



BENEFICIARY PERCEPTIONS OF IS INTERVENTIONS INTRODUCED UNDER PCP

*A Report on Assessment of Impact of IS
Interventions on Governance, Accountability &
Transparency –Insights of local governments staff*

Punjab Cities Program

Punjab Municipal Development Fund Company

ACRONYM

CTS	Complaint Tracking System
CCTS	Computerized Complaint Tracking System
CFMS	Computerized Financial Management System
GRM	Grievance Redress Mechanism
GIS	Geographical Information System
GoPb	Government of the Punjab
IS	Institutional Strengthening
KPIs	Key Performance Indicators
LG&CDD	Local Government & Community Development Department
LGFMIS	Local Government Financial Management Information System
O&M	Operation & Maintenance
PMS	Performance Management System
PMDFC	Punjab Municipal Development Fund Company
PCP	Punjab Cities Program
PICP	Punjab Inclusive Cities Program
PMSIP	Punjab Municipal Services Improvement Project
MO (I&S)	Municipal Officer - Infrastructure & Services
TMA	Tehsil Municipal Administration
TMO	Tehsil Municipal Officer
MC	Municipal Committee
MO (F)	Municipal Officer – Finance
MO (P)	Municipal Officer – Planning
MO (R)	Municipal Officer – Regulation
WB	World Bank

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FOREWORD

The Punjab Cities Program (PCP) was conceived with a vision to improve urban governance and service delivery in partner Municipal Committees (MCs) in Punjab. The program was structured around two major components: **infrastructure development** and **institutional strengthening**. While infrastructure investments have supported essential urban services, the Institutional Strengthening interventions have laid the foundation for sustainable governance reforms and improved citizen engagement.

Key among these interventions has been the establishment of the **Grievance Redress Mechanism (GRM)**, enabling citizens to voice their concerns and seek timely redress, thereby fostering transparency and accountability. Similarly, the introduction of **dynamic MC websites** has enhanced access to information, promoting openness in municipal operations and encouraging citizen participation. The **Performance Management System (PMS)** has created a structured approach to monitoring municipal performance, strengthening internal accountability, and guiding evidence-based decision-making. Meanwhile, the implementation of the **Local Government Financial Management Information System (LGFMS)** has modernized financial management practices, improving fiscal discipline, efficiency, and reliability of financial reporting. Likewise, **GIS mapping** enables municipalities to consolidate fragmented records into interactive digital platforms that can be updated in real time.

This assessment report seeks to evaluate the progress, effectiveness, and outcomes of these interventions. It highlights the extent to which these initiatives have contributed towards improved service delivery, enhanced citizen engagement, and strengthened financial and administrative management at the local government level.

The findings presented here are intended not only to inform stakeholders about the achievements under the PCP but also to guide future efforts in institutional strengthening of local governments across Punjab. It is our hope that this report will serve as a valuable reference for policymakers, development practitioners, and municipal administrations in their shared commitment to building resilient, responsive, and citizen-centered urban governance systems.

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We also acknowledge the cooperation of partner Municipal Committees (MCs) for their active participation and valuable feedback, and the commitment of municipal staff and management in adopting and implementing interventions such as the Grievance Redress Mechanism (GRM), dynamic MC websites, the Performance Management System (PMS), and the Local Government Financial Management Information System (LGFMS).

Finally, we extend our appreciation to all stakeholders and technical experts whose contributions have supported the strengthening of local governance and institutional reforms under PCP. Their collective efforts have been vital to the successful completion of this report.

Any errors or omissions are the responsibility of the authors alone.

EXECUTIVE SUMMARY

The Punjab Cities Program aims to strengthen urban governance by modernizing systems, enhancing institutional capacity, and improving service delivery. This report presents an assessment of the key institutional interventions implemented across partner Municipal Committees (MCs), based on field feedback, system analytics, and stakeholder consultations.

The assessment aimed to evaluate the effectiveness, operational integration, and impact of Institutional Strengthening interventions implemented under the Punjab Cities Program (PCP) across 16 partner Municipal Committees (MCs): **Grievance Redress Mechanism (GRM)**, **MC Dynamic Websites**, **Performance Management System (PMS)**, **Local Government Financial Management Information System (LGFMIS)** and **GIS based mapping**. The study gathered structured feedback from 128 respondents, comprising Chief Officers, Municipal Officers (I&S), Municipal Officers (Finance), Municipal Officers (Planning), Complaint Cell Incharge, Service Delivery Staff, and Accounts personnel.

The Survey findings confirm that the interventions have yielded substantial improvements in governance transparency, citizen engagement, data-driven decision-making, and operational efficiency in all 16-partner local governments. In all the systems, usage rates and satisfaction levels were consistently high, with **over** 85% of respondents across categories reporting direct operational benefits.

Key Achievements Noted:

GRM: The GRM has contributed significantly to timeliness, structured data management, and improved citizen trust. It has also encouraged higher complaint reporting, showing increased system credibility. However, uneven improvements in resolution time and service delivery suggest that while the GRM is a strong reform, further refinements in implementation and follow-up are needed to maximize its impact. Over 90% of Chief Officers, MOs, and Complaint Cell Incharge agreed that the system has significantly streamlined complaint registration, tracking, and resolution timelines. The digital tracking features were highlighted as a deterrent to delays, while automatic status updates increased citizen trust.

MC's Dynamic Website: 88% of officers affirmed that updated, publicly accessible information on municipal services has improved transparency and reduced unnecessary in-person inquiries. Many noted the role of the website in publishing tender notices, project updates, and public advisories.

PMS: MC leadership, Service Delivery Staff and MOs (85% of the respondents) reported improved performance monitoring, availability of real time updated data on municipal services, and greater focus on meeting operational KPIs.

LGFMIS: Finance officers and accountants strongly supported the system, citing faster financial reporting, and compliance alignment. Over 92% agreed that LGFMIS has reduced errors in expenditure tracking.

GIS Planning: Municipal Officers found that service maps are a valuable tool in municipal decision-making. A strong majority (85%) reported that PCP MCs now have much better service maps compared to non-PCP MCs, demonstrating a clear impact of PCP support.

Impact on Service Delivery:

All interventions collectively contributed to measurable improvements in service delivery. Complaint resolution rates increased, project updates became more transparent, and performance review processes became more objective. Respondents emphasized that these systems will create a shift towards **evidence-based management** rather than ad-hoc decision-making.

In summary, the interventions under PCP have been strengthening institutional credibility and enhancing citizen satisfaction. Overall, these interventions have substantially improved municipal operations, citizen satisfaction, and institutional capacity, positioning participating municipalities as models for smart governance in Punjab.

INTRODUCTION

Introduction to PMDFC

The Punjab Municipal Development Fund Company (PMDFC) was established in 1998 by the Government of Punjab not-for-profit Company, limited by guarantee to serve as a specialized institution for strengthening municipal service delivery and governance. Its autonomous, public-private Board of Directors is composed of members of the Provincial Government (P&D Department, LG&CD Department, Finance Department), civil society and the private sector. As the implementing partner for World Bank–financed urban development initiatives, PMDFC has been instrumental in channeling development assistance, providing technical expertise, and ensuring effective execution of programs that address the growing challenges of urbanization in Punjab.

