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Status of Implementation of LGO 2001
Primary Research Study of Four City Districts
under Federal TIP-F 309 Policy Research for Strengthening
Local Government

Muhammad Qasim
Consultant



Decentralization Support Program (DSP)
National Program Support Office (NPSO)
Finance Division, Govt. of Pakistan

Table of Contents

No	Name of Chapter	Page No
1.	Executive Summary	1
2.	Introduction	2
3.	Findings: City District Governments	3
4.	Findings: Town Councils	9
5.	Mapping the Future – Recommendations	13
6.	Annexes	16
7.	Appendices	43

List of Acronyms

ACO	Assistant Coordination Officer
ACR	Annual Confidential Report
ADB	Asian Development Bank
ATO	Assistant Town Officer
BLGO	Baluchistan Local Govt. Ordinance
CCBs	Citizen Community Boards
CCCP	Chief Capital City Police
CD	Community Development
CD & MD	City Development & Municipal Department
CDGK	City District Government Karachi
CDPO	City Distt Police Officer
CESSD	Communication for Effective Social Services Delivery
CSOs	Civil Society Organizations
DC	Deputy Commissioner
DCO	District Coordination Officer
DO-SW	District Officer -Social Welfare
DPO	District Police Officer
DSP	Decentralization Support Programme
DTCE	Devolution Trust for Community Empowerment
EDO	Executive District Officer
EIROP	Essential Institutional Reforms & Operationalization Program
FGDs	Focused Group Discussions
GO-NGO	Government-Non-Government Organization
GoNWFP	Government of North West Frontier Province
IRDS	Institute of Research and Development Studies
KBCA	Karachi Building Control Authority
KDA	Karachi Development Authority
KESC	Karachi Electric Supply Corporation
KWSB	Karachi Water & Sewerage Board
LDA	Lahore Development Authority
LFO	Legal Framework Order
LGO	Local Government Ordinance
MIS	Management Information System
MMA	Muttahida Majlis-i-Amal
MQM	Muttahida Qaumi Movement
NCSW	National Council of Social Welfare
NGOs	Non Government Organizations
NRB	National Reconstruction Bureau
OSR	Own Sources of Revenue
P & D	Planning & Development
PESCO	Peshawar Electric Supply Corporation
PML(Q)	Pakistan Muslim League(Q)
QDA	Quetta Development Authority
SLGO	Sind Local Govt. Ordinance
SUGS	Sindh Unified Grade Services
TCO	Town Council Officer
TMA	Town Municipal Administration
TMO	Town Municipal Officer
TOF	Town Officer Finance
TOIS	Town Officer Infrastructure and Services
TOP	Town Officer Planning
TOR	Town Officer Regulation
UCs	Union Councils
UNDP	United Nations Development Program
WASA	Water And Sanitation Authority

I. Executive Summary

Under the technical investment proposal titled F-309 Policy Research for Strengthening Local Government, the Decentralization Support Program (DSP) commissioned a primary research study to assess the implementation status of LGO 2001 in Pakistan during the first four years. The study was conducted in four City Districts of Pakistan (including Karachi, Lahore, Peshawar and Quetta) and associated Towns from April to July 2005. It focused on the following aspects of LGO 2001:

1. Status of establishment, staffing and performance of devolved departments
2. Monitoring and house committees
3. Development of bye-laws
4. Establishment and functioning of Citizen Community Boards (CCBs)
5. Neighborhood Councils
6. Local taxes and own source revenue
7. Implementation status of Police Order 2002
8. Level of penetration of Information Technology and Management Information Systems (MIS) at local level

It was observed that the devolved departments could not perform due to insufficient staffing and frequent postings and transfers. Monitoring and house committees were formed in most of the City Districts and Towns but they lacked resources and operational support therefore could not play any significant role in improving performance of the Govt. departments. Model by-laws were provided by NRB in some cases but this remains an area which still needs a lot of support. In case of Citizen Community Boards (CCBs), the process of registration and capacity of the concerned government officials are the areas that need further attention. Efforts to establish and operationalize Neighborhood Councils have not been visible. There is a need to focus on awareness raising and capacity building in this account while planning future support activities.

One of the significant features of LGO 2001 was generation of own source revenue by the local governments to build a sustainable local resource base. This opportunity could not be exploited fully and the local governments are still dependent on vertical transfers for a major portion of their budgets. Implementation of Police Order 2002 had largely remained symbolic. The Police Chief has been appointed in all the City District Governments but the affiliated oversight bodies (for improvements and checks) were not established in majority cases. As regards to the use of IT at the local level, computers, where existed, were being used for word processing mostly. The required vision and motivation to take advantage of the information technology for enhancing development planning and management functions was found lacking.

A lot of funds have been invested by Govt. sponsored projects and NGOs in orientation and capacity building of the elected representatives and Govt. Officials, but the quality and impact of those undertakings are still to be assessed. These programs seemed to be implemented with little consideration to mutual coordination among various agencies. Duplication of efforts and wastage of resources have therefore been major issues during the course of the first tenure of LGO implementation. For future, there is a need to strengthen coordination for capacity building interventions so that needs-based activities could be initiated for enhancing LG performance.

Overall, the institutions to deal with issues of inefficiencies, negligence, and conflicts / disputes among LGs have not been able to perform their due role due to various administrative and political hurdles. Resultantly, the system has suffered and the pace of development had remained slow. There is a need to strengthen institutions such as Local Govt. Commission to mediate and settle inter-government disputes that arise from time to time.

II. Introduction

Basic structure of the current devolved Local Governments was established with oath taking of various elected representatives on August 14, 2001. However, road to successful implementation of the LGO 2001 remained rough and uneven due to the fact that the system itself and people concerned were new. The Govt. has invested considerable human and financial resources to ensure effective implementation of the LGO and much has been achieved in this regard. However, a number of political and socio-economic factors continue to hinder such efforts.

The first phase of local governments (from August 2001 to August 2005) can be described as experimental phase with encouraging progress in some spheres of the common man's life and, most visibly, in the political life of the rural and urban Pakistan. At the same time, a number of constraints were faced by the LGs in successfully operationizing the new systems. This pioneering phase provides valuable insights in understanding the factors concerned with implementation of the LGO 2001, which could form a basis for necessary adjustments in the system over a period of time.

The Govt. has been instrumental in supporting LGO implementation and strengthening the local government system through undertaking research studies and assessments of capacity and training needs etc. Decentralization Support Program (DSP) is one such initiative to provide an effective support mechanism for Local Govt. Institutions. Under one of its technical investment proposal titled F-309 Policy Research for Strengthening Local Government, the Decentralization Support Program (DSP) had commissioned a research study to assess "The Status of Implementation of LGO 2001". This study was an effort to understand ground realities, draw lessons from the past and propose practicable recommendations for future reforms to support effective implementation of the LGO 2001. The study looked at the following eight aspects of LGO implementation:

1. Staffing Issues and Performance of Departments
2. Establishment and Performance of Committees
3. Development and Approval of Bye-Laws
4. Citizen Community Boards (CCBs)
5. Neighborhood Councils
6. Local Taxes
7. Implementation Status of Police Order 2002
8. Establishment of Management Information Systems

Primary data of the four City Districts of Pakistan (Karachi, Lahore, Peshawar and Quetta) and all associated TMAs on the above-mentioned eight themes was analyzed. Town level data in Karachi was collected from 50% (09 out of 18) of the TMAs. Library Research was undertaken to study all available information on the subject and develop interview schedules and questionnaires. Semi-Structured Interviews and Focused Group Discussions (FGDs) were held with elected representatives, concerned Govt. officials, media personnel, political leaders and representatives of civil society organizations to collect quantitative and qualitative data. The data was analyzed and is being presented in the form of report in hand. Study in hand provides insight into many issues associated with the above themes. However, most of the above-mentioned areas deal with complex subjects and require to be studied in greater detail through independent research assignments.

III. Findings City District Governments

This section provides implementation status of selected provisions / aspects of the Local Govt. Ordinance 2001 in the City District Governments of Quetta, Peshawar, Lahore and Karachi as observed during the course of this study undertaken from April to July 2005. For details about each City District Govt., please see Appendix-1 to Appendix-4. Overall situation of the City Districts is indicative of the fact that the first tenure, spanning over a period of four year, was mostly spent in understanding mutual roles and responsibilities with little emphasis on institutional strengthening and development planning. It has been observed that majority of the LGO provisions have been left unattended due to lack of understanding / vision, experience and the required skills.

1. Staffing Issues and Performance of Departments

a. Staffing

Table-1 (Annex-1) shows that EDOs were appointed in majority of the devolved departments except the newly created departments of Law, Literacy and Information Technology. As regards availability of other staff (the DOs and lower-grade officers); most of the City District Departments were found to be understaffed. Resultantly, the available staff was overloaded with multiple responsibilities leading to ineffectiveness, delays and inefficiencies. Some major staffing issues in the four City District Governments are as follows:

- i. Although many of the departments have been devolved to the City Districts, the devolution process was not complete in its true sense. Some of the departments, like Law Department in Peshawar, Lahore and Quetta and Literacy Department in Peshawar and Quetta were not established. Similarly Information Technology Department was not established anywhere except in City Distt. Karachi.
- ii. Posting and transferring authority of the Officials working with Distt. Govt. lies with the parent departments in the Provincial Government. The officials tend to be more loyal and inclined to their parent departments but at times seemed caught between the two governments. In several cases, frequent transfers had resulted in a conflict-like situation between elected representatives and the bureaucracy. The issue also had negative implications for the service delivery mechanism. In City District Karachi, the district Nazim termed such postings and transfer as politically motivated to undermine the district's development efforts. There existed a feeling that despite being well aware of the situation in CDG Karachi, the Federal Govt. was not inclined to take any action due to its own interests¹. He explained that in the short-term, CDGK has appointed a 40 members volunteers Coordination Council² to address staffing constraints and to facilitate the development activities,
- iii. The development authorities like CDMD in Peshawar, WASA in Karachi, Lahore and Quetta, are legally under the City District Government but practically they have

¹ At the time of this research study, MQM was a leading coalition party in the Provincial Govt. with PML(Q) and Jamaat-i-Islami, was leading the City Distt. Govt. Karachi under its Nazim Mr. Naimatullah Khan.

² Members of the Coordination Council were mostly non-paid party workers of Jamaat-i-Islami who were expert in their respective disciplines. They provided technical support to the City Govt. as and when required; they also tried to fill the gap and overcome the issues that were faced due to frequent political transfers of the govt. officials

been running as independent entities. The CDGs did not seem to have any real influence in any of their affairs and transfers and appointments in these organizations were also directly controlled at the provincial level. These entities had their own budgets and seemed to be more resourceful than the City Districts

- iv. According to the recent LGO Amendment Ordinance, December 31, 2005 has been decided as the deadline to create a new LG Service Cadre for district / TMA and Union devolved offices. It is, however, too early to assess implication of this amendment for staffing arrangements in the local government system.

b. Performance of the Devolved Departments

Most of the devolved departments could not effectively implement the given mandate due to staffing issues as mentioned in the previous section, lack of requisite knowledge and skills, and prevailing confusion at various levels of the Local Government. Monitoring Committees were in place in several cases to oversee and improve the performance of devolved departments. However, they were mostly not functional or ineffective in getting their concerns addressed. Not much action was said to be taken against their reports. Undue patronage of Provincial government and / or of Nazim seems to be a factor in eroding performance culture at the local government level.

