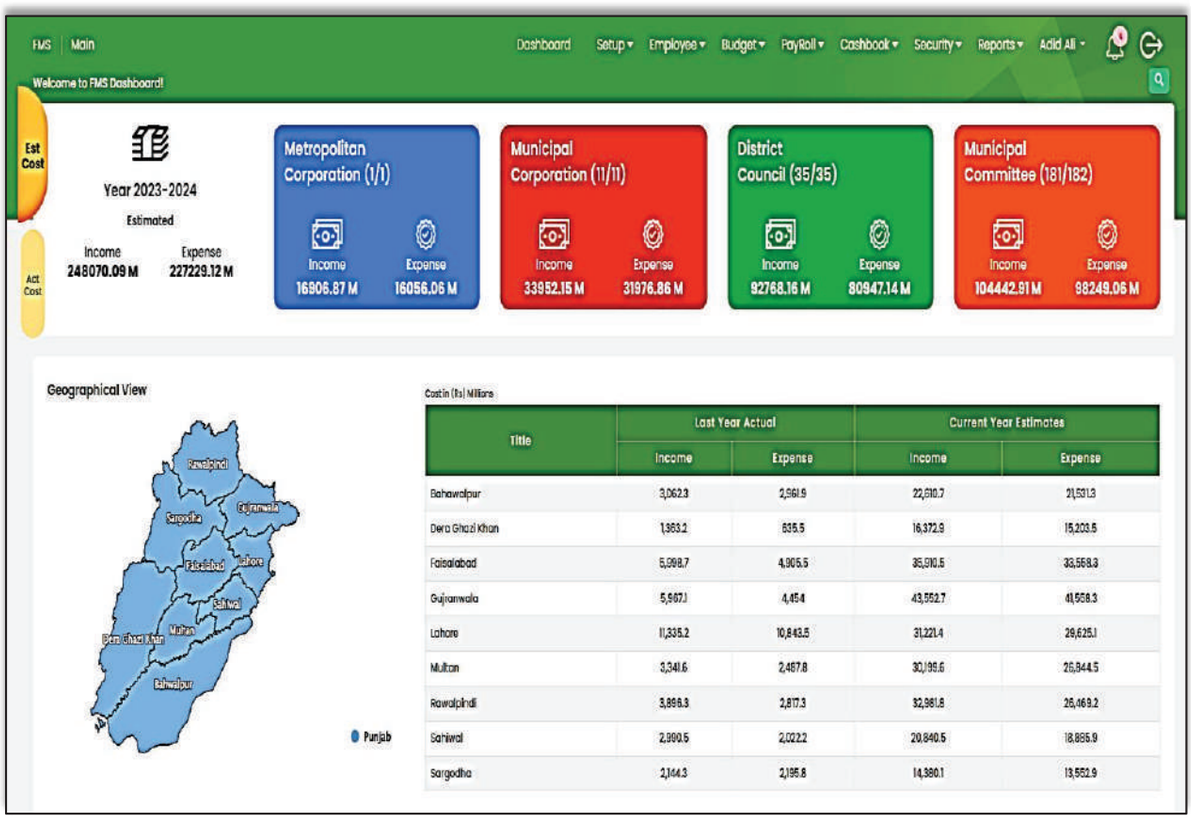

Municipal Committee Okara
RTI | BUDGET | SERVICES MAPS | DOWNLOADS | ESM | CONTACT US | TRAININGS
ABOUT US | SERVICES DELIVERY | DEVELOPMENT PROJECTS | NEWS & MEDIA | PROCUREMENT | CITIZEN CORNER
COMPLAINT
News & media
Advertisements
Highlights
Awareness Campaign
Picture Gallery
PICTURE GALLERY -
Home › About Us › Picture Gallery
WORLD BANK VISIT TO MC OKARA
WORLD BANK VISIT TO MC OKARA
WORLD BANK VISIT TO MC OKARA
How can I help you?
https://mcokara.lgpunjab.org.pk/news-media/


ABOUT US | SERVICES DELIVERY | DEVELOPMENT PROJECTS | NEWS & MEDIA | PROCUREMENT | CITIZEN CORNER
COMPLAINT
WATER SUPPLY - OKARA
Home › Water Supply
View Financial Details
Year
Project Title
Cost (Rs. In Million)
Funding Source
Gestation Period
Physical Progress
View
2020
Water Supply
32.71
PCP
1 Year
Completed
Rehabilitation of Pumping Chamber at Tubewell No.1
Replacement of Tube well No. 20 with Pumping Machinery
How can I help you?