Through its work, PMDFC has developed a strong track record in both **Infrastructure Development** and **Institutional Strengthening**, enabling Municipal Committees (MCs) to become more efficient, transparent, and accountable. By leading the implementation of the Punjab Cities Program (PCP), PMDFC has demonstrated its capacity to manage donor-funded projects, foster innovation in local governance, and promote citizen-centric reforms such as the Grievance Redress Mechanism (GRM), dynamic municipal websites, Performance Management Systems (PMS), and the Local Government Financial Management Information System (LGFMS). Its continued role as a trusted implementing agency underscores the importance of partnership between government institutions and development partners in advancing sustainable urban governance.

Punjab Cities Program (PCP)

The Punjab Cities Program (PCP) is a flagship initiative of the Government of Punjab, financed by the World Bank and implemented by the Punjab Municipal Development Fund Company (PMDFC). Conceived as a comprehensive reform program, PCP seeks to improve urban service delivery and strengthen municipal institutions in the province's rapidly urbanizing intermediate cities. The program was rolled out in 16 partner local governments, making it one of the largest performance-based urban governance initiatives in Pakistan. Its design reflects an integrated approach—combining infrastructure development with institutional strengthening—to ensure that physical investments are underpinned by durable systems of governance, accountability, and citizen engagement.

The **infrastructure development component** of PCP has targeted critical gaps in municipal services by financing investments in water supply, sanitation, stormwater drainage, solid waste management, urban roads, and streetlighting. These interventions have improved service quality, enhanced the resilience of cities, and directly benefited millions of citizens by providing safer, cleaner, and more sustainable urban environments. Beyond meeting immediate infrastructure needs, these investments contribute to local economic activity and strengthen the competitiveness of Punjab's intermediate cities.

Equally transformative is the **institutional strengthening component**, which introduced systemic reforms designed to improve financial discipline, performance management, and citizen accountability. Core interventions included the Grievance Redress Mechanism (GRM), dynamic municipal websites, the Performance Management System (PMS), and the Local Government Financial Management Information System (LGFMS). Together, these tools modernized municipal operations, improved transparency, and created structured avenues for citizen participation in governance.

PCP at a Glance

- **Coverage:** 16 partner local governments of intermediate cities in Punjab
- **Financing:** US\$180 million (World Bank support)
- **Implementing Agency:** Punjab Municipal Development Fund Company (PMDFC)
- **Components:**
 - *Infrastructure Development* – improving water supply, sanitation, stormwater drainage, solid waste management, urban roads, and streetlighting
 - *Institutional Strengthening* – building transparent, efficient, and citizen-focused municipal systems

Disbursement Linked Indicators (DLIs):

- **DLI-1:** Minimum Access Conditions (MACs) (*US\$45 million*)
- **DLI-2:** Performance Measures across 08 Result Areas (*US\$135 million*)

Result Areas:

1. Investment Planning and Budgeting
2. Human Resources
3. Procurement
4. Financial Management and Audit
5. Environment and Social Management
6. Transparency and Accountability
7. Urban Infrastructure
8. Own Source Revenues

Key Outcomes: Strengthened municipal governance, improved transparency, sustainable service delivery, enhanced citizen engagement, and modernized financial management systems

By aligning infrastructure improvements with institutional reforms across 16 intermediate cities, PCP has established new benchmarks for municipal governance in Punjab. The program demonstrates how development partnerships can build stronger institutions, empower citizens, and deliver sustainable results in urban governance—offering a replicable model for other regions in Pakistan and beyond.

At the heart of PCP’s performance-based design were two **Disbursement Linked Indicators (DLIs)**:

DLI-1: Minimum Access Conditions (MACs) – minimum Access conditions for MCs to join the program, ensuring they met governance, financial, and accountability thresholds before accessing funds. *(Allocation: US\$45 million)*

Entry conditions for MCs, including updated infrastructure maps, approved ADPs and budgets, co-financing contributions, core staff in place, procurement committees, environmental and social management systems, operational websites, CTS, PMS, and signed Program Participation Agreements.

DLI-2: Performance Measures (PMs) – annual performance scoring of MCs against defined result areas, encouraging continuous improvement in governance and service delivery. *(Allocation: US\$135 million)*

Under **DLI-2**, performance was assessed through **08 Result Areas**, covering the full spectrum of municipal governance and service delivery:

Minimum Access Conditions (MACs) ensured that MCs had the basic systems, staffing, and governance mechanisms in place to receive and utilize performance-based grants. The assessment covered Result Areas such as investment planning, budgeting, procurement, financial management, environmental and social management, transparency, accountability, and institutional readiness. All MACs were successfully met across participating MCs, as summarized below:

All requirements across the following areas were met:

- **Investment Planning & Budgeting** (Infrastructure maps, ADP, CFMS-based budgets, and co-financing commitments)
- **Human Resources** (Core locally appointed staff in place)
- **Procurement** (Annual Procurement Plan and functional procurement committees)
- **Financial Management and Audit** (CFMS functionality, cashbook generation, timely financial statements, and no adverse audit opinions)
- **Environmental and Social Management** (Designated focal persons, gender-responsive systems, and adequate supervision capacity)
- **Transparency and Accountability** (Operational websites, GRM/complaint systems, performance management systems)
- **Program Participation** (Signed agreements by MC Chairmen)

The successful compliance with MACs demonstrated strong readiness at entry and provided a credible foundation for performance-based financing.

Performance Measures (PMs) were used to assess improvements over time across the eight Result Areas. APA scoring showed progressive institutional strengthening across most domains:

Sr. No.	Result Area	Total Score	Score Achieved			
			2019-20	2020-21	2022-23	2023-24
1	Investment Planning & Budgeting	24	9	7	16	21
2	Own Source Revenue	18	–	18	16	18
3	Procurement	8	7	8	3	8
4	Financial Management & Audit	12	9	12	12	12
5	Environment and Social Management	10	3	4	10	10
6	Transparency & Accountability	8	5	6	8	8
7	Urban Infrastructure	20	7	10	6	17
	Total Scores	100	40	57	72	90

Performance Measures (PMs) – 08 Result Areas

Result Area	Key Impacts
1. Investment Planning and Budgeting	Strengthened development and asset management planning; improved O&M budgeting; better use of infrastructure maps; asset inventories established; multi-year IDAMPs introduced.
2. Human Resources	Core staff deployed; improved institutional functionality; enhanced technical and administrative capacity of MCs.
3. Own Source Revenue	Revenue Enhancement Plans developed; increases in local revenue collection; improved financial sustainability of MCs.
4. Procurement	Procurement planning institutionalized; adherence to PPRA rules; more competitive, transparent, and efficient procurement processes.
5. Financial Management and Audit	Computerized Financial Management System (CFMS) functional; improved accounting, reporting, and fiscal control.
6. Environment and Social Management	E&S focal persons designated; safeguard systems established; screening and mitigation processes applied; inclusive and sustainable development practices adopted.
7. Transparency & Accountability	MC websites operational; Complaint Tracking System transformed into GRM; compliance with Right-to-Information Act 2013; enhanced openness and responsiveness.
8. Urban Infrastructure	Targets for infrastructure achieved; improved service delivery across key municipal sectors; enhanced quality of life in intermediate cities.