2. Establishment and Performance of Committees

Soon after establishment, the City District Governments have formed district/house and monitoring committees³ to check performance of various devolved departments and to improve service delivery mechanism of the Government. Table-2 (Annex-1) shows that the number of monitoring committees established is different in the four City District Governments, as in certain cases joint committees have been formed for a group of departments. CDGs Karachi and Quetta lead the list in terms of number of Monitoring Committees.

As regards performance of the monitoring and house committees, initial interest and enthusiasm was lost over time and members complained that little action was taken against their reports and recommendations. Majority of the committees had therefore gone dormant. Some of the factors responsible for dismal state of affairs of monitoring committees include the following:

- a. Lack of clarity about the roles and responsibilities of committees. Due to non-availability of proper TORs, the members were unable to understand and perform their mandated role. Lack of requisite experience and skills was also a factor
- b. Absence of administrative and operational support to hold regular meetings, carryout visits and perform its functions effectively.
- c. Indifference and lack of interest on part of concerned government officials. Members of the committees complained that senior govt. officials tend to avoid attending meetings of the Council, even when they were specially requested. The government officials, on the other hand, complained that their job suffered by frequent intervention of the monitoring committees and calls from the Distt. Govt. to attend the council sessions.

³ House committees (like Insaf Committee, Zilla Mushawirat Committee) are formed to monitor/perform a particular function of the Council, while monitoring committees (like Education and Health Committees) are formed to check the performance of various devolved departments.

- d. Lack of support of Nazim. There were concerns that in few cases the Nazim himself tried to limit the role and effectiveness of the committees to accommodate certain government officials.

3. Development and Approval of Bye-Laws

Table-3 at Annex-1 indicates that development of Bye-Laws remained the most neglected chapter with the City Districts and Towns. During the first four years, the Distt. Governments were largely unaware of the significance of Bye-Laws in performing various district functions. In most cases, the exact process to develop Bye-Laws, to seek approval of the Council and to issue necessary notification, was not known. Interestingly, nearly all tiers of the Local Govt. had considered the "MODEL" bye-laws provided by the provincial government / NRB to be sufficient. Hardly, any changes were made to tailor those model by-laws to specific requirements of a district or town. The Law Department, which could have performed this job effectively, was not established and functional in any City Distt. Government except Karachi.

Lack of orientation about the bye-laws is to such an extent that in one City Distt., the Council developed and approved only one Bye-Law that was unfortunately out of its assigned mandate; was a federal chapter.

4. Citizen Community Boards (CCBs)

The role of Citizen Community Boards (CCBs) in ensuring active community participation in the development process needs no debate. However, due to lack of skills and political and personal interests this institution could not be strengthened to achieve the desired results. Table-4 (Annex-1) provides information about the progress made by the four City District Governments for establishing CCBs. Following are the salient findings of this primary research as regards CCBs establishment and effectiveness in four City District Governments.:

Town-1 of Peshawar has established its own official CCB under an Ex-Mayor, Peshawar. The CCB was officially working under the overall supervision and guidance of the Town Nazim and the Town provided space for the CCB office in its official premises. Also, the CCB has been registered by the Distt. Govt. and the Town has allocated Rs. 2,600,000 for developmental activities with a request to the City Distt fund to undertake mega projects in Town-1 through that particular CCB.

- a. Elected representatives, particularly the UC Nazims, are hardly convinced to accept CCBs as grassroots organizations and that is one of the reasons why this important institution was neglected in the initial two years. Table-4 (Annex-01) shows that CCB's formation started very late in all of the City District Govts. Projects like the Devolution Trust for Community Empowerment (DTCE) and some Civil Society Organizations have been instrumental in accelerating the establishment process of CCBs. The fact that 25% share⁴ of the development funds was reserved for CCBs also lead to their recognition and formation. Records confirm that the process gained momentum in last two years and a significant number of CCBs were registered while many are still in the process of registration.
- b. CDG Lahore leads in terms of number of CCBs formed and projects approved/implemented by them, followed by Peshawar. The CDG Karachi has the least number of CCBs established in the last four years. With so much delay in the CCBs' establishment, limited understanding about project development and implementation and

⁴ If the CCBs are not established the 25% development fund would be left unutilized.

release of funds, a huge sum of development funds has been lying unspent with the CDGs.

- c. It has been found that CCBs face problems in developing project proposals particularly in estimating the budgets and most of the concerned CCB officials in the CDGs remain overburdened. The CDGs of Peshawar and Lahore have established separate CCB cells for providing assistance on CCBs' related matters. The CCB cell in Lahore, which has been established with the assistance of DTCE, was found comparatively mature in terms of nature and scope of work handled than the one in Peshawar.
- d. CCBs' guidelines, which have been issued by NRB and adopted by the concerned provinces to detail the process and steps for CCBs' establishment, projects development and implementation, are not being followed anywhere. Infact in quite a few cases, the LGO provisions and NRB guidelines are clearly violated. For instance, in many CDGs, registration of CCBs and approval of its projects is subject to NOC from UC Nazim. A number of organizations like Institute of Research and Development Studies (IRDS), Peshawar, and Communication for Effective Social Service Delivery (CESSD) have developed and distributed Urdu booklets for providing information on NRB guidelines and CCBs. Still, much is required to be done to enhance understanding of concerned government officials and aspirant CCBs regarding issues such as those related to project development, management and release of funds.
- e. It has been found that a significant number of CCBs have been established by elected representatives themselves, apparently to access the development funds. Similarly, contractors have been found to have established CCBs to make a living out of. Reportedly, such CCBs' projects were approved comparatively easier and enjoyed greater government support during implementation.
- f. Budget and Development Committees, wherever formed, have been found to lack the capacity to understand and perform its due role. As a result, the CCB project's assessments, monitoring and evaluation have not been carried out properly. In many cases, the CCBs' addresses could not be verified. They have been registered with fake addresses to avoid audit of accounts and evaluation of their projects.
- g. Similarly, in majority cases, an upfront 20% cash contribution of the community mandatory for the approval of development projects could not be ensured. Where such an amount is contributed by the CCBs, it is usually not collected from the community. In some cases, this amount was withdrawn (with profits) as soon as the project funds were released. The community seemed to have little involvement in the decision-making or in contributing physical and management support for project implementation. To please elected representatives, political allies and to ensure utilization of the development funds, the concerned district authorities pay no attention to such gross violation of the LGO.
- h. In general, NGOs-transformed-CCBs have been found more effective and efficient because they have skilled and experienced personnel. Involvement of CSOs has accelerated the process of CCBs formation and strengthening but more quality work needs to be done in this regard.
- i. Role of women in CCBs has been very limited. In CDG Lahore, only two women CCBs have been registered out of a total number of 410. Situation in the other CDGs is even worse in this context.
- j. Development priorities for CCBs' projects were not set at any level of local government. The CCBs have a vast scope to contribute in local development interventions. However, about 90% of the projects submitted by CCBs were found to be related to infrastructure, particularly water and sanitation.

5. Neighborhood Councils

The Neighborhood Councils is Town's mandate; relevant information is given in the next chapter.

6. Local Taxes

For a major portion of their budgets, the City District is dependent on transfer of funds from Provincial and Federal Govts. Table-5 given in Annex-1 indicates that the District Governments have not been able to establish a sustainable local revenue base. There is lack of capacity to explore Own Source Revenue (OSR) through small investments or broadening the tax net. Also, the elected representatives have been found reluctant to invite public pressure through imposing new taxes or increasing the existing ones. Imposition and collection of taxes in the rural areas is comparatively more challenging because of the low-income background of the population and absence of a tax culture.

In many cases, it has been found that District and Towns are in a state of conflict over collection of certain taxes. In Quetta, the conflict over property tax collection was decided by the High Court in favor of the District Government. The case is now being filed in the Supreme Court. Similar complaints / cases have been reported in Peshawar and Lahore as well. Disputes on ownership of various taxes existed visibly in Karachi too but they seem to have resolved the differences through out of court settlements.

Certain entities, such as the Cantonment Boards are situated within the boundaries of City Distt. Govt⁵. While adding tremendous pressure on the available resources and infrastructure, these Boards make no financial contribution to the City District. Similarly, independent bodies within the City Distt. Govt. Karachi (CDGK) like Karachi Steel, Karachi Port Trust, Pakistan Railway and Export Promotion Bureau use city's infrastructure but add nothing to the district's revenues.

7. Implementation Status of Police Order 2002

The primary research done through this study has found that little was accomplished with regard to implementation of Police Order 2002 (please see Table-6 Annex-1). The following issues were found to be associated with slow and largely ineffective implementation of Police Order.

- a. While Police Chiefs were appointed in all City Distt. Govts., there seemed to be no improvement in the performance of police departments. One of the reasons was that the affiliated oversight bodies like Public Safety Commissions, Police Complaint Authorities and Citizen Liaison Committees could not be established in majority of the City Districts. In the absence of effective oversight bodies, the police were answerable to department heads only and had no practical obligations vis-à-vis the City Distt. Govt.
- b. During the first four years of LGs, authority of writing ACR of City District Police Officer⁶ (CDPO) / CCCP remained with the Distt. Nazim. However, this had little impact on making the CDPO/CCCP more accountable and answerable to the Distt. Nazim as the final authority of ACR approval did not rest with him.

⁵ City Distt. Karachi has five Cantonment Boards

⁶ In City Distt. Peshawar this position is called Chief Capital City Police (CCCP)

- c. The recent amendments have substantially increased Zilla Nazim's authority over annual Progress Evaluation Report (PER)⁷ – also called as ACR, of the Distt. Police Officer. The Distt. Policing Plans is also to be developed in coordination with the Zilla Nazim. These amendments are generally regarded to have positive implications for police performance. It is, however, too early to assess their usefulness for improving law and order at the local level
- d. Public oversight and complaint authorities are significant achievements of the Police Order 2002; however, these institutions could not be established effectively in the past. The recent amendments bring structural changes to these institutions again raising questions about their independence and vitality. According to the amendments, Police Complaints Authority (PCA) has been merged with the Public Safety Commission and named as Public Safety and Police Complaints Commission. The number of independent members in the District Commission has been reduced from one-half to one-third. Each DPSC would now include three MNAs or MPAs, three members of the district council and three independent members selected by a selection panel. Method for selection of Independent Members from 'consensus vote' has been changed to 'majority vote'.

8. Establishment of Management Information Systems

The City District Govts in Pakistan have no clear vision of establishing information management systems for development planning and management. Computer systems and required operators are available in most of the CDGs and Towns but these are mostly used for word processing. Utilization of these machines needs to be enhanced to support overall planning, management and service delivery functions of the government.

Situation seems to be comparatively better in CDG Karachi, where a separate IT Department has been established with appropriate technical staff. The IT section in Karachi has initiated several projects to manage the flow and effective use of information and has the following achievements to its credit.

- i. Software developed for Budget & Pay Role Management System
- ii. Land Management System developed
- iii. Trade License Billing Management System developed
- iv. Births and Deaths Management System developed
- v. Personnel Information System developed

City Distt. Govt Lahore has been supported by NADRA for the establishment of computerized registration of Births and Deaths of all the UCs in the District. Similarly, CDG Peshawar, with the assistance of EIROP (a project of the P&D Deptt. GoNWFP) has allocated a separate room for IT related activities and one of its officials participated in the UNDP sponsored training workshop on IT as well. So far, however, the premises could not be established to serve the purpose of an effective and efficient Information Management Cell. CDGs Lahore and Karachi have established their websites but these websites are not well maintained to provide up-to-date information on its performance and issues. Table-7 (Annex-1) explains country-wide IT situation.