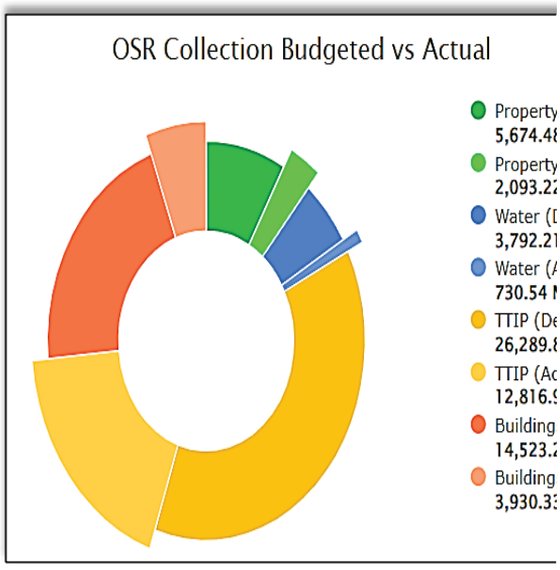

Municipal Committee Okara
RTI | BUDGET | SERVICES MAPS | DOWNLOADS | ESM | CONTACT US | TRAINGS
ABOUT US | SERVICES DELIVERY | DEVELOPMENT PROJECTS | NEWS & MEDIA | PROCUREMENT | CITIZEN CORNER
COMPLAINT
Procurement
Procurement Plan
Bid Evaluation Report
Contract Award
Grievance Redress Management
Notice & Tenders
Procurement Committee Notification
CONTRACT AWARD
Home > Contract Award
Contract Award
S.No | Year | Procurement Title | Contract Award
1 | 2023-24 | Laying of Tuff Pavers/ Tiles in Various Important Areas of Okara City
2 | 2023-24 | Improvement of Road from Tank to Harinwala Chowk, Okara(M.A Jinnah Road)
3 | 2023-24 | Construction of Park in Chak no. 5/4L
4 | 2022-23 | Construction of SWM Parking Area
5 | 2022-23 | Rehabilitation of Central Benazir Avenue in Okara City under Punjab Cities Park
6 | 2022-23 | Improvement & Rehabilitation of Government Colony Park and Fatima Jinnah Park under Punjab Cities Program
7 | 2022-23 | Improvement, Widening & Raising of Road from Tank Chowk to Akbar Chowk Along Canal
How can I help you?
https://mcokara.lgpunjab.org.pk/contract-award/#


Municipal Committee Okara
RTI | BUDGET | SERVICES MAPS | DOWNLOADS | ESM | CONTACT US | TRAINGS
ABOUT US | SERVICES DELIVERY | DEVELOPMENT PROJECTS | NEWS & MEDIA | PROCUREMENT | CITIZEN CORNER
COMPLAINT
Citizen Corner
Taxes, Fees, Rates, Rents
Building Plan Approval
Registration of Birth, Death, Marriage & Divorce
Guideline for Installation of Water Connection
GRM
Suggestions & Feedback
FAQ's
Opportunities
REGISTRATION OF BIRTH, DEATH, MARRIA
DIVORCE
Home > Registration of Birth, Death, Marriage & Divorce
Registration of Birth, Death, Marriage & Divorce
As per the Local Government Amendment Act 2019, it is the responsibility of the Village Council or Neighborhood Council to register b
marriages & divorces. You may visit the office of the Nazim for such registration. Applicant may write to or inform the LGCD Right to Service Commission
if the said service is denied or delayed.
S.No | Name of Service | Form | Given Time Limit | Designated Officer | Appellate Authority
1 | Registration & Certificate of Birth | 2 Days | Secretary Union Council | AD Local Govt
2 | Registration & Certificate of Death | 2 Days | Secretary Union Council | AD Local Govt
3 | Registration & Certificate of Nikkah | NA | Secretary Union Council | AD Local Govt
4 | Registration & Certificate of Divorce | NA | NA | Secretary Union Council | AD Local Govt
How can I help you?
https://mcokara.lgpunjab.org.pk/citizen-corner/