Performance against these Result Areas was measured through Annual Performance Assessments (APAs), which incentivized continuous improvement and embedded a culture of accountability and results-based governance.

PCP introduced Annual Performance Assessments (APAs) to measure progress under these Result Areas. A total of five APAs were conducted, which not only determined disbursement

but also served as diagnostic tools for identifying institutional strengths, weaknesses, and areas for capacity building. This process created a culture of results-oriented governance, where MCs continuously strived to improve their systems and practices.

The impacts have been far-reaching: integrated planning has improved prioritization of investments; stronger procurement and financial management practices have promoted efficiency and fiscal discipline; own-source revenue initiatives have supported financial sustainability; HR management has strengthened institutional capacity; and environmental and social safeguards have ensured inclusive, sustainable urban development. Transparency and accountability have been deepened through GRM, municipal websites, and PMS, while infrastructure investments have improved service delivery and quality of life.

Background of IS Impact Assessment

The journey of Institutional Strengthening (IS) interventions in Punjab's local governments began under the Punjab Municipal Services Improvement Project (PMSIP), a World Bank-funded initiative implemented between 2006 and 2012. PMSIP introduced several pioneering reforms to strengthen transparency, accountability, and efficiency at the municipal level. Among these were municipal websites for information sharing, a computerized Complaint Tracking System (CTS) to record and follow up on citizen grievances, a Performance Management System (PMS) to monitor municipal service delivery, and a Computerized Financial Management System (CFMS) to improve budgeting and accounting processes. While these interventions provided important foundations for modern municipal governance, they remained limited in scale, functionality, and institutionalization. Static websites lacked flexibility for real-time updates, the CTS was not fully integrated into municipal workflows, and both PMS and CFMS required stronger ownership, upgrades, and capacity support to deliver sustained results.

The Punjab Cities Program (PCP), launched with World Bank support in 2019, built directly on the experience of PMSIP by upgrading and scaling up these institutional systems across 16 partner Municipal Committees (MCs). Under PCP, static websites were transformed into dynamic and interactive portals capable of providing real-time updates, service information, financial disclosures, and citizen engagement tools. The CTS was upgraded and institutionalized as a comprehensive Grievance Redress Mechanism (GRM), enabling citizens to file, track, and resolve complaints transparently. The earlier PMS was redesigned and strengthened into a broader Performance Management System that allowed for systematic monitoring of municipal performance across defined result areas. Similarly, the CFMS was modernized and expanded into a full-fledged Local Government Financial Management Information System (LGFMS), improving fiscal discipline, automating financial reporting, and enhancing accountability.

By upgrading PMSIP's pioneering interventions, PCP established a stronger Institutional Strengthening framework that was embedded into its Disbursement Linked Indicators (DLIs) and measured annually through Annual Performance Assessments (APAs). This ensured that the reforms were not only implemented but also incentivized, monitored, and sustained, thereby embedding a culture of transparency, accountability, and citizen-oriented governance in Punjab's intermediate cities.

The Institutional Strengthening (IS) interventions introduced and upgraded under PCP represent major reforms in local governance. Assessing these interventions is critical for several reasons:

- **Accountability:** To determine how effectively the systems have been adopted and used by Municipal Committees (MCs).
- **Performance Tracking:** To evaluate the outcomes of IS interventions against PCP's performance-based framework, including their impact on service delivery, transparency, and fiscal management.
- **Learning and Adaptation:** To identify gaps, challenges, and best practices that can inform future institutional strengthening initiatives in Punjab and beyond.
- **Sustainability:** To assess the readiness of MCs to sustain these reforms beyond PCP's life cycle through local ownership and capacity.
- **Replication and Scaling:** To provide lessons that can guide the expansion of successful IS interventions to other municipalities and provinces in Pakistan.

This assessment ensures that institutional reforms are not only introduced but also sustained, scaled, and continuously improved to strengthen urban governance in Punjab

Against this backdrop, the present assessment of IS interventions focuses on the effectiveness, outcomes, and sustainability of initiatives. These reforms represent the practical manifestation of PCP's institutional strengthening agenda, and their assessment is critical to understanding how far MCs have advanced towards becoming transparent, efficient, and citizen-oriented service delivery institutions.

Objectives of the Assessment

The primary objective of this assessment is to evaluate the design, implementation, and outcomes of **Institutional Strengthening (IS) interventions** introduced and upgraded under the Punjab Cities Program (PCP). These interventions—namely the Grievance Redress Mechanism (GRM), MC Dynamic Websites, Performance Management System (PMS), and the Local Government Financial Management Information System (LGFMS)—are central to strengthening municipal governance in Punjab's intermediate cities. Specifically, the assessment seeks to:

1. **Review adoption and functionality** of the IS interventions in the 16 partner Municipal Committees (MCs).
2. **Evaluate effectiveness** in improving transparency, accountability, financial discipline, and service delivery.
3. **Examine performance linkages** by analyzing how these interventions contributed to Municipal Committees' scoring under the Disbursement Linked Indicators (DLIs) and Annual Performance Assessments (APAs).
4. **Identify challenges and capacity gaps** that affected the implementation and sustainability of these reforms.
5. **Document good practices and lessons learned** for future institutional strengthening initiatives.

6. **Provide recommendations** to ensure sustainability, replication, and scaling of IS interventions beyond PCP's scope.

By fulfilling these objectives, the assessment aims to provide policymakers, development partners, and municipal institutions with evidence-based insights to guide the next generation of urban governance reforms in Punjab.

SUMMARY DESCRIPTION OF IS INTERVENTIONS

Punjab Cities Program has introduced a set of Institutional Strengthening/ capacity building interventions at MCs to improve their viability and effectiveness, allowing them to be able to provide better municipal service delivery. All these interventions were designed with the purpose of enhancing the following aspects in the functioning of local governments;

- **governance**
- **accountability**
- **transparency**

Grievance Redress Mechanism (GRM)

The objective of introducing GRM

- To provide a transparent, accessible, and efficient platform for citizens to lodge complaints and seek redress regarding municipal services
- To enhance MCs' efficiency and responsiveness in addressing citizens' complaints/ grievances regarding municipal services, by streamlining the registration, response, and tracking of all complaints that are required to be recorded centrally.

The journey began with the development of the **Complaint Tracking System (CTS)** by PMDFC under the World Bank funded "Punjab Municipal Services Improvement Project" (PMSIP, 2006-2012). This system was introduced in 104 Tehsil Municipal Administrations (TMAs). Initially, manual registers were provided for recording of citizen's complaints then the TMAs were equipped with desktop computers and specialized offline CTS software, enabling local governments to start digital complaint registration and tracking for the first time.