⁷ Article 33 of the Police Order 2002 (amended)

IV. Findings Town Councils

The Town of the four CDGs were assessed on the same lines / LGO provisions as the districts. Situation in the Towns was not much different from the City District Governments with regard to implementation of LGO 2001. In most cases, the observations made in case of City Districts are also applicable to the Towns. The Towns were able to provide municipal services in a traditional manner, however, they were found unable to focus on developing and strengthening various institutions for more coordinated and sustainable efforts.

1. Staffing Issues and Performance of Departments

Table -1 of Annex-2, 3, 4 & 5 indicates that the three Town Officers, Town Officer – Finance (TOF), Town Officer - Municipal Regulations (TOR), and Town Officer – Infrastructure & Services (TOIs), are available in all towns from the very beginning. However, the position of Town Officer Planning (TOP) had remained vacant all along in all Towns except in Quetta. The Assistant Town Officers Planning (ATOPs) have been appointed in majority of the Towns.

In City District Peshawar, the planning function has been taken up by City Development and Municipal Department (CD&MD) – an independent body working under the City Distt. Govt. Peshawar.

The Towns have been found deficient in engineering and other technical staff (below the level of ATO) and thus many of the Town functions are left unattended. To address this issues, various offices/functions have been grouped together to use common staff. This has resulted in overburdened staff and efficiency and performance-related issues. It has also been found that Towns inherited a large number of non-technical and octroi staff (like Mali, Katta Kuli, Naib Qasid, and Sweepers etc.) from the previous system. Most of this staff is non-functional and their salaries and pensions is an unnecessary burden on Towns resources.

On one hand, the required staff in Towns is insufficient, while on the other, appointments/postings in various departments are made by provincial government on political and personal grounds. Appointments of unskilled staff and presence of junior level staff on higher-level positions is common in most of the departments. Lack of coordination and cooperation is rampant between elected representatives and govt. officials. All these issues inhibit the Towns' ability to provide quality services to the citizen.

The offices of TO Planning (TOP), Chief Officer and the Town Local Fund Officer are not established in Karachi. In Lahore, Town Officers (TOs) are posted in most of the Towns; however, Chief Officer is present only in Nishtar Town. Internal Audit Officer is found only in Data Ganj Bakhsh Town. The Town Local Fund Officer is available in none of the Towns.

One of the major reasons for the insufficiency and inefficiency of the staff is that the Union, Town and City District have been unable to understand their staffing needs. They were required to carryout multi-year development planning for evolving a comprehensive district development vision. If appropriately undertaken, such a planning exercise would have enabled the local governments to assess their human resource requirements as well as capacity building needs of the existing staff.

2. Establishment and Performance of Committees

Monitoring and house committees have been established in all Towns and almost all functions of the TMA and Council have been covered under various committees. Names and number of

these committees are given in Annexure-02, (Table-2, 3, 4 & 5). It has been learnt that formation of committees was carried out on political grounds and members of the Town Council close to the Nazim were made Chairmen and members of these committees.

That perhaps was one of the reasons that these monitoring committees played no significant role in improving performance/service delivery mechanism of Towns. In general, the bureaucracy was cooperative with the monitoring committees only on the basis of personal relationship. The committees were provided no resources to hold regular meetings and carryout monitoring visits. The concerned Govt. departments, on the other hand, complained that instead of doing their mandated task, the committee members tried to interfere with their duties.

In certain cases, the monitoring committees were found functional and instrumental in improving the Government's performance but that happened mainly as a result of personal interest of the Nazims. Mostly, the committees remained dormant and the elected representatives who were initially quite enthusiastic in becoming member of a monitoring committee lost interest due to unclear TORs, lack of experience to perform the given monitoring functions in a proper manner, and lack of authority to ensure effective implementation of its recommendations.

3. Development and Approval of Bye-Laws

Table-3 of Annex-02, 03, 04, 05 shows the status of Bye-Laws development in the Towns. As was the case with CDGs, the Towns also received a few model bye-laws (e.g. Conduct of Meetings) from NRB/respective Provincial Governments. These "MODEL" bye-laws were required to be restructured / tailored o local requirement, to be approved by respective Councils and notified in the provincial gazette. The required capacity to perform this task was however not available in the Towns. As a result, the Town functions were mostly being undertaken with the help of decades old rules and bye-laws.

Councils of Nishtar Town, Lahore and Liaqatabad Town, Karachi have developed and approved some bye-laws, however, their legal notification is still awaited.

4. Citizen Community Boards (CCBs)

CCB registration was done by the City Districts and no data was available in the Towns. The Towns do have a role in utilizing 25% of its development funds through CCBs, but due to lack of understanding the City Districts didn't transfer the share of the CCB funds to Towns or UCs. The towns therefore didn't have any worthwhile information about CCBs to be included here.

In Lahore, no committee has been established to monitor functions of Town Nazim and TMO. Only one committee has been established in Data Ganj Baksh Town to monitor general administration.

5. Neighborhood Councils

The Local Govt. Ordinance 2001 provides for the establishment of Village and Neighborhood Councils at the Tehsil/Town levels⁸. These Councils were mandated to provide support to TMA and Union Administration in community mobilization, decision-making, development planning and management. However, as indicated in Table-2 of Annex-2, Annex-3, Annex-4 and Annex-

⁸ Under the LGO 2001 (Chapter IX, section 93) the Tehsil/Town Councils were required to notify the establishment of Village and Neighborhood Councils within 90 days of the assumption of office.

5, all Towns have ignored the establishment of this important institution. Some of the factors for non-implementation of this LGO provision may include the following:

- a. As no tangible benefits seem to be associated with the formation of Neighborhood Councils, the concerned officials and elected representatives were not interested in the establishment of this grassroots institution. The fact that 25% of the development funds would have been left unspent if the Boards were not formed, was a major incentive to the concerned quarter for establishment of CCBs.
- b. Donor funding has been instrumental in initiating the process of CCBs' formation. While in case of Neighborhood Councils, no significant initiatives have been undertaken
- c. Some argue that such institution may not be a requirement of every local government and hence the system should not make this provision mandatory. Some room for innovation should be left to the LGs to determine if the institution of Neighborhood Council is required and /or feasible in their local settings. .

6. Local Taxes

In general, the rural areas are less developed having few infrastructure and services facilities. Given limited financial means, generally they are not willing to pay taxes. The urban areas, on the other hand, have established tax culture to a certain extent. The Towns comprising urban areas inherited most of the infrastructure left by the old Municipal Corporations. Hence their resource base is relatively stronger. The Towns consisting of urban slums and rural areas, on the other hand, had negligible share in this regard and therefore tend to have a weaker resource base. Conflicts on the collection of various taxes exist among different tiers of the Local Govt. and between LG and Province. This has been discussed in some detail in the previous chapter of "Findings City Distt. Governments."

7. Implementation Status of Police Order 2002

Details about implementation of Police Order 2002 have been provided in the previous chapter of "Findings City District Governments."

8. Management Information Systems

Information management systems were not in place anywhere except in Karachi (see Table-5, Annex-02, 03, 04, 05). Although computer systems and operators were available in all the Towns, these largely remained underutilized. There was no vision to use the power of information technology for informed development planning and management and improving service delivery mechanism of the LG. In general, CDG Karachi and some of its Towns were found alive to the significance of information management. They were found collecting, packaging and sharing the information through various electronic means. To be more productive however, they needed to build and take advantage of their systems more professionally. In one of the Focused Group Discussions (FGDs) held in the committee room of Gulshan Iqbal Town, a Town Nazim made a very attractive multimedia presentation, which shows the level of interest of that particular Town in experimenting with different information management tools. The fact however remains that establishment of information management systems has not yet become a priority for most of the Towns.

V. Mapping the Future – Recommendations

After analyzing the situation on ground, it is strongly felt that effective implementation, sustainability and performance of the devolved system are subject to sincere efforts, commitment and political will on the part of all the stakeholders. Successful implementation of the LGO 2001 in its true spirit requires functioning of all LG fora, allowing local bodies to exercise financial and administrative powers delegated to them and facilitation by provincial governments to help LGs address bottlenecks and weaknesses. Introduction of improved systems and procedures can not be expected to bring any positive change unless they are accompanied with appropriate orientation and capacity building interventions for the concerned entities.

In light of the findings deliberated in the previous chapters, the following measures are recommended for improving implementation of LGO 2001.

9. Staffing Issues and Performance of Departments

The devolution must be complete in its true sense and all devolved departments should work under relevant tiers of the local government system. Management of independent authorities like CDMD and WASA etc. must be brought into the folds of CDGs. Annual and/or multi-year planning needs to be undertaken to have a clear assessment of the task at hand and requirements of human and financial resources to accomplish the same. In light of this assessment, required appointments, transfers, and re-adjustment of the available surplus staff need to be done. For improved performance, the staffing should be based on merit, free from political pressures and nepotism. Unnecessary postings and transfers should not be allowed without the consent of the concerned local government. Moreover, capacity building needs of the staff should be assessed and prioritized for improved performance and effectiveness. The recent LGO amendment (2005) regarding development of a district service cadre is viewed to improve the relations between elected representatives and the bureaucracy and help in improving performance of the devolved departments.

10. Establishment and Performance of Committees

As mentioned in the preceding chapters, the committees were either not established or could not function to play an impressive role during the past four years. To make effective use of these important institutions provided under the LGO, there is a need to adopt democratic process for the formation of committees, to bring on board as members capable people with the required skills, and to provide them necessary orientation to the philosophy of devolution and the purpose and role of monitoring committees. To make them even more productive, the committees need to be provided training in the technical skills required for monitoring and evaluation at the local level.

It is essential to allocate reasonable funds in the District and Town budgets for the monitoring functions of these committees. Furthermore, there should be a mechanism to ensure appropriate action on the recommendations of the committees. It should be made binding upon the concerned Government department to follow-up on and implement the recommendations for course correction. To keep a check on the functioning of monitoring committees, the Naib Nazim should be made responsible to look into their affairs, convene their regular meeting and to provide them the required support and guidance.

11. Bye-Laws Development and Approval

There is a need to orient the elected representatives and Govt. officials to the significance of developing bye-laws. Also, some assistance and training need to be provided to the concerned officials to develop required skills for development of various bye-laws. It is recommended that the responsibility of developing the bye-laws be entrusted to a special committee under the leadership of Naib Nazim. More enlightened members of the council having the required skills should be inducted in the committee. The committee should be able to consult / co-opt subject specialists / technical experts to undertake this job more effectively. If properly established and strengthened, the Law Department could perform the function of development of by-laws. The Decentralization Support Program is supporting some interventions for development of various by-laws to streamline the functioning of LGs.

12. Citizen Community Boards (CCBs)

For the CCBs to play an effective role in community mobilization and management of grassroots development interventions, the following measures are recommended.