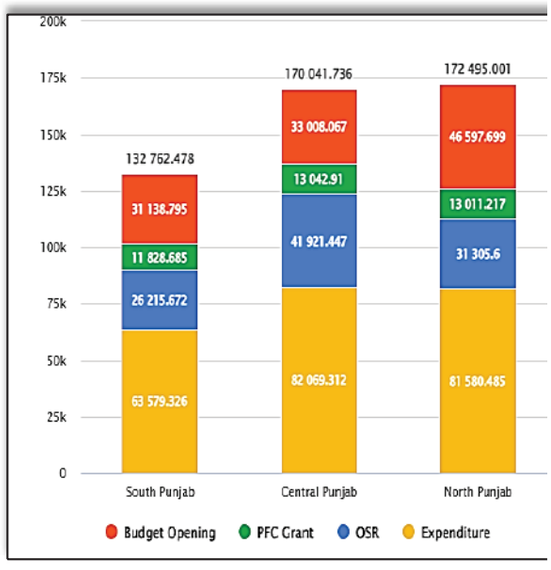
## D. LGFMIS


FMS | Main
Dashboard
Setup
Employee
Budget
PayRoll
Cashbook
Security
Reports
Welcome to FMS Dashboard!
Est Cost
Act Cost
Year 2023-2024
Estimated
Income 248070.09 M
Expense 227229.12 M
Metropolitan Corporation (1/1)
Income 16906.87 M
Expense 16056.06 M
Municipal Corporation (11/11)
Income 33952.15 M
Expense 31976.86 M
District Council (35/35)
Income 92768.16 M
Expense 80947.14 M
Municipal Committee (181/182)
Income 104442.91 M
Expense 98249.06 M
Geographical View
Rawalpindi
Gujranwala
Sargodha
Faisalabad
Lahore
Sahiwal
Multan
Dera Ghazi Khan
Bahawalpur
Punjab
Costin (Rs) Millions
Title
Last Year Actual
Current Year Estimates
Income
Expense
Bahawalpur 3,062.3 2,961.9 22,610.7 21,531.3
Dera Ghazi Khan 1,363.2 835.5 16,372.9 15,203.5
Faisalabad 5,998.7 4,905.5 35,910.5 33,568.3
Gujranwala 5,967.1 4,454 43,552.7 41,508.3
Lahore 11,335.2 10,843.5 31,221.4 29,625.1
Multan 3,341.6 2,467.8 30,195.6 26,844.5
Rawalpindi 3,896.3 2,817.3 32,981.8 26,469.2
Sahiwal 2,999.5 2,022.2 20,840.5 18,895.9
Sargodha 2,144.3 2,195.8 14,380.1 13,552.9

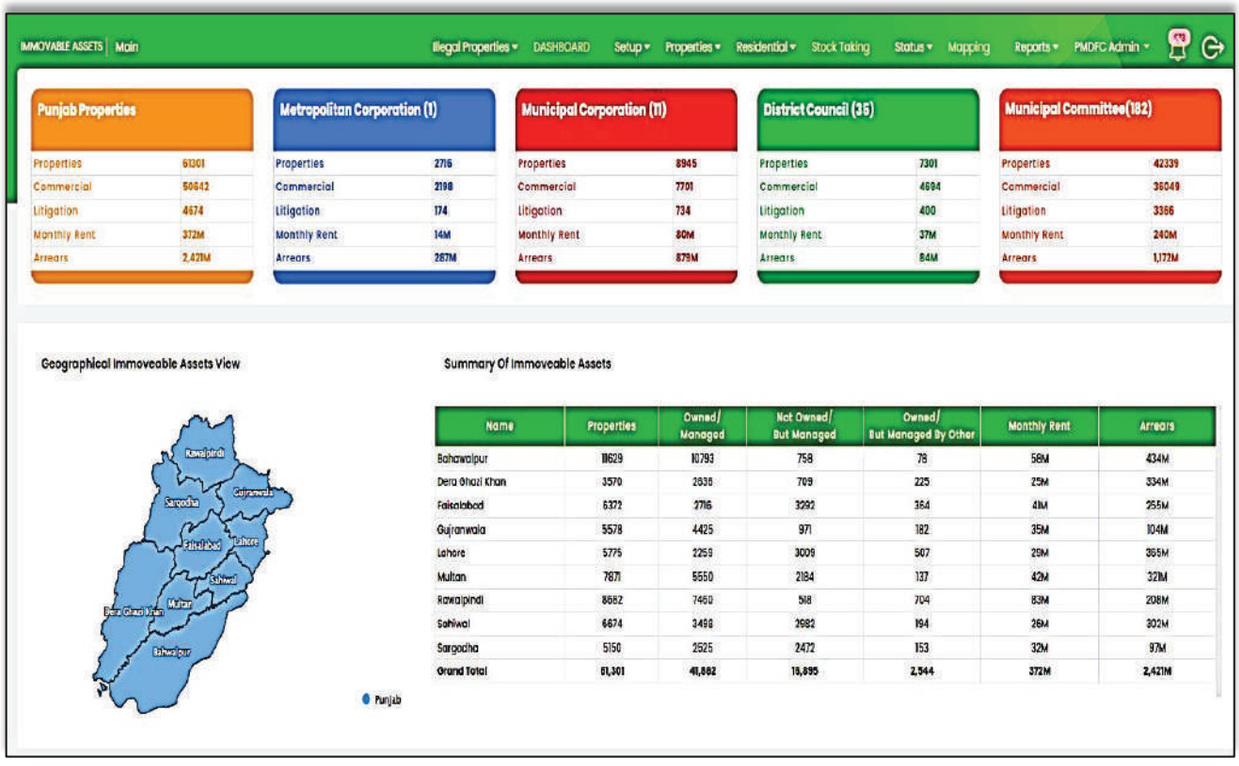
E-Billing | Main
Dashboard
Setup
Water
Property
General Billing
Advertisement
Parking
Reports
PMDFC Admin
Welcome to E-Billing Dashboard!
Punjab
Bahawalpur
Dera Ghazi Khan
Faisalabad
Gujranwala
Lahore
Multan
Rawalpindi
Sahiwal
Sargodha
Commercial Properties
80640
LGs E-Billing
144/189
Water Scheme
125
LGs E-Billing
101
E-Billing Property 37035
Demand 3982.09 M
Receipt Amount 1129.43 M
Unpaid Amount 2852.66 M
Water Connection 408648
Demand 1637.22 M
Receipt Amount 221.76 M
Unpaid Amount 1315.46 M
OSR Collection Budgeted vs Actual
Property
Count
Millions
Bahawalpur
Dera Ghazi Khan
Faisalabad
Gujranwala
Lahore
Multan
Rawalpindi
Sahiwal
Sargodha
Count
Demand
Actual