Building on this foundation, the CTS was transformed into a more structured **Grievance Redress Mechanism (GRM)** under the World Bank funded Punjab Cities Program (PCP). It was successfully rolled out in 16 PCP partner cities. This shift allowed not only complaint registration but also systematic redress, reporting, and monitoring. The system was further upgraded through the **Baldia Shikayat mobile application and dashboard**, which streamlined complaint handling and made the process more efficient. Citizens were given a modern and user-friendly digital platform to lodge complaints, track their progress, and receive timely updates.

During this period, the GRM played a vital role in **enhancing public trust in local governments**. By providing a structured, transparent, and accessible grievance resolution platform, the system became central to improving governance and service delivery in partner cities.

Throughout the period, PMDFC continued to provide backstopping support to partner local governments to ensure the efficient operation of the system.

Performance Management System (PMS)

The primary objective of PMS was to establish and maintain a municipal service database that allows **systematic monitoring of services provided by MCs**. The long-term objective is to **improve resource allocation** and provide a basis for informed decision making at the MC level.

Performance Management System (PMS) a web-based software has been introduced for tracking & gauging the municipal services being provided by MCs as an effective approach to improve performance. It involves development of Key Performance Indicators (KPIs) and collection of data against each performance indicator. For the purpose, data collection templates were prepared and MC staff were given training for collection of data on agreed KPIs. Each municipal committee has designated the staff to operate the system. Standard Operating Procedures (SOPs) has been shared for data collection and reporting.

PMS Rationale & Need

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

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

PMS Features

- Real time updated data available on Key Performance Indicators (KPIs) to track the status of service delivery;
- Realtime updated data available on services like water supply, solid waste, sewerage, streetlights, Roads, Parks, General Bus Stand, Graveyard, advertisement & slaughter house;
- The system acts as a comprehensive database for municipal services.

MC's Dynamic Websites

The primary objective of introducing MC's dynamic websites is to develop an **efficient communication medium for public disclosure of information** to improve public access to municipal information and services through a responsive, regularly updated online portal

This intervention helped enhance the accountability and transparency of MCs towards provision of improved service delivery prior to this initiative, a few partner MCs had a website however these websites were static and seldom got updated.

MC's Websites Features

- Information for general public interest has been placed at the website.

- Information relating to the infrastructure development projects, budget and service delivery is available at the websites.
- Citizen corner has been created to facilitate the citizens regarding building plan approval, registration of birth, marriage, divorce and water connection etc.
- PMDFC has a strong focus on developing the technical skills of MC's staff through training and workshops to ensure websites are properly managed.

Overall, PMDFC has been consistently providing technical support and assisting in troubleshooting issues faced by MCs in managing their respective websites.

Local Government Financial Management Information System (LGFMS)

The Computerized Financial Management System (CFMS) was initially introduced under the World Bank-funded PMSIP (2006-12), during which TMAs were equipped with desktop computers, offline software, and requisite training provided by PMDFC to ensure effective operations. This marked the first step towards computerizing municipal finances and streamlining municipal financial operations, ensuring accuracy, transparency, and accountability in fiscal management at the local level. Subsequently, the system was upgraded into an online platform, bringing greater accessibility, real-time data entry, and improved monitoring capabilities. Building on this progress, it was further enhanced under the LG&CDD IT-Based Monitoring System and World Bank funded PCP, which introduced more advanced features for oversight and reporting.

The objective of introducing LGFMS is to **automate the accounting and financial management system in partner MCs.**

The Local Government Financial Management System (LGFMS) represents a significant shift in how Municipal Committees (MCs) handle their finances. Traditionally, MCs relied on **manual accounting practices**, where records were maintained on paper ledgers, making the process slow, prone to errors, and difficult to monitor. With LGFMS, these same accounting and financial management practices have been **digitized** without fundamentally changing their structure.

This means that MCs continue to follow the same government-prescribed accounting rules and procedures, but now these are executed through **automated system**. The transition has greatly reduced the time and effort required for book-keeping. Routine tasks such as entering transactions, preparing vouchers, reconciling bank statements, and generating reports, which earlier took days, can now be completed quickly and accurately with minimal human error.

GIS Based Maps

GIS mapping and urban planning were first introduced under the World Bank-funded PMSIP, where service maps were developed by PMDFC. This initiative laid the foundation for evidence-based planning and decision-making at the local government level. Over time, the system was further refined and integrated under the World Bank funded PCP, enabling more comprehensive spatial data management and urban planning applications. Under this phase, GIS tools were increasingly applied for mapping of road networks, water supply coverage, sewerage lines and solid waste collection routes.

Instead of relying on paper maps or fragmented records, GIS provides an **interactive digital platform** where all physical assets, resources, and service areas can be accurately mapped and updated in real time.

Key Uses in Local Governance

1. **Urban Planning and Development** – Helps in zoning, land-use planning, and infrastructure development by showing the spatial distribution of roads, housing, utilities, and public facilities.
2. **Service Delivery Management** – Maps water supply networks, sanitation systems, solid waste routes, enabling efficient planning, maintenance, and monitoring.
3. **Citizen Services** – Provides accessible information to the public through online portals, increasing transparency and accountability.

Trainings for MC staff:

PMDFC has conducted various hands-on training sessions for MC staff to ensure the effective functionality and sustainability of all the above-mentioned IS interventions. These training sessions covered a wide range of aspects, including but not limited to the following;

1. E-Governance Systems (PMS & CTS) Introduced Under Punjab Cities Program. Hands-on trainings on data collection, compilation, and reporting for multiple municipal services under Performance Management System
2. Hands-on trainings on use of software for implementation of LGFMIS and Financial Management & Audit, Water Rate & Shop Rent for 16 PCP Cities
3. Implementation of Environment & Social Safeguard Instruments
4. Environmental & Social Monitoring of ongoing infrastructure subprojects under the Punjab Cities Program (PCP)
5. Compliance of Environment and Social Mitigation and Management Plans of 16 PCP Cities
6. Implementation of Energy Management Plans (Emps) & Operation & Maintenance (O&M) Plans reg. Parks, Streetlight, Slaughter House & Road Sectors
7. Implementation of IDAMP in 16 PCP Cities and Updated GIS based Infrastructure Map
8. Solid Waste Generation and Characterization Study in PCP Cities
9. Implementation of Right to Information Act (RTI) 2013
10. Procurement (updated PPRA Rules, Judiciary Requirements) and standardized procurement methods
11. Operation and maintenance of infrastructure assets

METHODOLOGY OF IS IMPACT ASSESSMENT

The assessment of Institutional Strengthening (IS) interventions under the Punjab Cities Program (PCP) was conducted using a **mixed-methods approach**, combining quantitative data from program monitoring systems with qualitative insights from stakeholders. The methodology was designed to ensure objectivity, comprehensiveness, and alignment with the performance-based framework of PCP.

1. Document and Literature Review

- Review of PCP program documents, including the Program Appraisal Document (PAD), Operational Manuals, Annual Performance Assessment (APA) reports, and progress reports prepared by PMDFC and the World Bank.
- Analysis of municipal records, financial reports, and monitoring data from partner Municipal Committees (MCs).
- Reference to lessons from earlier reforms under the Punjab Municipal Services Improvement Project (PMSIP, 2006–2012).