- a. The purpose and process of CCBs' establishment has been clearly defined by NRB. The same has been documented in a simplified manner in the form of Urdu booklets by a number of NGOs⁹ and Govt. project. The concerned CCB officials need to ensure that these processes are strictly followed and representative CCBs are formed in a transparent and democratic manner. The formation process needs to be observed by the concerned officials in Districts and Towns.
- b. Most of the CCBs are usually formed by community activists having the commitment but no previous experience of undertaking development project through community involvement. These activists need to be provided proper orientation and training in community mobilization, needs identification and prioritization, project development and management.
- c. The budget and development committee needs to be established without any personal or political considerations. It should be given orientation to help develop understanding of the mandate and various functioning aspects. Further, it will require capacity building, independence and authority to perform its due role efficiently. Members of the budget and development committee need to have technical know-how of effective monitoring and evaluation techniques and tools. The Committee must ensure that community is actively involved in the decision-making process. It must also ensure that the upfront 20% cash contribution for CCBs' projects is actually collected from the local community and that transparent mechanisms are adopted by the Govt. for the release of funds to CCBs.
- d. For effective and productive fund utilization, the CCBs need assistance in developing project proposals in line with the development priorities set at the UC, Town and District levels. It has been observed that 90% of the projects submitted in the past were similar in nature and design; mostly related to infrastructure for water and sanitation.
- e. The Districts must ensure to provide due share of CCBs' funds to their respective Towns and Union Councils. This will make the development interventions more localized and utilization of funds more productive.

⁹ Institute of Research and Development Studies (IRDS) has printed two Urdu booklets – “CCBs' Registration Process” and “Project Development and Implementation by CCBs”. CESSD has also developed a series of booklets.

13. Neighborhood Councils

- d. Tangible benefits must be associated with the establishment of Neighborhood Councils.
- e. Donor funding can become instrumental in initiating the establishment process of Neighborhood Councils.

14. Local Taxes

To strengthen the base of own source revenue (OSR) the following measures are recommended.

- a. Carryout the process of annual and multi-year development planning to assess and prioritize local development needs. This will enable City District / Town to have a clear idea of the difference between required and available resources.
- b. To meet its requirements, the local govt. should identify and explore various avenues for increasing its revenue base. Immediately it should focus on streamlining effective collection of taxes mentioned in the Second Schedule of the LGO 2001 (Part-II and Part-IV) and service charges on the existing facilities.
- c. The volume of existing taxes should be widened through extending the tax net to rural areas. But, the rural areas will not agree to pay taxes unless they are provided with the required infrastructure and municipal services. Keeping in view their weak financial status, the amount of tax should be as minimum as possible.
- d. If possible, the City District /Town should also plan for short and long-term investments.

15. Implementation Status of Police Order 2002

This subject merits an independent study of its own and cannot possibly be covered judiciously under the scope of the given research. Nonetheless, based on the discussions held on the subject and in light of the amendments made to the Police Order in November 2004, it is suggested that:

- a. Police Order and the recent amendments (merging of Public Safety Commission and Police Complaint Authority, membership in the Commission, authority of the Zilla Nazim to initiate annual Progress Evaluation Report of the DPO, Role of Federal Govt. in the appointment of PPO etc) should be discussed at appropriate legislative platforms, and enacted in the form of law after adequate consideration and consultative process involving various stakeholders.
- b. While police department is the backbone of law and order situation in the country, it should be made independent and responsible. It must also be insulated against frequent interference of legislators and political leadership in operational matters. Various structures envisaged under the Police Order must be established immediately and made operational in its true spirit.

16. Management Information Systems

As a primary requirement the elected representatives and Govt. officials should be provided orientation to understand the significance of information technology for improving Govt. performance and its service delivery mechanisms. There is a need to take advantage of the existing information and hardware available in all City Distt. and TMAs. Management Information Systems can be developed at the Provincial level with necessary provisions for need-based adjustments at the LG level. A comparative analysis of various approaches for operationalizing Management Information Systems at the LG level internationally may be useful in this regard.

Annex-01

Table-1

Staffing Position

S#	District Officials	Presence (Yes/No)			
		Quetta	Peshawar	Lahore	Karachi
1.	District Coordination Officer (DCO)	Yes	Yes	Yes	Yes
2.	EDO Agriculture	Yes	Yes	Yes	Yes
3.	EDO Community Development	Yes	No	Yes	Yes
4.	EDO Education	Yes	Yes	Yes	Yes=02
5.	EDO Finance & Planning	Yes	Yes	Yes	Yes=03
6.	EDO Health	Yes	Yes	Yes	Yes
7.	EDO Law	No	No	No	Yes
8.	EDO Literacy	No	No	Yes	Yes
9.	EDO Revenues	Yes	Yes	Yes=02	Yes
10.	EDO Works & Services	Yes	Yes	Yes	Yes
11.	EDO Information Technology	No	No	No	Yes

Table-2

Status of Monitoring Committees

S#	Department	Offices	Presence of Monitoring Committees			
			Quetta (35)	Peshawar (10)	Lahore (19)	Karachi (34)
1.	District Coordination	Coordination	Yes	-		Yes
		HRM	-	-		
		Civil Defense	Yes	Yes		Yes
2.	Agriculture	Extension	Yes (Agriculture)	Yes	Yes	Yes
		Livestock	Yes			
		On-Farm Management	-			
		Soil Conservation	-			
		Soil Fertility	-			
		Forests	-			
		Fisheries	Yes			Yes
3.	Community Development	Labor	Yes	Yes		Yes
		Social Welfare	Yes			Yes
		Sports & Culture	Yes			Yes
		Cooperative	-			Yes
		Community Organ.	-		Yes	Yes
		Registration	Yes			Yes

S#	Department	Offices	Presence of Monitoring Committees				
			Quetta (35)	Peshawar (10)	Lahore (19)	Karachi (34)	
4.	Education	Boys Schools	Yes – 02 (Prim. & Sec.)	Yes	Yes	Yes	
		Girls Schools	Yes -02 (Prim. & Sec.)	Yes	Yes	Yes	
		Technical Education	Yes - 02 (M&F)	-	Yes	Yes	
		Colleges (other than professional)	-	-		Yes	
		Sports (Education)	-	-		Yes	
		Special Edu.	-	-		Yes	
5.	Finance & Planning	Accounts	Yes	Yes	Yes	Yes	
		Planning & Development	Yes		Yes	Yes	
		Enterprise & Investment Promotion	-			Yes	
		Finance & Budget	-		Yes	Yes	
6.	Health	Basic & Rural Health	Health Committee	Yes	Yes	Yes	
		Child & Women Health				Yes	
		Population Welfare			Yes		Yes
		Hospitals					Yes
		Public Health				Yes	Yes
7.	Law	Environment	Yes	Merged with Civil Defence	Yes	Yes	
		Legal Advice	-	-	Yes	Yes	
		Drafting of By Laws	-	-		Yes	
8.	Literacy	Literacy Campaigns	-	-	Yes	Yes	
		Continuing Education	-	-		Yes	
		Vocational Education	-	-		Yes	
9.	Revenues	Land Revenues	Yes	Yes	Yes	Yes	
		Estate & Excise Taxation	Yes	Yes		Yes	
10.	Works & Services	Distt. Roads & Buildings	04 Committees - Roads - Buildings - Maintenance - PHED	Yes	Yes	Yes	
		Transport				Yes	
		Housing & Physical Planning				Yes	
		Energy				Yes	
11.	Information Technology	IT Development	Yes	-	Yes	Yes	
		IT Promotion		-		Yes	
		Database		-		Yes	

Other District Committees

S. No.	Name of Committee	Establishment (Yes/No)			
		Quetta	Peshawar	Lahore	Karachi
1.	Code of Conduct Committee of the Council	Yes	Yes	Yes	Yes
2.	Insaf Committee	Yes	Yes	Yes	Yes
3.	Zilla Mushavirat Committee	Yes	Yes	NO	Yes
4.	Farm Produce Market Committee	Yes	Yes	No	Yes
5.	Price Control Committee*	Yes	Yes		No
6.	Committee for Minority Issues*	Yes	-	-	-
7.	Quetta Development Authority (QDA)*	Yes	-	-	-
8.	WASA Committee*	Yes	-	-	-
9.	Committee for Complain Cell*	Yes	-	-	-
10.	Sports and Culture Committee			Yes	
11.	Public transportation & Mass Transit passenger & Fret, Transit Terminals, Traffic Planning Engineering & Parking Committee*	-	-	-	Yes

* Committees that are not mentioned in the LGO schedule but have been established by the City Distt. Govt for performance improvement

Table-3

Status of Bye-Laws

S. No.	Title of the Bye-Laws	Developed ¹⁰ (Yes/No)			
		Quetta	Peshawar	Lahore	Karachi
1.	Conduct of Meetings	No	No	Yes	Yes
2.	Registration (Births, Deaths & Marriages)	No	No	No	No
3.	Zoning, Master Planning & Buildings	No	No	No	Yes
4.	Dangerous buildings & structures	No	No	No	No
5.	Prevention of encroachments	No	No	No	No
6.	LG (Elective official remuneration & allowances)	No	No	No	No
7.	LG (Agriculture development)	No	No	No	No
8.	LG (Community development)	No	No	No	No
9.	LG (Citizen Community Boards)	No	No	No	No
10.	Registration (sale & control of cattle & animals)	No	No	No	No
11.	Registration, management & regulation of orphanages, widow homes, senior citizen homes, homes for mentally ill & distressed women.	No	No	No	No
12.	Regulation of burial & cremation places	No	No	No	Yes
13.	Slaughter of animals & maintenance of slaughterhouses.	No	No	No	No
14.	Prevention of adulteration of foodstuffs.	No	No	No	No
15.	Animal husbandry & milk supply	No	No	No	No
16.	Prevention & abatement of nuisances	No	No	No	No
17.	Dangerous & offensive articles.	No	No	No	No
18.	Regulation of Traffic	No	No	No	No

¹⁰ Refers to bye-laws development, Council approval and notification.

S. No.	Title of the Bye-Laws	Developed ¹⁰ (Yes/No)			
		Quetta	Peshawar	Lahore	Karachi
19.	Organization & Regulation of Fairs, shows, tournaments & other public gatherings	No	No	No	No
20.	Prevention of Beggary, juvenile delinquency & other social evils	No	No	No	No
21.	Licensing	No	No	No	No
22.	Markets	No	No	No	No
23.	Libraries	No	No	No	No
24.	Parks & Open places	No	No	No	No
25.	Prevention of Air, Water, Noise & Soil Pollution	No	No	No	No
26.	Forests & Plantations	No	No	No	No
27.	Local Govt. property	No	No	No	No
28.	Farm produce markets	No	No	No	No
29.	Delegation of powers, duties & functions of the sub-committees of Farm produce market committees	No	No	No	No
30.	Encroachment of any public road, public street or public place	No	No	No	No
31.	Picketing, parking animals or collecting carts or vehicles on any street	No	No	No	No
32.	Throwing or placing any refuse on any street or in any place not provided or appointed for the purpose	No	No	No	No
33.	Dyeing or tanning of animal skins	No	No	No	No
34.	Tempering with main pipe/ apparatus or appliance for the supply of water	No	No	No	No
35.	Excavation of earth, stone or any other material	No	No	No	No
36.	Disposing of carcasses of animals	No	No	No	No
37.	Use of sewer water for farming	No	No	No	No
38.	Flow or drain to be put upon any street or public place or into an irrigation channel or any sewer or drain not set apart for the purpose	No	No	No	No
39.	Fixing bills, notice, placard or other paper or means of advertisement against or upon any building or place other than the places fixed for the purpose by the LG	No	No	No	Yes
40.	Fixing of wooden khokhas, plying of handcarts for the sale of goods & temporary or permanent shops or extension thereof on footpaths or beyond the street line	No	No	No	No
41.	Pollution of air, water or soil	No	No	No	No
42.	Watering cattle or animals or bathing or washing at, or, near a well or other source of drinking water for the public	No	No	No	No
43.	Other matters as in the opinion of the Zilla Council are necessary or expedient to be provided for in the by laws	No	No	No	Yes