**OSR Collection Dashboards**

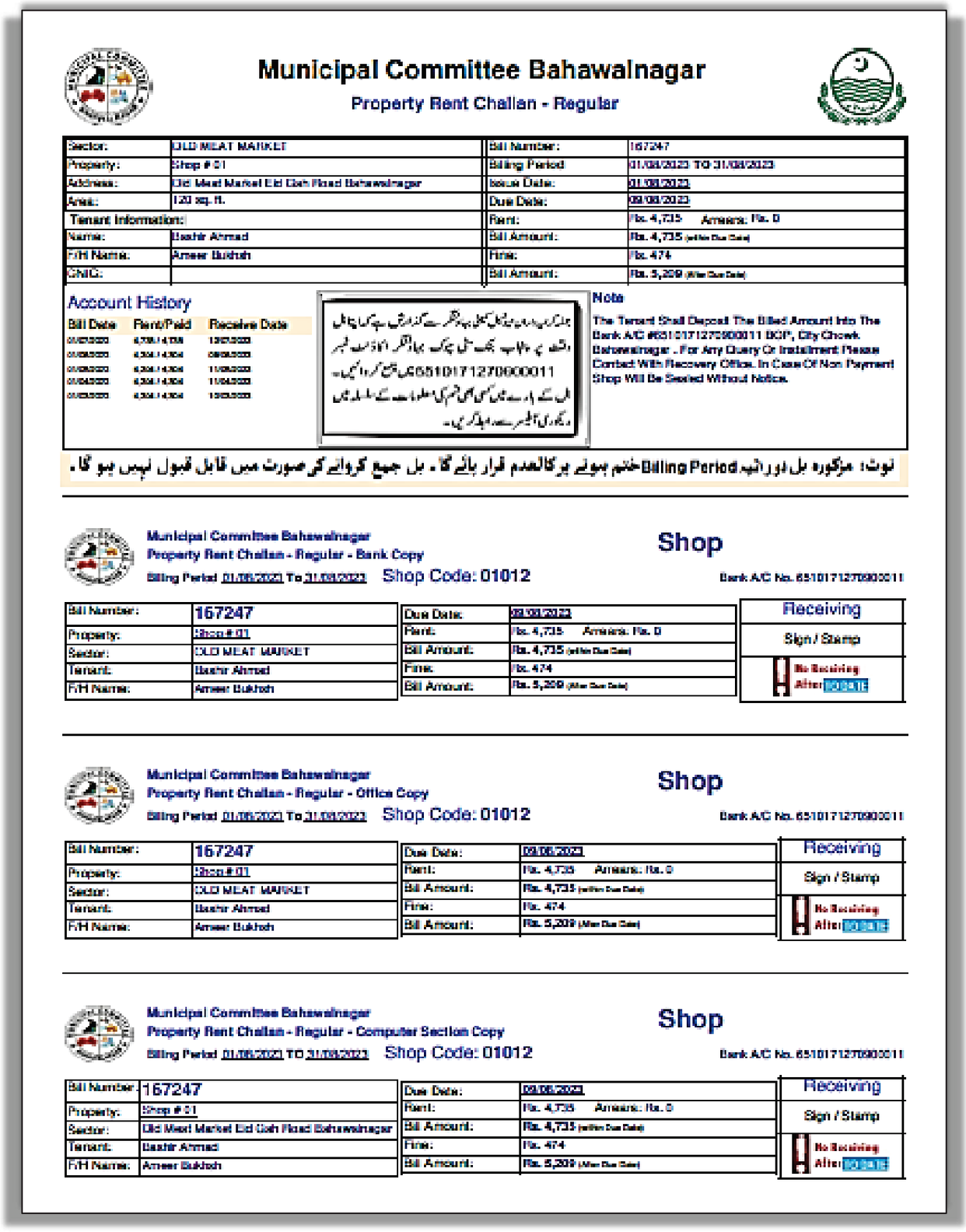



**Budgetary Opening, OSR and Expenditure**




**Immovable Asset Management System Dashboard**

**(Property Rent E-billing using LGFMIS/CFMS)**



# Municipal Committee Bahawalnagar

## Property Rent Challan - Regular

| | | | |
|---|---|---|---|
| Sector: | OLD MEAT MARKET | Bill Number: | 167247 |
| Property: | Shop # 01 | Billing Period | 01/08/2023 TO 31/08/2023 |
| Address: | Old Meat Market Eid Gah Road Bahawalnagar | Issue Date: | 01/08/2023 |
| Area: | 120 sq. ft. | Due Date: | 09/08/2023 |
| Tenant Information: | | Rent: | Rs. 4,735 Arrears: Rs. 0 |
| Name: | Bashir Ahmad | Bill Amount: | Rs. 4,735 (within Due Date) |
| F/H Name: | Ameer Bukhsh | Fine: | Rs. 474 |
| CNIC: | | Bill Amount: | Rs. 5,209 (After Due Date) |

### Account History

| Bill Date | Rent/Paid | Receive Date |
|---|---|---|
| 01/07/2023 | 4,735 / 4,735 | 13/07/2023 |
| 01/08/2023 | 4,304 / 4,304 | 08/08/2023 |
| 01/08/2023 | 4,304 / 4,304 | 11/08/2023 |
| 01/04/2023 | 4,304 / 4,304 | 11/04/2023 |
| 01/03/2023 | 4,304 / 4,304 | 10/03/2023 |

جملہ کرایہ داران میونسپل کمیٹی بہاولنگر سے گذارش ہے کہ اپنا بل وقت پر جناب بنک سٹی چوک بہاولنگر اکاؤنٹ نمبر 6510171270900011 میں جمع کروائیں۔ بل کے بارے میں کسی بھی قسم کی معلومات کے سلسلہ میں ریکوری آفیسر سے رابطہ کریں۔