2. Data Collection and Analysis

- Examination of Annual Performance Assessment (APA) scores for all 16 partner MCs, with a focus on the Disbursement Linked Indicators (DLIs) and the Performance Measures (PMs) across 08 Result Areas.
- Use of data generated from upgraded systems such as the Grievance Redress Mechanism (GRM), Performance Management System (PMS), and Local Government Financial Management Information System (LGFMS).
- Comparative analysis to track progress over the five rounds of yearly annual performance assessment/

3. Stakeholder Consultations

- Structured interviews and focus group discussions with Chief Officers, municipal staff and relevant IT staff, in partner MCs to capture practical experiences of using ID systems.
- Consultations with PMDFC technical teams, including specialists in Institutional Strengthening, IT, and financial management, to validate findings.
- Feedback sessions with World Bank representatives to ensure alignment with program objectives.

4. Field Visits

- Visits to a representative sample of MCs to directly observe the functioning of IS interventions.
- On-site verification of dynamic municipal websites, GRM dashboards, PMS reports, and LGFMIS records.

5. Evaluation Framework

The assessment applied an evaluation framework based on four dimensions:

1. **Relevance** – alignment of interventions with municipal needs and PCP objectives.
2. **Effectiveness** – extent to which interventions achieved intended outcomes.
3. **Efficiency** – optimal use of resources and processes in implementing reforms.
4. **Sustainability** – likelihood of interventions being maintained beyond PCP.

6. Limitations

- Reliance on self-reported municipal data in some cases, which was cross-checked where possible.

- Variation in institutional capacity across MCs, which may affect comparability of results.
- Time constraints limiting the citizen engagement in all 16 cities.

Despite limitations, the methodology provides a balanced and evidence-based foundation for assessing the achievements, challenges, and lessons of ID interventions under PCP.

Area of Study

The geographic coverage of the study included all 16 PCP partner local governments in Punjab. These local governments have been beneficiaries of PCP Institutional Strengthening (IS) and capacity building activities since project inception.

#	Cities	#	Cities
1	Daska	9	Jhang
2	Hafizabad	10	Kamalia
3	Jhelum	11	Okara
4	Kamoke	12	Bahawalnagar
5	Muridke	13	Burewala
6	Wazirabad	14	Khanewal
7	Gojra	15	Kot Addu
8	Jaranwala	16	Vehari



Study Plan and Survey Instrument Development:

This assessment was designed to capture a comprehensive, role-specific understanding of the Institutional Strengthening interventions implemented under the Punjab Cities Program (PCP) in selected Municipal Committees (MCs). The methodology adopted for this exercise was structured to ensure that data collected was both **representative** of the involved stakeholders and **relevant** to the operational realities of each system.

1. Survey Instrument Development

The survey instrument was designed in consultation with PCP's Institutional Strengthening (IS) team for the systems under review:

1. Grievance Redress Mechanism (GRM)
2. MC Dynamic Websites
3. Performance Management System (PMS)
4. Local Government Financial Management Information System (LGFMS)
5. GIS Mapping

Separate questionnaires were prepared for each intervention, taking into account the roles and responsibilities of the respondent categories directly involved in using or managing the systems. For example:

- **Chief Officers** received questions spanning all interventions they supervise, focusing on overall impact, strategic value, and cross-departmental coordination.
- **Municipal Officers (Infrastructure & Services)** and **Municipal Officers (Planning)** were asked about operational usage, and system-specific efficiency improvements.
- **Complaint Cell Incharge** were interviewed specifically about the GRM, complaint logging, follow-up procedures, and citizen interaction.
- **Service Delivery Staff** were surveyed regarding the PMS and its role in performance tracking.
- **Municipal Officers (Finance)** and **Accountants** were targeted for LGFMIS-related queries on budgeting, reporting, and compliance.

The questionnaire for each category consisted of:

- **Closed-ended Likert-scale questions** (1 = Strongly Disagree to 5 = Strongly Agree) to measure perceived benefits and effectiveness.
- **Multiple-choice questions** to identify specific benefits or challenges from a predefined list.
- **Percentage-response items** (Yes/No or multiple-option) to quantify agreement on specific operational impacts.
- **Open-ended prompts** to capture qualitative observations and recommendations.

Prior to rollout, the questionnaires underwent **pilot testing** with a small sample from one MC to verify clarity, appropriateness of wording, and alignment with local terminologies used by MC staff.

Respondent Categories and Sample Size

The survey targeted all primary system users and leadership in the selected MCs. The final respondent breakdown was as follows:

Respondent Category	Intervention(s)	No. of Respondents
Chief Officers	GRM, MC Website, PMS	16
MO (I&S)	GRM, PMS, MC Website, GIS Mapping	16
MO (Planning)	GIS Mapping, MC Website	16
Complaint Cell Incharge	GRM	16
Service Delivery Staff	PMS	32
MO (Finance)	LGFMIS	16
Accountants	LGFMIS	16

Total Respondents: 128 officers and staff across all MCs.

This ensured that every MC provided inputs from multiple perspectives, including managerial, operational, and technical angles.

This structured and systematic methodology ensured that the results were not only statistically valid but also based on real operational experiences of the MC staff

Data Collection, Tabulation and Presentation

Data Collection Process

The data collection process involved a **three-step approach**:

a. Pre-Survey Briefing:

Respondents were briefed about the purpose of the assessment, confidentiality of responses, and the structure of the questionnaire. The objective was to ensure candid and honest feedback without fear of administrative repercussions.

b. Administration of Questionnaires:

The questionnaires were administered through face-to-face interviews where possible, supplemented by self-administered forms for staff unavailable during the visit. The in-person approach allowed enumerators to clarify questions in real time, particularly for technical terms related to the interventions.

c. Follow-Up and Validation:

Where responses appeared inconsistent or incomplete, follow-up phone calls were made to validate data. Additionally, cross-checking was conducted with system usage logs (e.g., GRM complaint records, website analytics, PMS entries, LGFMIS reports) to ensure alignment between reported perceptions and actual system activity.

Data Analysis

The analysis combined quantitative and qualitative techniques:

- Likert-scale responses were converted into average scores and interpreted according to standard thresholds (1–2.49 = Low Agreement, 2.5–3.49 = Moderate Agreement, 3.5–5 = High Agreement).
- Percentage-based results were computed for each category to highlight specific agreement levels (e.g., “84% of Chief Officers agreed...”).
- Cross-tabulation was performed to compare officer categories against interventions.
- Open-ended responses were coded thematically to identify recurring benefits, challenges, and recommendations.

Quality Assurance Measures

To ensure reliability and validity:

- Enumerators were trained on the questionnaire prior to deployment.
- The survey maintained a 100% response rate within targeted MCs.
- Data entry was double-checked to avoid transcription errors.
- Comparative analysis between officer types ensured that findings reflected the diversity of roles.