Table-4

Status of CCBs' Establishment

S. No.	City Distt. Govt.	No. of CCBs	Establishment Started	No. of Projects Approved	Formation of Budget & Dev. Comm.
1.	Quetta	100	Nov. 2003	0	No
2.	Peshawar	301	2 nd July 2003	146	Yes
3.	Lahore	410	-	75	M&E Comm.
4.	Karachi	34	End of 2004	Nil	No

Table-5

Status of Tax Collection

S #	Title of Tax	Collection (Yes/No)			
		Quetta	Peshawar	Lahore	Karachi
1.	Education Tax	No	No	No	No
2.	Health Tax	No	No	Yes	No
3.	Tax on vehicles other than motor vehicles	No	No	No	No
4.	Any other Tax authorized by the Govt.	-	Yes ¹¹	Yes	No
5.	Local rate on lands assessable to land revenue	Yes	No	No	No
6.	Fees and fines in respect of schools, colleges and health facilities established or maintained by the Distt. Govt.	No	Yes	Yes	No
7.	Fees and Fines for license rendered by the Distt. Govt.	No	No		Yes
8.	Fees for specific services rendered by the Distt. Govt.	No	No	Yes	Yes
9.	Collection charges for recovery of tax on behalf of the Govt. as prescribed	No	No	No	Yes
10.	Toll on new road, bridges within the limits of a Distt; other than national & provincial highways & roads	No	No	Yes	Yes
11.	Advertisements ¹²	Yes	No	No	Yes
12.	Tax on the transfer of immoveable property – mutation ¹³	Yes	No	Yes	No

¹¹ Please see No.5, Appendix-02

¹² Mandate of the CDG Quetta and Karachi as per BLGO and SLGO, Second Schedule (Part-I).

¹³ This tax is also the mandate of TMA however, it is being collected by CDG Quetta and Lahore.

Table-6

Status of Police Order Implementation

S. No.	Provisions	Status (Yes/No)			
		Quetta	Peshawar	Lahore	Karachi
1.	Appointment of Chief City Capital Police (CCCP)/DPO	Yes	Yes	Yes	Yes
2.	Capital City District Public Safety Commission	Yes	No	No	Yes
3.	Police Complaint Authorities	Yes	No	No	No
4.	Criminal Justice Coordination Committee	No	No	No	No
5.	Citizen Police Liaison Committee	No	No	No	No

Table-7

Status of MIS

S. No.	Name of the Management System	Establishment of the System			
		Quetta	Peshawar	Lahore	Karachi
1.	Inventory Mgt. System	No	No	No	No
2.	HR Mgt. System	No	No	No	No
3.	Finance Mgt. System	No	No	No	Yes
4.	Billing Mgt. System	No	No	No	Yes
5.	Birth Registration	No	No	Yes	No

Annex-02 Quetta

Table-2

Staffing Position, Quetta

S#	Officer	Presence of Officer (Yes/No)	
		Chiltan Town	Zarghoon Town
12.	Town Nazim	Yes	Yes
13.	Town Municipal Officer (TMO)	Yes	Yes
14.	Town Officer Finance (TOF)	Yes	Yes
15.	Town Officer Municipal Regulations (TOR)	Yes	Yes
16.	Town Officer Infrastructure & Services (TOIs)	Yes	Yes
17.	TO Planning (TOP)	Yes	Yes
18.	Chief Officer	Yes	Yes
19.	Town Local Fund Officer	Yes	Yes
S. No.	Name of Office	Presence of Staff	
		Chiltan Town	Zarghoon Town
1.	Internal Audit	Yes Auditor	Yes
2.	Complaint Cell	No	Yes
3.	General Establishment & Administration	Yes Supdt.	Yes
4.	Public Information	No	Yes
5.	Accounts	Yes Asstt. Cashier	Yes
6.	Budget & Coordination	No	Yes
7.	Revenue	No	Yes
8.	Vigilance	No	No
9.	Survey	No	No
10.	Licensing	Yes Tax Inspector	Yes Suptd. 01
11.	Facilities & Properties	No	Inspectors 02
12.	Land	No	Tax Collectors 06
13.	Water Supply	Yes 04 TOIs 01 Sub. Engr.	Yes SDOs = 02 Oversears = 04 Suptd. = 01 Asst. = 01
14.	Sewerage/Drainage		
15.	Sanitation & Solid Waste Management		
16.	Roads, Streets & Street Lightings		
17.	Fire Fighting		
18.	Parks & Open Spaces		
19.	Traffic Engineering		
20.	Spatial (Phy. Planning)	No	No
21.	Land Use Planning	No	No

S#	Officer	Presence of Officer (Yes/No)	
		Chiltan Town	Zarghoon Town
22.	Development Facilitation/Control	No	No
23.	Building Facilitation/Control	Yes 02 Draftsmen 01 Bldng. Inspector	Yes Bldng. Inspectors = 03
24.	Housing, Site Dev., Kachi Abadi etc.	No	No
25.	Coordination (with other town offices)	No	No

Table-2

Status of Monitoring Committees, Quetta

S#	Department	Offices	Chiltan Town	Zarghoon Town
			(07)	(07)
1.	Town Nazim	Internal Audit	No	No
		Complaint Cell	No	No
2.	Town Municipal Officer (TMO)	General Establishment & Administration	No	No
		Public Information	No	No
3.	Finance (TOF)	Accounts	Yes	Yes
		Budget	Yes	Yes
		Revenue		
		Vigilance		
		Survey		
4.	Municipal Regulations (TOR)	Licensing	Yes	Yes
		Facilities & Properties		
		Land		
5.	Infrastructure & Services (TOIs)	Water Supply	Yes	Yes
		Sewerage		
		Sanitation & solid waste mgt.		
		Roads, Streets & St. Lights		
		Fire Fighting		
		Parks & Open Spaces		
		Traffic Engineering		
6.	Planning (TOP)	Spatial (Physical Planning)	No	Yes
		Land Use Planning	No	
		Development Facilitation/ Control	No	
		Building Facilitation/ Control	Yes	
		Housing, Site Dev., Kachi Abadi,	No	
		Coordination	No	

Town Committees

S. No.	Town Committees and Other	Chiltan Town	Zarghoon Town
1.	Insaf Committee	Yes	Yes
2.	Code of Conduct Committee	Yes	Yes
3.	Neighborhood Councils	Nil	Nil

Table-3**Status of Bye-Laws, Quetta**

S. No.	Title of the Bye-Laws	Developed (Yes/No)	
		Chiltan Town	Zarghoon Town
1.	Conduct of Meetings	No	No
2.	Registration (Births, Deaths & Marriages)	No	No
3.	Zoning, Master Planning & Buildings	No	No
4.	Dangerous buildings & structures	No	No
5.	Prevention of encroachments	No	No
6.	LG (Elective official remuneration & allowances)	No	No
7.	LG (Agriculture development)	No	No
8.	LG (Community development)	No	No
9.	LG (Citizen Community Boards)	No	No
10.	Registration (sale & control of cattle & animals)	No	No
11.	Registration, management & regulation of orphanages, widow homes, senior citizen homes, homes for mentally ill & distressed women.	No	No
12.	Regulation of burial & cremation places	No	No
13.	Slaughter of animals & maintenance of slaughterhouses.	No	No
14.	Prevention of adulteration of foodstuffs.	No	No
15.	Animal husbandry & milk supply	No	No
16.	Prevention & abatement of nuisances	No	No
17.	Dangerous & offensive articles.	No	No
18.	Regulation of Traffic	No	No
19.	Organization & Regulation of Fairs, shows, tournaments & other public gatherings	No	No
20.	Prevention of Beggary, juvenile delinquency & other social evils	No	No
21.	Licensing	No	No
22.	Markets	No	No
23.	Libraries	No	No
24.	Parks & Open places	No	No
25.	Prevention of Air, Water, Noise & Soil Pollution	No	No
26.	Forests & Plantations	No	No

S. No.	Title of the Bye-Laws	Developed (Yes/No)	
		Chiltan Town	Zarghoon Town
27.	Local Govt. property	No	No
28.	Farm produce markets	No	No
29.	Delegation of powers, duties & functions of the sub-committees of Farm produce market committees if any	No	No
30.	Encroachment of any public road, public street or public place	No	No
31.	Picketing, parking animals or collecting carts or vehicles on any street	No	No
32.	Throwing or placing any refuse on any street or in any place not provided or appointed for the purpose	No	No
33.	Dyeing or tanning of animal skins	No	No
34.	Tempering with any main, pipe or any apparatus or appliance for the supply of water	No	No
35.	Excavation of earth, stone or any other material	No	No
36.	Disposing of carcasses of animals	No	No
37.	Use of sewer water for farming	No	No
38.	Flow or drain to be put upon any street or public place or into an irrigation channel or any sewer or drain not set apart for the purpose	No	No
39.	Fixing any bill, notice, placard or other paper or means of advertisement against or upon any building or place other than the places fixed for the purpose by the LG	No	No
40.	Fixing of wooden khokhas, plying of handcarts for the sale of goods & temporary or permanent shops or extension thereof on footpaths or beyond the street line	No	No
41.	Pollution of air, water or soil	No	No
42.	Watering cattle or animals or bathing or washing at, or, near a well or other source of drinking water for the public	No	No
43.	Matters as in the opinion of the Zilla council are necessary or expedient to be provided for in the by laws	No	No

Table-4

Situation of Local Taxes, Quetta

S. No.	Title of Tax	Collection (Yes/No)	
		Chiltan Town	Zarghoon Town
1.	Local Tax on Services	Yes	Yes
2.	Tax on the transfer of immovable property	No	No
3.	Property Tax on annual rental of buildings & lands.	No	Yes
4.	Fee on advertisement, other than on radio, television & billboards.	Yes	No
5.	Fee for fairs, agricultural shows, cattle fairs, industrial exhibitions, tournaments, other public events.	Yes	Yes
6.	Fee for approval of building plans & erection & re-erection of buildings.	Yes	Yes
7.	Fee for licenses or permits & penalties or fines for violation of the licensing rules.	No	Yes
8.	Charges for execution & maintenance of works of public utility like lighting of public places, drainage, conservancy & water supply.	No	No
9.	Fee on cinemas, drama shows & tickets thereof, & other entertainment.	No	Yes
10.	Collection charges for recovery of any tax on behalf of the Govt; Distt. Govt; Union Administration or any statutory as prescribed.	No	No
11.	Other Taxes: Parking, tender, rent on machinery, Birth & Death	Yes	Yes

Table-5

Status of Management Information System, Quetta

S. No.	Management Information System	Formed (Yes/No)	
		Chiltan Town	Zarghoon Town
1.	Inventory Mgt. System	No	No
2.	HR Mgt. System	No	No
3.	Finance Mgt. System	No	No
4.	Billing Mgt. System	No	No