**Note**

The Tenant Shall Deposit The Billed Amount Into The Bank A/C #6510171270900011 BOP, City Chowk Bahawalnagar . For Any Query Or Installment Please Contact With Recovery Office. In Case Of Non Payment Shop Will Be Sealed Without Notice.

نوٹ: مزکورہ بل دورانیہ Billing Period ختم ہونے پر کالعدم قرار پائے گا۔ بل جمع کروانے کی صورت میں قابل قبول نہیں ہو گا۔

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**Municipal Committee Bahawalnagar**
**Property Rent Challan - Regular - Bank Copy**
Billing Period 01/08/2023 To 31/08/2023 Shop Code: 01012

**Shop**

Bank A/C No. 6510171270900011

| | | | |
|---|---|---|---|
| Bill Number: | 167247 | Due Date: | 09/08/2023 |
| Property: | Shop # 01 | Rent: | Rs. 4,735 Arrears: Rs. 0 |
| Sector: | OLD MEAT MARKET | Bill Amount: | Rs. 4,735 (within Due Date) |
| Tenant: | Bashir Ahmad | Fine: | Rs. 474 |
| F/H Name: | Ameer Bukhsh | Bill Amount: | Rs. 5,209 (After Due Date) |

Receiving
Sign / Stamp
No Receiving After DUE DATE

---

**Municipal Committee Bahawalnagar**
**Property Rent Challan - Regular - Office Copy**
Billing Period 01/08/2023 To 31/08/2023 Shop Code: 01012