Organization of content in Assessment report

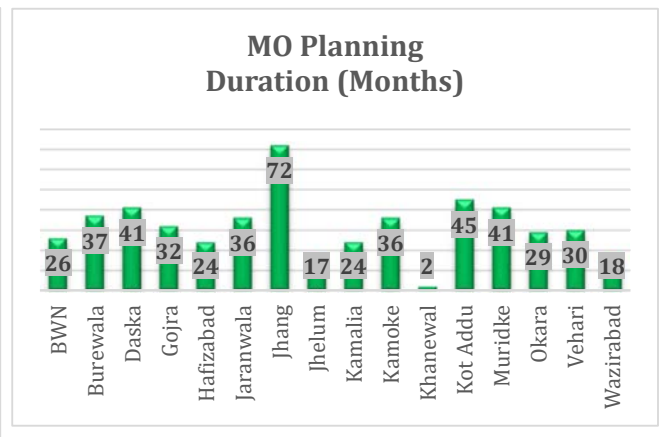
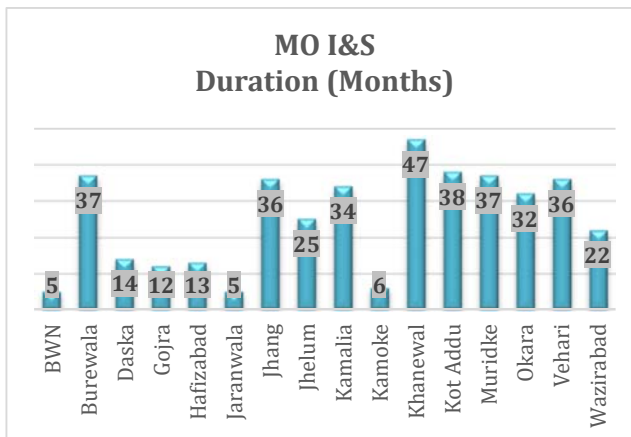
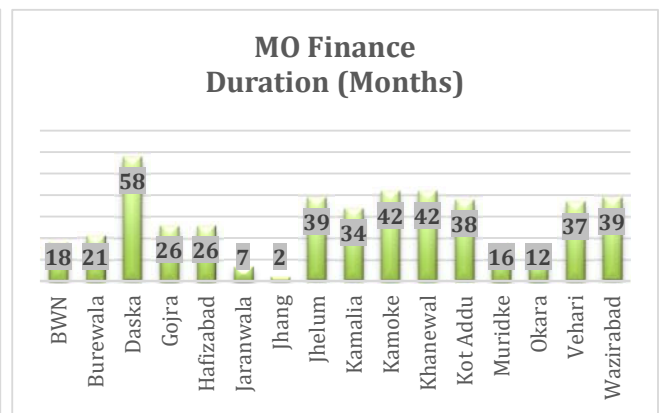
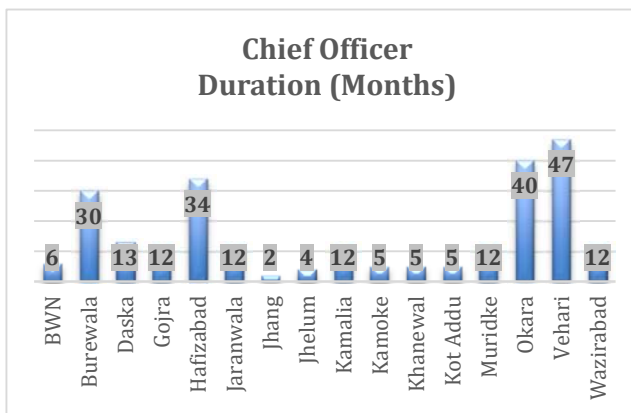
This report summarizes the achievements and shortcomings of all IS interventions based on the survey findings. Each intervention is assessed separately, with a summary of its major impacts presented at the beginning of each chapter. In addition, the report provides an overall assessment of IS interventions, focusing on the key factors influencing their success. This assessment explores the underlying factors that contribute to, or hinder, the success of these initiatives. Particular attention is given to the legal mandates, incentives, and deterrents that affect MC officials in carrying out these activities. The report also seeks to provide a holistic understanding of how IS interventions have performed and what conditions are necessary for their sustainability.

RESULTS & DISCUSSIONS

Respondent Analysis on basis of Duration in MCs

The following is the brief description of type of respondents for this survey, done in 16 partner MCs in Punjab. These 16 MCs were the beneficiary of the ID interventions of the Punjab Cities Program.

Sr.#	Category of Respondents	# of Respondents	# of respondents working in same MCs for one year or longer	
1	Chief Officer	16	09	56%
2	MO (Infrastructure & Services)	16	10	62%
3	MO (Finance)	16	12	75%
4	MO (Planning)	16	13	81%
Total		64	44	69%



Out of total 112 respondents, 82% have been working in their respective MCs for one year or longer. For each type of staff, the corresponding figures are mentioned in the table above. Lower staff is more likely to be working in the MCs for a long time – 100%. The imposition of a ban on transfer and posting of MC officers has proven effective in stabilizing

staff turnover across the MCs under the Punjab Cities Program. Since most of the respondents have been working in their MCs for one or more years, they understand the nature of IS interventions and have experienced benefits generating from them.

Grievance Redress Mechanism (GRM)

The impact of GRM was assessed by interviewing the MC staff using a structured survey instrument. The respondents included Chief Officer, Municipal officer (I&S) and Complaint Cell Incharge across 16 MCs. The total number of respondents were 48. All survey questions were asked from the Chief Officer (CO) while others were required to respond to questions pertaining to their specific areas of responsibility. The survey results that are related to the Grievance Redress Mechanism (GRM) are presented in this section.

Major Impact of GRM in Ranked Order

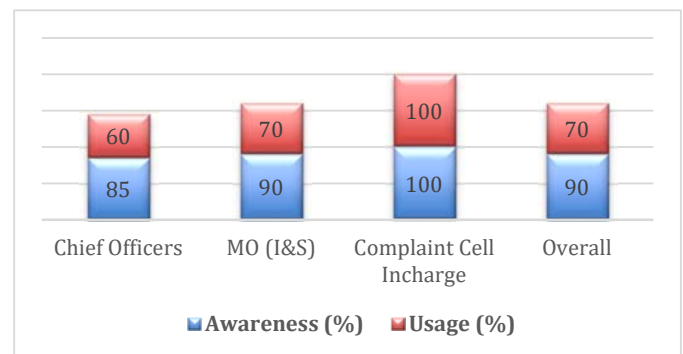
Respondents were asked to rank a list of benefits that the GRM have provided. The ranked order is as follows after taking the average of all the responses:

Rank	Benefit	% Positive	Overall Likert Avg
1	Faster resolution of complaints	94%	4.73
2	Improved citizen satisfaction	91%	4.63
3	Readily available report on complaints data	89%	4.53
4	Better departmental coordination	86%	4.43
5	Service planning using complaint data	83%	4.35

These rankings are the same for MC officials who have been working in their respective MC for one year or longer.