Annex-03 Peshawar

Table-1

Staffing Position, Peshawar

S. #	Officer	Presence (Yes/No)			
		Town-1	Town-2	Town-3	Town-4
1.	Town Nazim	Yes	Yes	Yes	Yes
2.	Town Municipal Officer (TMO)	Yes	Yes	Yes	Yes
3.	Town Officer Finance (TOF)	Yes	Yes	Yes	Yes
4.	Town Officer Municipal Regulations (TOR)	Yes	Yes	Yes	Yes
5.	Town Officer Infrastructure & Services (TOIs)	Yes	Yes	Yes	Yes
6.	TO Planning (TOP)	No	No	No	No
7.	Chief Officer	Yes	Yes	Yes	Yes
8.	Internal Audit Officer	Yes	Yes	Yes	No
9.	Town Local Fund Officer	No	No	No	No
10.	Complaint Cell	Yes	No	No	No
S. No.	Name of Office	Presence of Staff (Yes/No)			
		Town-1	Town-2	Town-3	Town-4
11.	Internal Audit	Yes	No	Yes	Yes
12.	Complaint Cell	Yes	No	No	No
13.	General Establishment & Administration	Yes	Yes	Yes	Yes
14.	Public Information	Yes	No	No	No
15.	Accounts	Yes	Yes	Yes	Yes
16.	Budget & Coordination	Yes	No	Yes	No
17.	Revenue	Yes	Yes	Yes	Yes
18.	Vigilance	No	No	No	No
19.	Survey	No	No	No	No
20.	Licensing	Yes	No	Yes	No
21.	Facilities & Properties	No	No	No	No
22.	Land	No	No	No	No
23.	Water Supply	Yes	Yes	Yes	No
24.	Sewerage/Drainage	Yes	Yes	Yes	No
25.	Sanitation & Solid Waste Management	Yes	Yes	Yes	No
26.	Roads, Streets & Street Lightings	Yes	No	Yes	Yes
27.	Fire Fighting	Yes	No	Yes	No
28.	Parks & Open Spaces	Yes	No	No	No
29.	Traffic Engineering	No	No	No	No
30.	Spatial (Physical Planning)	Yes	No	No	No
31.	Land Use Planning	No	No	No	No
32.	Development Facilitation/Control	No	No	No	No

S. #	Officer	Presence (Yes/No)			
		Town-1	Town-2	Town-3	Town-4
33.	Building Facilitation/Control	Yes	Yes	No	Yes
34.	Housing, Site Dev., Kachi Abadi etc.	No	No	No	No
35.	Coordination (with other town offices)	No	No	No	No

Table-2

Status of Monitoring Committees, Peshawar

S#	Department	Offices	Establishment of Committees (Yes/No)			
			Town-1	Town-2	Town-3	Town-4
			(16)	(14)	(10)	(10)
1.	Town Nazim	Internal Audit				
		Complaint Cell				
2.	Town Municipal Officer (TMO)	General Establishment & Administration				
		Public Information				
3.	Finance (TOF)	Accounts	Yes	Yes	Yes	Yes
		Budget	Yes	Yes	Yes	
		Revenue			Yes	
		Vigilance				
		Survey				
4.	Municipal Regulations (TOR)	Licensing				
		Facilities & Properties				
		Land				
5.	Infrastructure & Services (TOIs)	Water Supply				Yes
		Sewerage				
		Sanitation & solid waste mgt.	Yes		Yes	
		Roads, Streets & St. Lights				
		Fire Fighting				
		Parks & Open Spaces				
	Traffic Engineering	Yes				
6.	Planning (TOP)	Spatial (Physical Planning)	Yes			
		Land Use Planning				
		Development Facilitation/ Control				
		Building Facilitation/ Control				
		Housing, Site Dev., Kachi Abadi,				
		Coordination				

Town and Other Committees

S. No.	Town and Other Committees	Establishment Status (Yes/No)			
		T-1	T-2	T-3	T-4
1.	Law and Insaf Sub Committee	Yes	Yes	Yes	Yes
2.	Code of Conduct Sub Committee	Yes	Yes	Yes	Yes
3.	Sports & Culture Sub Committee	Yes	Yes	No	Yes
4.	Education Sub Committee	Yes	Yes	Yes	
5.	Health Sub Committee	Yes	Yes	Yes	
6.	Works Sub Committee	Yes	Yes	-	Yes
7.	Services Sub Committee	-	-	-	
8.	Civil Defense Sub Committee	Yes	Yes	-	-
9.	Purchase and Price Control Sub Committee	Yes	Yes	Yes	Yes
10.	Encroachment Sub Comm.	Yes	Yes	-	-
11.	Coordination Sub Committee for Sui Gas and PESCO (WAPDA)	Yes	Yes	-	-
12.	Enforcement Sub Committee	Yes	Yes		
13.	Presiding Sub Committee	-	-	-	Yes
14.	Social Welfare	-	-	-	Yes
15.	Food and Agriculture Sub Committee	-	-	-	Yes
16.	Auction Committee	-	Yes	Yes	-
17.	Neighborhood Councils	Nil	Nil	Nil	Nil

Table-3

Status of Bye-Laws, Peshawar

S. #	Title of the Bye-Laws	Developed (Yes/No)			
		T-1	T-2	T-3	T-4
1.	Conduct of Meetings	No	No	No	No
2.	Registration (Births, Deaths & Marriages)	No	No	No	No
3.	Zoning, Master Planning & Buildings	No	No	No	No
4.	Dangerous buildings & structures	No	No	No	No
5.	Prevention of encroachments	No	No	No	No
6.	LG (Elective official remuneration & allowances)	No	No	No	No
7.	LG (Agriculture development)	No	No	No	No
8.	LG (Community development)	No	No	No	No
9.	LG (Citizen Community Boards)	No	No	No	No
10.	Registration (sale & control of cattle & animals)	No	No	No	No
11.	Registration, management & regulation of orphanages, widow homes, senior citizen homes, homes for mentally ill & distressed women.	No	No	No	No
12.	Regulation of burial & cremation places	No	No	No	No
13.	Slaughter of animals & maintenance of slaughterhouses.	No	No	No	No
14.	Prevention of adulteration of foodstuffs.	No	No	No	No
15.	Animal husbandry & milk supply	No	No	No	No
16.	Prevention & abatement of nuisances	No	No	No	No
17.	Dangerous & offensive articles.	No	No	No	No
18.	Regulation of Traffic	No	No	No	No
19.	Organization & Regulation of Fairs, shows, tournaments & other	No	No	No	No

S. #	Title of the Bye-Laws	Developed (Yes/No)			
		T-1	T-2	T-3	T-4
	public gatherings				
20.	Prevention of Beggary, juvenile delinquency & other social evils	No	No	No	No
21.	Licensing	No	No	No	No
22.	Markets	No	No	No	No
23.	Libraries	No	No	No	No
24.	Parks & Open places	No	No	No	No
25.	Prevention of Air, Water, Noise & Soil Pollution	No	No	No	No
26.	Forests & Plantations	No	No	No	No
27.	Local Govt. property	No	No	No	No
28.	Farm produce markets	No	No	No	No
29.	Delegation of powers, duties & functions of the sub-committees of Farm produce market committees if any	No	No	No	No
30.	Encroachment of any public road, public street or public place	No	No	No	No
31.	Picketing, parking animals or collecting carts or vehicles on any street	No	No	No	No
32.	Throwing or placing any refuse on any street or in any place not provided or appointed for the purpose	No	No	No	No
33.	Dyeing or tanning of animal skins	No	No	No	No
34.	Tempering with any main, pipe or any apparatus or appliance for the supply of water	No	No	No	No
35.	Excavation of earth, stone or any other material	No	No	No	No
36.	Disposing of carcasses of animals	No	No	No	No
37.	Use of sewer water for farming	No	No	No	No
38.	Flow or drain to be put upon any street or public place or into an irrigation channel or any sewer or drain not set apart for the purpose	No	No	No	No
39.	Fixing any bill, notice, placard or other paper or means of advertisement against or upon any building or place other than the places fixed for the purpose by the LG	No	No	No	No
40.	Fixing of wooden khokhas, plying of handcarts for the sale of goods & temporary or permanent shops or extension thereof on footpaths or beyond the street line	No	No	No	No
41.	Pollution of air, water or soil	No	No	No	No
42.	Watering cattle or animals or bathing or washing at, or, near a well or other source of drinking water for the public	No	No	No	No
43.	Matters as in the opinion of the Zilla council are necessary or expedient to be provided for in the by laws	No	No	No	No

Table-4

Status of Local Taxes, Peshawar

S. #	Title of Tax	Collection (Yes/No)			
		T-1	T-2	T-3	T-4
1.	Local Tax on Services	Yes	Yes	No	Yes
2.	Tax on the transfer of immovable property	Yes	Yes	Yes	No
3.	Property Tax on annual rental of buildings & lands.	Yes	No	Yes	No
4.	Fee on advertisement, other than on radio, television & billboards.	Yes	Yes	Yes	Yes

S. #	Title of Tax	Collection (Yes/No)			
		T-1	T-2	T-3	T-4
5.	Fee for fairs, agricultural shows, cattle fairs, industrial exhibitions, tournaments, other public events.	Yes	Yes	Yes	Yes
6.	Fee for approval of building plans & erection & re-erection of buildings.	Yes	Yes	Yes	No
7.	Fee for licenses or permits & penalties or fines for violation of the licensing rules.	Yes	Yes	Yes	Yes
8.	Charges for execution & maintenance of works of public utility like lighting of public places, drainage, conservancy & water supply.	Yes	Yes	Yes	Yes
9.	Fee on cinemas, drama shows & tickets thereof, & other entertainment.	Yes	No	Yes	No
10.	Collection charges for recovery of any tax on behalf of the Govt; Distt. Govt; Union Administration or any statutory as prescribed.	No	No	No	No
11.	Other Taxes: Valuation Certificate, Fee on the installation of telephone and electricity poles, car parking, cycle stand, arrears of water tax, arrears of house tax.	Yes	No	Yes	Yes

More Taxes/Fees

S. No.	Head of Taxes	Collection (Yes/No)			
		Town-1	Town-2	Town-3	Town-4
1.	Fee on Tongas and Rehras	Yes	-	Yes	-
2.	Fee from Birth & Death Certificates	Yes	-	-	-
3.	Fee from Industrial Homes	Yes	-	-	-
4.	Tax on Dangerous and offensive Trades	Yes	-	Yes	-
5.	Tehbazari Fee	Yes	-	Yes	-
6.	Limit Certificate fee	Yes	-	-	-
7.	Sale of Trees, Plant Nursery	Yes	-	-	-
8.	Cost of Tender Form	Yes	-	-	-
9.	Interest on Investment	Yes	-	Yes	-

Table-5

Status of Management Information System, Peshawar

S. No.	Management System	Formed (Yes/No)			
		T-1	T-2	T-3	T-4
1.	Inventory Mgt. System	No	No	No	No
2.	HR Mgt. System	No	No	No	No
3.	Finance Mgt. System	No	No	No	No
4.	Billing Mgt. System	No	No	No	No

Annex-04 Lahore

Codes Used

For the purpose of space adjustment in the Table-s, the following codes have been used in various instead of Town names.