**Shop**

Bank A/C No. 6510171270900011

| | | | |
|---|---|---|---|
| Bill Number: | 167247 | Due Date: | 09/08/2023 |
| Property: | Shop # 01 | Rent: | Rs. 4,735 Arrears: Rs. 0 |
| Sector: | OLD MEAT MARKET | Bill Amount: | Rs. 4,735 (within Due Date) |
| Tenant: | Bashir Ahmad | Fine: | Rs. 474 |
| F/H Name: | Ameer Bukhsh | Bill Amount: | Rs. 5,209 (After Due Date) |

Receiving
Sign / Stamp
No Receiving After DUE DATE

---

**Municipal Committee Bahawalnagar**
**Property Rent Challan - Regular - Computer Section Copy**
Billing Period 01/08/2023 TO 31/08/2023 Shop Code: 01012

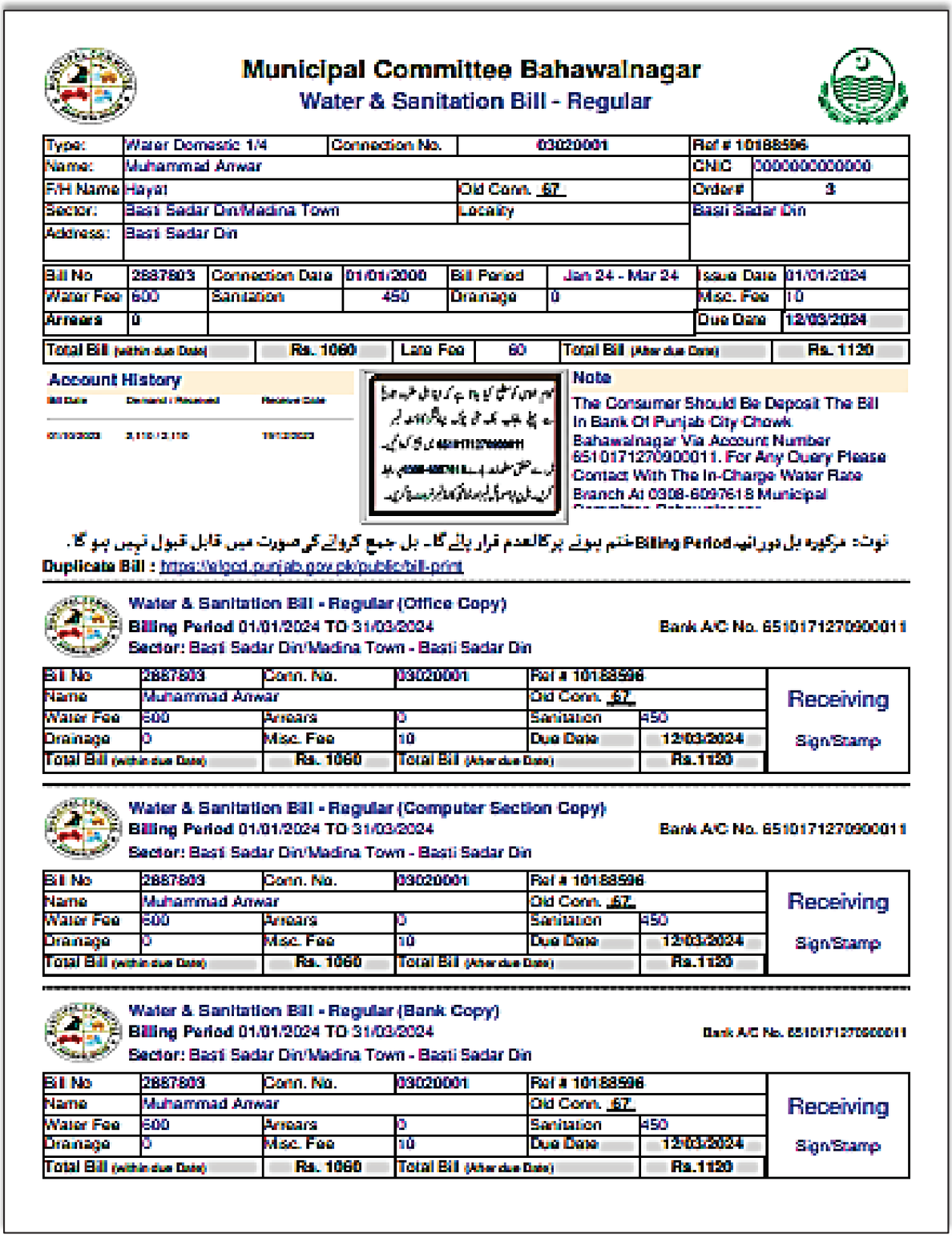
**Shop**

Bank A/C No. 6510171270900011

| | | | |
|---|---|---|---|
| Bill Number: | 167247 | Due Date: | 09/08/2023 |
| Property: | Shop # 01 | Rent: | Rs. 4,735 Arrears: Rs. 0 |
| Sector: | Old Meat Market Eid Gah Road Bahawalnagar | Bill Amount: | Rs. 4,735 (within Due Date) |
| Tenant: | Bashir Ahmad | Fine: | Rs. 474 |
| F/H Name: | Ameer Bukhsh | Bill Amount: | Rs. 5,209 (After Due Date) |

Receiving
Sign / Stamp
No Receiving After DUE DATE

**(Water E¯billing using LGFMIS/CFMS)**



## Municipal Committee Bahawalnagar

### Water & Sanitation Bill - Regular

| | | | | | |
|---|---|---|---|---|---|
| Type: | Water Domestic 1/4 | Connection No. | 03020001 | Ref # 101888596 | |
| Name: | Muhammad Anwar | | | CNIC | 0000000000000 |
| F/H Name | Hayat | Old Conn. | 67 | Order# | 3 |
| Sector: | Basti Sadar Din/Madina Town | Locality | | Basti Sadar Din | |
| Address: | Basti Sadar Din | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Bill No | 2887803 | Connection Date | 01/01/2000 | Bill Period | Jan 24 - Mar 24 | Issue Date | 01/01/2024 |
| Water Fee | 600 | Sanitation | 450 | Drainage | 0 | Misc. Fee | 10 |
| Arrears | 0 | | | | | Due Date | 12/03/2024 |

| | | | | | |
|---|---|---|---|---|---|
| Total Bill (within due Date) | Rs. 1060 | Late Fee | 60 | Total Bill (After due Date) | Rs. 1120 |