Awareness & usage

The survey findings indicate that overall, 90% of the respondents were aware of the GRM, with awareness levels at 85% among Chief Officers, 90% among MOs (I&S), and 100% among Complaint Cell Incharge. In terms of usage, 70% of respondents reported using the system, including 60% of Chief Officers, 70% of MOs (I&S), and 100% of Complaint Cell Incharge.



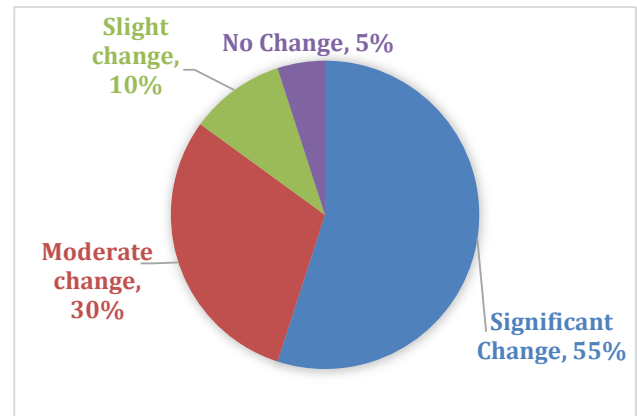
Role	Awareness (%)	Usage (%)
Chief Officers	85	60
MO (I&S)	90	70
Complaint Cell Incharge	100	100
Overall	90	70

Accessibility, Responsiveness, and Efficiency

The survey explored three critical dimensions of the GRM: user-friendliness of complaint registration, timeliness of resolution, and efficiency of resolution. The results are summarized below:

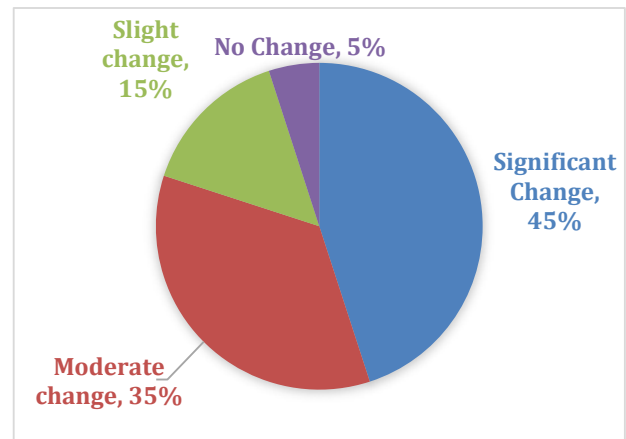
1. User-friendliness of Complaint Registration

A significant majority of respondents (55% significantly, 30% moderately) reported that the complaint registration process has become more user-friendly for both staff and citizens. This demonstrates that the system has successfully improved accessibility and ease of use. Only a small proportion (10% slightly, 5% no change) indicated limited or no improvement, suggesting isolated challenges in certain contexts.



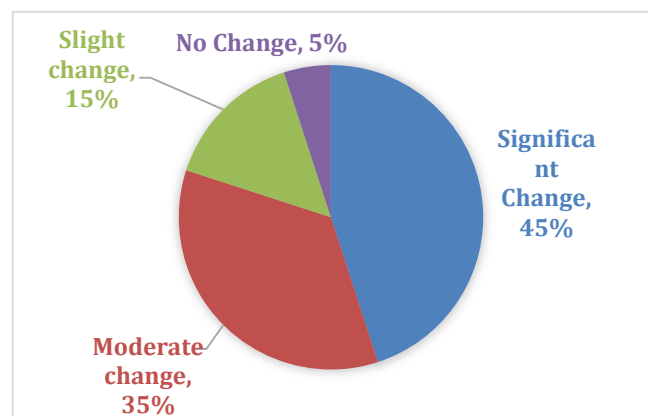
2. Timeliness of Complaint Resolution

In terms of timeliness, 45% significantly and 35% moderately agreed that the GRM enables faster resolution of complaints. However, 15% observed only slight improvement and 5% saw no change, reflecting that although the system has enhanced responsiveness, delays still exist in some cases. This indicates a need for further process streamlining and capacity strengthening to ensure uniform adherence to service standards.



3. Efficiency in Complaint Resolution

Majority of the respondents (45% significantly, 35% moderately) confirmed that GRM has improved the efficiency of complaint resolution. Respondents highlighted better tracking mechanisms, reduced backlog, and more effective allocation of staff effort as key benefits. Nevertheless, 15% rated efficiency gains as slight and 5% felt no improvement, showing that while efficiency gains are substantial overall, some areas continue to experience constraints.



Accessibility: 85% found complaint registration more user-friendly (for both staff and citizens).

Timeliness: 80% agreed complaints are resolved faster, though ~20% still experienced delays.

Efficiency: 80% confirmed efficiency gains, with better tracking and reduced backlogs.

Summary: The GRM has improved accessibility and efficiency most strongly, while timeliness lags behind due to process bottlenecks

The GRM system has brought notable improvements in user-friendliness, efficiency, and timeliness, with 80–85% of respondents recognizing positive changes. The system’s strongest area is accessibility, followed by enhanced efficiency. However, timeliness remains a comparatively weaker area, with around one-fifth of respondents still dissatisfied. These findings suggest that while GRM reforms have been effective, further efforts are needed to reduce delays and ensure consistent, high-quality complaint resolution across all cases.

Impact on Complaint Management

Survey findings indicate that the GRM has significantly contributed to complaint management efficiency, accountability, and structured data availability, while also enhancing citizen confidence in municipal complaint cells.

90% of respondents reported that the GRM helped them manage complaints more efficiently. Tracking resolutions was highlighted as a major benefit, while citizen follow-ups decreased significantly. Over 70% of officials felt that the GRM improved accountability and enabled evidence-based reporting.

1. Efficiency of Complaint Management

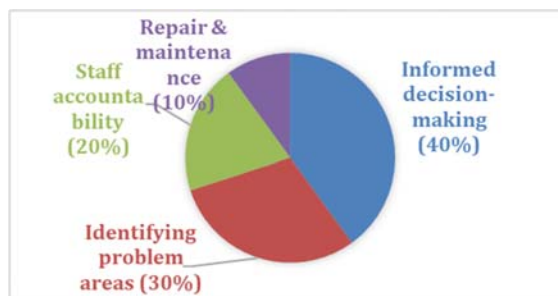
Indicator	Chief Officers (%)	MO (I&S) (%)	Complaint Cell Incharge (%)	Overall (%)	Key Interpretation
Manage complaints efficiently	75	85	100	90	Strongest improvement area
Track resolution easily	70	80	100	85	Monitoring enhanced
Reduce citizen follow-ups	65	70	90	75	Moderate success
Improve accountability of staff	60	75	100	78	Higher for Incharge
Provide evidence-based reporting	55	65	95	72	Good potential for reporting
Resolution of complaints more efficient	65	75	100	80	Clear improvement
Aspect most improved– Time of redress	50	60	80	65	Speed improved most

The survey results show that the efficiency of complaint management has improved notably. Complaint Cell Incharge are the most positive, consistently rating performance at or near 100 percent, reflecting their direct involvement in the system. Municipal Officers (MO I&S) also gave high ratings, mostly between 70 and 85 percent, while Chief Officers’ ratings are somewhat lower, ranging from 50 to 75 percent. Overall, about 90 percent felt that complaints are being managed efficiently, with strong monitoring and faster resolution compared to before. Citizens are following up less frequently, accountability of staff has improved, and evidence-based reporting is emerging as a key strength. The biggest single improvement observed was in the speed of complaint redressal.