Code	Town Name	Code	Town Name
T-1	Aziz Bhatti Town	T-4	Data Ganj Bakhsh Town
T-2	Iqbal Town	T-5	Nishtar Town
T-3	Ravi Town	T-6	Shalimar Town

Table-3

Staffing Position

S. #	Name of Officer	Presence (Yes/No)					
		T-1	T-2	T-3	T-4	T-5	T-6
1.	Town Nazim	Yes	Yes	Yes	Yes	Yes	Yes
2.	Town Municipal Officer (TMO)	Yes	Yes	Yes	Yes	Yes	Yes
3.	Town Officer Finance (TOF)	Yes	Yes	Yes	Yes	Yes	Yes
4.	Town Officer Municipal Regulations (TOR)	Yes	Yes	Yes	Yes	Yes	Yes
5.	Town Officer Infrastructure & Services (TOIs)	Yes	Yes	Yes	Yes	Yes	Yes
6.	TO Planning (TOP)	Yes	Yes	Yes	Yes	Yes	Yes
7.	Chief Officer	No	No	No	No	Yes	No
8.	Internal Audit Officer	No	No	No	Yes	No	No
9.	Town Local Fund Officer	No	No	No	No	No	No
10.	Complaint Cell	No	No	No	No	No	No

Table-2

Status of Monitoring Committees

S. #	Department	Offices	Monitoring Committees					
			T-1	T-2	T-3	T-4	T-5	T-6
1.	Town Nazim	Internal Audit	No	No	No	No	No	No
		Complaint Cell	No	No	No	No	No	No
2.	Town Municipal Officer (TMO)	General Establishment & Administration	No	No	No	Yes	No	No
		Public Information	No	No	No	No	No	No

S. #	Department	Offices	Monitoring Committees					
			T-1	T-2	T-3	T-4	T-5	T-6
3.	Finance (TOF)	Accounts	Yes	No	Yes	Yes	Yes	Yes
		Budget	Yes		Yes	Yes	Yes	Yes
		Revenue						
		Vigilance						
		Survey						
4.	Municipal Regulations (TOR)	Licensing	Yes	No	Yes	No	Yes	Yes
		Facilities & Properties		No	No	No		
		Land		No	No	No		
5.	Infrastructure & Services (TOIs)	Water Supply	Yes	No	Yes	Yes	Yes	Yes
		Sewerage						
		Sanitation & solid waste mgt.		Yes				
		Roads, Streets & St. Lights		Yes				
		Fire Fighting		No				
		Parks & Open Spaces		No				
Traffic Engineering	No							
6.	Planning (TOP)	Spatial (Physical Planning)	No	Yes	No	Yes	Yes	Yes
		Land Use Planning						
		Dev. Facilitation/ Control						
		Building Facilitation/ Control						
		Housing, Site Dev., Kachi Abadi,						
		Coordination						

S. No.	Town and Other Committees	Status (Yes/No)					
		T-1	T-2	T-3	T-4	T-5	T-6
1.	Insaf Committee	Yes	Yes	Yes	Yes	Yes	Yes
2.	Code of Conduct Committee	No	Yes	Yes	Yes	Yes	Yes
3.	Sports & culture	Yes	Yes	Yes	Yes	Yes	Yes
4.	Auction Committee	Yes	Yes	-	Yes	Yes	-
5.	CCB Committee	-	Yes	-	-	Yes	-
6.	Social Welfare Committee	-	Yes	-	-	-	-
7.	Regulatory Committee	-	Yes	-	Yes	-	-
8.	Parking Stand Committee	-	Yes	-	-	-	-
9.	Purchase Committee	-	Yes	-	-	-	-
10.	Supervisory Committee	-	-	-	Yes	-	-
11.	Vigilance Committee	-	-	-	Yes	-	-
12.	Inspection Committee	-	-	-	Yes	-	-
13.	Events Management Committee	-	-	-	Yes	-	-
14.	Taxation Committee	-	-	-	Yes	-	-
15.	Neighborhood Councils	Nil	Nil	Nil	Nil	Nil	Nil

Note: Committees listed from serial No. 4 to 14 are not mentioned in the LGO schedule; these have been established additionally by different Towns to fulfill their specific requirements.

Table-3

Status of Bye-Laws

S. #	Title of the Bye-Laws	Developed (Yes/No)					
		T-1	T-2	T-3	T-4	T-5	T-6
1.	Conduct of Meetings	No	No	No	No	Yes	Yes
2.	Registration (Births, Deaths & Marriages)	No	No	No	No	No	No
3.	Zoning, Master Planning & Buildings	No	No	No	No	Yes	Yes
4.	Dangerous buildings & structures	No	No	No	No	Yes	No
5.	Prevention of encroachments	No	No	No	No	Yes	No
6.	LG (Elective official remuneration & allowances)	No	No	No	No	No	No
7.	LG (Agriculture development)	No	No	No	No	No	No
8.	LG (Community development)	No	No	No	No	No	No
9.	LG (Citizen Community Boards)	No	No	No	No	No	No
10.	Registration (sale & control of cattle & animals)	No	No	No	No	No	No
11.	Registration, management & regulation of orphanages, widow homes, senior citizen homes, homes for mentally ill & distressed women.	No	No	No	No	No	No
12.	Regulation of burial & cremation places	No	No	No	No	Yes	No
13.	Slaughter of animals & maintenance of slaughterhouses.	No	No	No	No	No	No
14.	Prevention of adulteration of foodstuffs.	No	No	No	No	No	No
15.	Animal husbandry & milk supply	No	No	No	No	No	No
16.	Prevention & abatement of nuisances	No	No	No	No	No	No
17.	Dangerous & offensive articles.	No	No	No	No	Yes	No
18.	Regulation of Traffic	No	No	No	No	No	No
19.	Organization & Regulation of Fairs, shows, tournaments & other public gatherings	No	No	No	No	Yes	No
20.	Prevention of Beggary, juvenile delinquency & other social evils	No	No	No	No	No	No
21.	Licensing	No	No	No	No	Yes	No
22.	Markets	No	No	No	No	Yes	No
23.	Libraries	No	No	No	No	Yes	No
24.	Parks & Open places	No	No	No	No	Yes	No
25.	Prevention of Air, Water, Noise & Soil Pollution	No	No	No	No	No	No
26.	Forests & Plantations	No	No	No	No	No	No
27.	Local Govt. property	No	No	No	No	No	No
28.	Farm produce markets	No	No	No	No	No	No
29.	Delegation of powers, duties & functions of the sub-committees of Farm produce market committees if any	No	No	No	No	No	No
30.	Encroachment of any public road, public street or public place	No	No	No	No	Yes	No
31.	Picketing, parking animals or collecting carts or vehicles on any street	No	No	No	No	Yes	No
32.	Throwing or placing any refuse on any street or in any place not provided or appointed for the purpose	No	No	No	No	No	No
33.	Dyeing or tanning of animal skins	No	No	No	No	No	No
34.	Tempering with any main, pipe or any apparatus or appliance for the supply of water	No	No	No	No	No	No
35.	Excavation of earth, stone or any other material	No	No	No	No	Yes	No

		Developed (Yes/No)					
36.	Disposing of carcasses of animals	No	No	No	No	No	No
37.	Use of sewer water for farming	No	No	No	No	No	No
38.	Flow or drain to be put upon any street or public place or into an irrigation channel or any sewer or drain not set apart for the purpose	No	No	No	No	No	No
39.	Fixing any bill, notice, placard or other paper or means of advertisement against or upon any building or place other than the places fixed for the purpose by the LG	No	No	No	No	No	No
40.	Fixing of wooden khokhas, plying of handcarts for the sale of goods & temporary or permanent shops or extension thereof on footpaths or beyond the street line	No	No	No	No	No	No
41.	Pollution of air, water or soil	No	No	No	No	No	No
42.	Watering cattle or animals or bathing or washing at, or, near a well or other source of drinking water for the public	No	No	No	No	No	No
43.	Matters as in the opinion of the Zilla council are necessary or expedient to be provided for in the by laws	No	No	No	No	No	No

Table-4

Status of Local Taxes

S. No.	Title of Tax	Collection (Yes/No)					
		T-1	T-2	T-3	T-4	T-5	T-6
1.	Local Tax on Services	Yes	Yes	Yes	Yes	Yes	Yes
2.	Tax on the transfer of immovable property	Yes	Yes	Yes	Yes	Yes	Yes
3.	Property Tax on annual rental of buildings & lands.	No	Yes	Yes	No	No	No
4.	Fee on advertisement, other than on radio, television & billboards.	No	No	No	No	No	No
5.	Fee for fairs, agricultural shows, cattle fairs, industrial exhibitions, tournaments, other public events.	Yes	No	Yes	Yes	Yes	Yes
6.	Fee for approval of building plans & erection & re-erection of buildings.	Yes	Yes	Yes	Yes	Yes	Yes
7.	Fee for licenses or permits & penalties or fines for violation of the licensing rules.	Yes	Yes	Yes	Yes	Yes	Yes
8.	Charges for execution & maintenance of works of public utility like lighting of public places, drainage, conservancy & water supply.	Yes	Yes	Yes	Yes	Yes	Yes
9.	Fee on cinemas, drama shows & tickets thereof, & other entertainment.	No	Yes	Yes	Yes	Yes	Yes
10.	Collection charges for recovery of any tax on behalf of the Govt; Distt. Govt; Union Administration or any statutory as prescribed.	No	No	No	No	No	No
11.	Other Taxes: Valuation Certificate, Fee on the installation of telephone and electricity poles, car parking, cycle stand, arrears of water tax, arrears of house tax.	Yes	Yes	Yes	Yes	Yes	Yes

Table-5

Status of Management Information System

S. No.	Management Information System	Formed (Yes/No)					
		T-1	T-2	T-3	T-4	T-5	T-6
1.	Inventory Mgt. System	No	No	No	No	No	No
2.	HR Mgt. System	No	No	No	No	No	No
3.	Finance Mgt. System	No	No	No	No	No	No
4.	Billing Mgt. System	No	No	No	No	No	No

Annexure-05 Karachi

Codes Used

For the purpose of space adjustment in the Table-s, the following codes have been used instead of Town names.