**Account History**

| Bill Date | Demand / Received | Receive Date |
|---|---|---|
| 01/03/2023 | 2,110 / 2,110 | 19/12/2023 |

Note

The Consumer Should Be Deposit The Bill In Bank Of Punjab City Chowk Bahawalnagar Via Account Number 6510171270000011. For Any Query Please Contact With The In-Charge Water Rate Branch At 0308-6097618 Municipal

نوٹ: مرکوزہ بل دورانیہ Billing Period ختم ہونے پر کالعدم قرار پائے گا۔ بل جمع کروانے کی صورت میں قابل قبول نہیں ہو گا۔

Duplicate Bill : https://algod.punjab.gov.pk/public/bill-print

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**Water & Sanitation Bill - Regular (Office Copy)**

**Billing Period 01/01/2024 TO 31/03/2024** — Bank A/C No. 6510171270000011

**Sector: Basti Sadar Din/Madina Town - Basti Sadar Din**

| | | | | | | |
|---|---|---|---|---|---|---|
| Bill No | 2887803 | Conn. No. | 03020001 | Ref # 101888596 | | Receiving |
| Name | Muhammad Anwar | | | Old Conn. 67 | | |
| Water Fee | 600 | Arrears | 0 | Sanitation | 450 | Sign/Stamp |
| Drainage | 0 | Misc. Fee | 10 | Due Date | 12/03/2024 | |
| Total Bill (within due Date) | Rs. 1060 | Total Bill (After due Date) | | Rs.1120 | | |

---

**Water & Sanitation Bill - Regular (Computer Section Copy)**

**Billing Period 01/01/2024 TO 31/03/2024** — Bank A/C No. 6510171270000011

**Sector: Basti Sadar Din/Madina Town - Basti Sadar Din**

| | | | | | | |
|---|---|---|---|---|---|---|
| Bill No | 2887803 | Conn. No. | 03020001 | Ref # 101888596 | | Receiving |
| Name | Muhammad Anwar | | | Old Conn. 67 | | |
| Water Fee | 600 | Arrears | 0 | Sanitation | 450 | Sign/Stamp |
| Drainage | 0 | Misc. Fee | 10 | Due Date | 12/03/2024 | |
| Total Bill (within due Date) | Rs. 1060 | Total Bill (After due Date) | | Rs.1120 | | |

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**Water & Sanitation Bill - Regular (Bank Copy)**