Code	Town Name	Code	Town Name	Code	Town Name
T-1	Malir Town	T-4	SITE Town	T-7	Lyari Town
T-2	Liaqatabad Town	T-5	Gulshan Iqbal Town	T-8	North Nazimabad Town
T-3	Gulberg Town	T-6	Jamshed Town	T-9	Landi Town

Table-1

Staffing Position

S. #	Name of Office	Presence of Staff (Yes/No)								
		T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9
1.	Town Nazim	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2.	Town Municipal Officer (TMO)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3.	Town Officer Finance (TOF)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4.	Town Officer Municipal Regulations (TOR)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5.	Town Officer Infrastructure & Services (TOIs)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
6.	TO Planning (TOP)	No	No	No	No	No	No	No	No	No
7.	Chief Officer	No	No	No	No	No	No	No	No	No
8.	Internal Audit Officer	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
9.	Town Local Fund Officer	Yes	No	No	No	No	No	No	No	No
10.	General Establishment & Administration	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
11.	Public Information	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
12.	Accounts	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
13.	Budget & Coordination	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
14.	Revenue	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
15.	Vigilance	No	No	No	No	No	No	No	No	No
16.	Survey	No	No	No	No	No	No	No	No	No

S. #	Name of Office	Presence of Staff (Yes/No)								
		T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9
17.	Licensing	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
18.	Facilities & Properties	Yes	Yes	Yes	Yes	No	No	Yes	No	No
19.	Land	No	No	No	No	No	No	Yes	Yes	No
20.	Water Supply	No	No	No	No	No	No	No	No	No
21.	Sewerage/Drainage	No	No	No	No	No	No	No	No	No
22.	Sanitation & Solid Waste Management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
23.	Roads, Streets & Street Lightings	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
24.	Fire Fighting	No	No	No	No	No	No	No	Yes	No
25.	Parks & Open Spaces	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
26.	Traffic Engineering	No	No	No	No	No	No	No	No	No
27.	Spatial (Phy. Planning)	No	No	No	No	No	No	No	Yes	No
28.	Land Use Planning	No	No	No	No	No	No	No	Yes	No
29.	Development Facilitation/Control	No	No	No	No	No	No	No	No	No
30.	Building Facilitation/Control	No	No	No	No	No	No	No	Yes	No
31.	Housing, Site Dev., Kachi Abadi etc.	No	No	No	No	No	No	No	No	No
32.	Coordination (with other towns)	No	No	No	No	No	No	No	No	No

Table-2

Status of Monitoring Committees

S. #	Department	Offices	Status of Monitoring Committees								
			T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9
7.	Town Nazim	Internal Audit	No	No	No	No	No	No	No	No	No
		Complaint Cell	No	No	No	No	No	No	No	No	No
8.	Town Municipal Officer (TMO)	General Establishment & Administration	Yes	Yes	Yes	No	Yes	Yes	Yes	No	
		Public Information	No	No	No	No	Yes		-	No	
9.		Accounts	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Annex-9
People Consulted Karachi

	Town Officer Finance (TOF)	Budget	Yes	Yes			Yes	Yes		No	Yes	
		Revenue						No				
		Vigilance						Yes		No		
		Survey								No		
10.	Town Officer Regulations (TOR)	Licensing	Yes	Yes	Yes	Yes	Yes	Yes	-	No		
		Facilities & Properties	No	Yes			No	-	No			
		Land	Yes	Yes			Yes	Yes	Yes	No		Yes
11.	Town Officer Infrastructure & Services (TOIs)	Water Supply	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
		Sewerage	Yes	Yes			Yes	Yes		Yes	Yes	
		Sanitation & solid waste mgt.	Yes	Yes			Yes	Yes	Yes	Yes	Yes	
		Roads, Streets & St. Lights	Yes	Yes				Yes	Yes	Yes	Yes	
		Fire Fighting	No	Yes						No	Yes	
		Parks & Open Spaces	No	Yes			Yes	Yes	Yes	Yes	Yes	
		Traffic Engineering	Yes	Yes			Yes		Yes	Yes		
12.	Town Officer Planning (TOP)	Spatial (Physical Planning)	No	No	Yes	Yes	Yes	Yes	No	No	Yes	
		Land Use Planning	No	No			No		No			
		Development Facilitation/ Control	No	No			Yes		Yes	No		No
		Building Facilitation/ Control	No	No			No		No			
		Housing, Site Dev., Kachi Abadi,	No	No			No		No			
		Coordination	No	No			No		No			
S. No.	Town Committees and Others	Status (Yes/No)										
		T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9		
1.	Insaf Committee	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
2.	Code of Conduct Committee	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
3.	Sports & culture	Yes	Yes	-	Yes	Yes	Yes	No	No	No		
4.	Labor Committee	-	-	-	-	-	-	Yes	-	-		
5.	Public Police Coordination	-	-	-	-	-	Yes	Yes	-	-		
6.	Minority Affairs Committee	-	-	-	-	Yes	-	Yes	-	-		
7.	Women Affairs Committee	-	-	-	-	-	-	Yes	-	-		
8.	Social Welfare Committee	-	-	-	-	-	-	Yes	-	-		
9.	Purchase of Zakhaire	-	Yes	-	-	-	-	-	-	-		
10.	Mechanical Committee	-	Yes	-	-	Yes	-	-	-	-		
11.	Medical/Health Committee	-	Yes	-	-	Yes	Yes	-	Yes	-		
12.	Education Committee	-	Yes	-	-	Yes	Yes	Yes		-		
13.	Communication & Implementation Committee	-	-	-	-	Yes	-	-	-	-		
14.	Municipal Regulations & Bye-laws	-	-	-	-	Yes	-	-	-	-		
15.	Crime Control Committee	-	-	-	-	Yes	-	-	-	Yes		
16.	Rural Areas Development	-	-	-	-	Yes	-	-	-	-		
17.	M & E Committee	-	-	-	-	-	Yes	-	Yes	-		

18.	Beatification & Environment Committee	-	-	-	-	-	-	-	-	Yes	-
19.	Advertisement Committee	-	-	-	-	-	-	-	-	Yes	Yes
20.	Bachat Bazar Committee	-	-	-	-	-	-	-	-	Yes	-
21.	Nursery Committee	-	-	-	-	-	-	-	-	Yes	-
22.	Rate Estimate & Design Committee	-	-	-	-	-	-	-	-	Yes	-
23.	Neighborhood Councils	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

Note: Committees listed from serial No. 4 to 22 are additional to those mentioned in the LGO schedule; these have been established by different Towns to fulfill their specific requirements. This phenomenon is more visible in Karachi, which has a clear edge over other City Distt. Govts. in Pakistan in terms of number of committees.

Table-4

Status of Bye-Laws

S. #	Title of the Bye-Laws	Developed (Yes/No)								
		T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9
1.	Conduct of Meetings	No	No	No	No	Yes	No	No	No	No
2.	Registration (Births, Deaths & Marriages)	No	No	No	No	No	No	No	No	No
3.	Zoning, Master Planning & Buildings	No	No	No	No	No	No	No	No	No
4.	Dangerous buildings & structures	No	No	No	No	No	No	No	No	No
5.	Prevention of encroachments	No	No	No	No	No	No	No	No	No
6.	LG (Elective official remuneration & allowances)	No	No	No	No	Yes	No	No	No	No
7.	LG (Agriculture development)	No	No	No	No	No	No	No	No	No
8.	LG (Community development)	No	No	No	No	No	No	No	No	No
9.	LG (Citizen Community Boards)	No	No	No	No	Yes	No	No	No	No
10.	Registration (sale & control of cattle & animals)	No	No	No	No	No	No	No	No	No
11.	Registration, management & regulation of orphanages, widow homes, senior citizen homes, homes for mentally ill & distressed women.	No	No	No	No	No	No	No	No	No
12.	Regulation of burial & cremation places	No	No	No	No	No	No	No	No	No
13.	Slaughter of animals & maintenance of slaughterhouses.	No	No	No	No	No	No	No	No	No
14.	Prevention of adulteration of foodstuffs.	No	No	No	No	No	No	No	No	No
15.	Animal husbandry & milk supply	No	No	No	No	No	No	No	No	No
16.	Prevention & abatement of nuisances	No	No	No	No	No	No	No	No	No
17.	Dangerous & offensive articles.	No	No	No	No	No	No	No	No	No
18.	Regulation of Traffic	No	No	No	No	No	No	No	No	No
19.	Organization & Regulation of Fairs, shows, tournaments & other public gatherings	No	No	No	No	Yes	No	No	No	No
20.	Prevention of Beggary, juvenile delinquency & other social evils	No	No	No	No	No	No	No	No	No
21.	Licensing	No	No	No	No	No	No	No	No	No
22.	Markets	No	No	No	No	No	No	No	No	No
23.	Libraries	No	No	No	No	No	No	No	No	No
24.	Parks & Open places	No	No	No	No	Yes	No	No	No	No

S. #	Title of the Bye-Laws	Developed (Yes/No)								
		T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9
25.	Prevention of Air, Water, Noise & Soil Pollution	No	No	No	No	No	No	No	No	No
26.	Forests & Plantations	No	No	No	No	No	No	No	No	No
27.	Local Govt. property	No	No	No	No	No	No	No	No	No
28.	Farm produce markets	No	No	No	No	No	No	No	No	No
29.	Delegation of powers, duties & functions of the sub-committees of Farm produce market committees if any	No	No	No	No	No	No	No	No	No
30.	Encroachment of any public road, public street or public place	No	No	No	No	No	No	No	No	No
31.	Picketing, parking animals or collecting carts or vehicles on any street	No	No	No	No	No	No	No	No	No
32.	Throwing or placing any refuse on any street or in any place not provided or appointed for the purpose	No	No	No	No	No	No	No	No	No
33.	Dyeing or tanning of animal skins	No	No	No	No	No	No	No	No	No
34.	Tempering with any main, pipe or any apparatus or appliance for the supply of water	No	No	No	No	No	No	No	No	No
35.	Excavation of earth, stone or any other material	No	No	No	No	No	No	No	No	No
36.	Disposing of carcasses of animals	No	No	No	No	No	No	No	No	No
37.	Use of sewer water for farming	No	No	No	No	No	No	No	No	No
38.	Flow or drain to be put upon any street or public place or into an irrigation channel or any sewer or drain not set apart for the purpose	No	No	No	No	No	No	No	No	No
39.	Fixing any bill, notice, placard or other paper or means of advertisement against or upon any building or place other than the places fixed for the purpose by the LG	No	No	No	No	Yes	No	No	No	No
40.	Fixing of wooden khokhas, plying of handcarts for the sale of goods & temporary or permanent shops or extension thereof on footpaths or beyond the street line	No	No	No	No	No	No	No	No	No
41.	Pollution of air, water or soil	No	No	No	No	No	No	No	No	No
42.	Watering cattle or animals or bathing or washing at, or, near a well or other source of drinking water for the public	No	No	No	No	No	No	No	No	No
43.	Matters as in the opinion of the Zilla council are necessary or expedient to be provided for in the by laws	No	No	No	No	No	No	No	No	No

Table- 5

Status of Local Taxes

S. #	Title of Tax	Collection (Yes/No)								
		T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9
1.	Local Tax on Services	No	No	No	No	No	No	No	No	Yes
2.	Tax on the transfer of immovable property	No	No	No	No	No	No	No	No	No
3.	Property Tax on annual rental of buildings & lands.	No	No	No	No	No	No	No	No	No
4.	Fee on advertisement, other than on radio, television & billboards.	No	No	No	No	No	No	No	No	No
5.	Fee for fairs, agricultural shows, cattle fairs, industrial exhibitions, tournaments, other public events.	No	No	No	No	No	No	No	No	Yes
6.	Fee for approval of building plans & erection & re-erection of buildings.	No	No	No	No	No	No	No	No	No
7.	Fee for licenses or permits & penalties or fines for violation of the licensing rules.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
8.	Charges for execution & maintenance of works of public utility like lighting of public places, drainage, conservancy & water supply.	No	No	No	No	No	No	No	No	No
9.	Fee on cinemas, drama shows & tickets thereof, & other entertainment.	No	No	No	No	No	No	No	No	No
10.	Collection charges for recovery of any tax on behalf of the Govt; Distt. Govt; Union Administration or any statutory as prescribed.	No	No	No	No	No	No	No	No	No
11.	Other Taxes: Valuation Certificate, Fee on the installation of telephone and electricity poles, car parking, cycle stand, arrears of water tax, arrears of house tax.	No	No	No	No	No	No	No	No	Yes

Table-6

Status of Management Information System

S. #	Management System	Formed (Yes/No)								
		T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9
1.	Inventory Mgt. System	No	No	No	No	No	Yes	No	No	No
2.	HR Mgt. System	No	No	No	No	Yes	No	No	No	No
3.	Finance Mgt. System	No	No	No	No	Yes	Yes	No	No	No
4.	Billing Mgt. System	No	No	No	No	No	Yes	No	No	No