**Billing Period 01/01/2024 TO 31/03/2024** — Bank A/C No. 6510171270000011

**Sector: Basti Sadar Din/Madina Town - Basti Sadar Din**

| | | | | | | |
|---|---|---|---|---|---|---|
| Bill No | 2887803 | Conn. No. | 03020001 | Ref # 101888596 | | Receiving |
| Name | Muhammad Anwar | | | Old Conn. 67 | | |
| Water Fee | 600 | Arrears | 0 | Sanitation | 450 | Sign/Stamp |
| Drainage | 0 | Misc. Fee | 10 | Due Date | 12/03/2024 | |
| Total Bill (within due Date) | Rs. 1060 | Total Bill (After due Date) | | Rs.1120 | | |

**(Letter from Minister for Finance KPK for Replication of LGFMIS in KPK)**

**Taimur Khan Jhagra**
Minister for Finance

Government of
Khyber Pakhtunkhwa
23rd December, 2020

To,
Makhdoom Hashim Jawan Bakht,
Minister for Finance,
Government of Punjab,
Lahore.

Subject: **Replication of Computerized Financial Management Information System (CFMIS) developed by Punjab Municipal Development Fund Company (PMDFC) in Khyber Pakhtunkhwa**

Dear Hashim,

This letter is to follow up on an earlier letter requesting the replication of the Computerized Financial Management Information System (CFMIS) which was developed in-house by Punjab Municipal Development Fund Company (PMDFC). The previous letter No. SO (A)/FD/1-14/2020 was sent by the Secretary Finance, Government of Khyber Pakhtunkhwa, and addressed to the Secretary Local Government & Community Development, Government of Punjab, dated 26th October, 2020.

Allowing the Government of Khyber Pakhtunkhwa to replicate the Punjab model would greatly accelerate our Local Government's ability to analyze the finances of town municipal authorities (TMAs). Further, it makes economic sense for our respective governments to collaborate and utilize the existing Punjab model, in order to eliminate duplication of efforts and ensure timely results in Khyber Pakhtunkhwa.

I would greatly appreciate it if you could pursue this specific matter with your secretariat, so that the Government of Khyber Pakhtunkhwa may be able to leverage the Government of Punjab's state-of-the-art financial management CFMIS for the visibility of TMA's fiscal situation.

I appreciate your cooperation and expect positive results in this regard.

Sincerely,

**Taimur Khan Jhagra**
Minister for Finance,
Government of Khyber Pakhtunkhwa

Cc
1. Secretary Local Government & Community Development, Government of Punjab
2. Secretary Finance, Government of Punjab
3. Secretary Local Government, Elections and Rural Development, Government of Khyber Pakhtunkhwa
4. Secretary Finance, Government of Khyber Pakhtunkhwa

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No.SO (Companies) LG 9-13/2019
GOVERNMENT OF THE PUNJAB
LOCAL GOVERNMENT & COMMUNITY DEVELOPMENT
DEPARTMENT

Dated Lahore the 03rd February, 2021

To,

The Managing Director,
Punjab Municipal Development Fund Company (PMDFC),
184-Scorch Corner, Upper Mall Lahore.

Subject:- **REQUEST FOR REPLICATION OF COMPUTERIZED FINANCIAL MANAGEMENT INFORMATION SYSTEM (CFMIS), PMDFC.**

The undersigned is directed to refer to this department's letter of even number dated 26.01.2021, wherein copies of references received from Minister for Finance, Government of Khyber Pakhtunkhwa and Secretary, Government of Khyber Pakhtunkhwa, Finance Department on the subject noted above were forwarded for your comments / views.

2. I am further directed to refer to your letter dated 03.02.2021 regarding consent for facilitation to Finance Department, Government of Khyber Pakhtunkhwa for replication of the Computerized Financial Management Information System (CFMIS) and to state that Competent Authority has been pleased to desire that full support may please be extended to the Secretary, Finance Department, Government of Khyber Pakhtunkhwa for replication of CFMIS developed by PMDFC and updated status may be shared with this department for perusal of the competent authority.

(MUHAMMAD ASLAM NADEEM)
SECTION OFFICER (COMPANIES)

**C.C**

1. Minister for Finance, Government of Khyber Pakhtunkhwa with reference to his letter dated 23.12.2020.
2. Secretary, Government of the Khyber Pakhtunkhwa, Finance Department with reference to his letter No.SO(A)/FD/1-14/2020 dated 26.01.2020.
3. Secretary, Government of the Punjab, Finance Department with reference to his office letter No.FD(PFC)1-PMDFC/2020/10268 dated 01.01.2021.
4. PSO to Secretary, LG&CD Department.
5. PS to Special Secretary, LG&CD Department.
6. PS to Additional Secretary (Dev.), LG&CD Department.

**Punjab Municipal Development Fund Company (PMDFC)**

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