2. Information Management

The most common secondary uses of this data were:

- o Informed decision-making (40%)
- o Identifying problem areas (30%)
- o Staff accountability (20%)
- o Repair & maintenance (10%)



One of the biggest achievements of GRM is the improvement in information management. Over 80 percent agree that complaint data is now well organized and accessible. Between 60 and 75 percent note that the quality of data has significantly improved compared to earlier systems. However, when it comes to using this data for decision-making, identifying problem areas, or ensuring staff accountability, the percentages drop to between 35 and 40 percent. The least developed use is in planning repairs and maintenance, where only about a quarter recognize its benefit. This suggests that while data collection is strong, its practical application for governance and planning is still emerging.

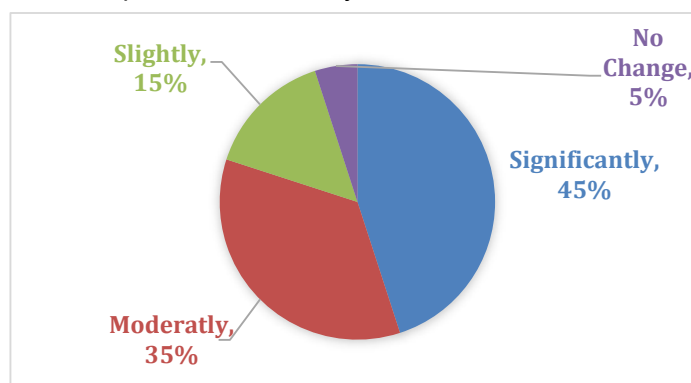
Key Findings

- **Efficiency:** 90% said GRM enables more efficient complaint management.
- **Monitoring:** 85% highlighted improved tracking of resolutions.
- **Accountability:** 78% observed better staff accountability.
- **Evidence-based reporting:** 72% recognized stronger reporting functions.
- **Speed:** 65% agreed redressal time has improved most significantly.

Impact on Service Delivery Improvements

When asked whether GRM improved municipal service delivery:

- o 45% said significantly
- o 35% said moderately
- o 15% slightly
- o 5% no change



In terms of service delivery, the GRM is making services more responsive. The registration process is generally seen as user-friendly, especially by Complaint Cell Incharge (100 percent) and MOs (75 percent). Timely resolution of complaints is also recognized by a majority, with overall satisfaction at around 72 percent. About 60 percent agree that municipal services are now better compared to non-PICP municipalities, largely due to GRM. The most notable change highlighted is the reduction in complaint resolution time compared to the older CTS system.

Impact on Citizen Confidence

Citizen Confidence

- 60% of respondents believed that GRM significantly improved citizen confidence in municipal services.
- Another 25% acknowledged a moderate role, while 15% reported no noticeable impact.
- GRM has standardized complaint resolution times and enhanced public satisfaction levels.

The survey results suggest that GRM has positively transformed complaint handling and service delivery in municipal committees. Efficiency, accountability, and structured information have emerged as the strongest areas of impact. However, gaps remain in ensuring universal user-friendliness and expanding the role of data for proactive service improvements.

1. Citizen Confidence

Indicator	Chief Officers (%)	MO (I&S) (%)	Complaint Cell Incharge (%)	Overall (%)
Complaints increased due to GRM	55	65	85	68
GRM improved citizen confidence significantly	50	55	80	62
GRM improved confidence moderately	35	30	15	27
No impact on confidence	15	15	5	12

Citizen trust in the system is also growing. Around 68 percent noted that the number of complaints has increased, not as a negative sign, but as an indicator that citizens now trust the system to respond. Over 60 percent believe that GRM has significantly boosted citizen confidence, with Complaint Cell Incharge again the most positive group (80 percent). A smaller group (about 27 percent) felt that confidence improved only moderately, while just 12 percent reported no impact. This shows that GRM is largely seen as a major factor in building citizen confidence, though perceptions vary between managerial staff and frontline operators.

Key Findings

- **Confidence improved significantly: 60%**
- **Moderately: 25%**
- **No change: 15%**
- **Complaint volumes rose (68%)** – seen as a *positive signal* of increased trust.
- Complaint Cell Incharge report the strongest confidence gains (80%)

Implication: Citizens are more willing to engage with MCs due to predictable response and standardized redress times.

Sustainability of GRM

The sustainability of GRM remains a concern. Just over half believe that municipal staff have adequate technical skills to operate the system independently. Dedicated roles for complaint handling are more firmly established at the complaint cell level, but less so among senior staff. The weakest area is budget allocation, confirming that no financial resources are set aside for system upkeep. However, when asked about the system's long-term survival, confidence drops, with fewer than half expressing strong confidence that GRM will still be fully functional after three years if continuous follow up and backstopping support is provided by PMDFC.

- **Technical skills:** 55% believe staff are capable, but reliance on IT staff persists. Skill gaps and over-reliance on IT staff.
- **Dedicated staff roles:** 62% (strongest at complaint cells).
- **Frequent staff transfers:** leading to institutional memory loss.
- **Budget allocation:** Weakest area – 60% confirmed no dedicated funding. Lack of budget allocation.
- **SOPs:** 62% noted availability, but enforcement inconsistent.
- **Long-term confidence:** Less than half (47%) are very confident GRM will remain functional after 3 years.

Actions needed for Sustainability of the GRM:

1. Continuous staff training.
2. Ownership from MC management.
3. Regular system updates and support from PMDFC
4. Embedding GRM costs into MC budgets.
5. Ongoing citizen awareness campaigns.
6. Assigning permanent focal persons in each MC.

Recommendations

1. **Enhance Training:** Conduct refresher trainings for staff to further improve complaint registration efficiency.
2. **Strengthen Data Use:** Leverage GRM complaint information for trend analysis and preventive measures.
3. **Citizen Awareness Campaigns:** Increase outreach to inform citizens about the GRM process and benefits.
4. **Benchmarking:** Compare GRM-enabled MCs with non-PCP MCs regularly to measure performance improvements.
5. **Continuous Monitoring:** Establish KPIs for resolution time and citizen satisfaction for systematic tracking.

Performance Management System (PMS):

The impact of the Performance Management System (PMS) was assessed through closed ended survey instrument. Respondents included Chief Officer, MO (I&S) and other service delivery staff. The total number of respondents were 48. The survey results that are related to PMS is presented in this section.

Major Impact of PMS in Ranked Order

Respondents were asked to rank a list of benefits that the PMS have provided. The ranked order is as follows after taking the average of all the responses.

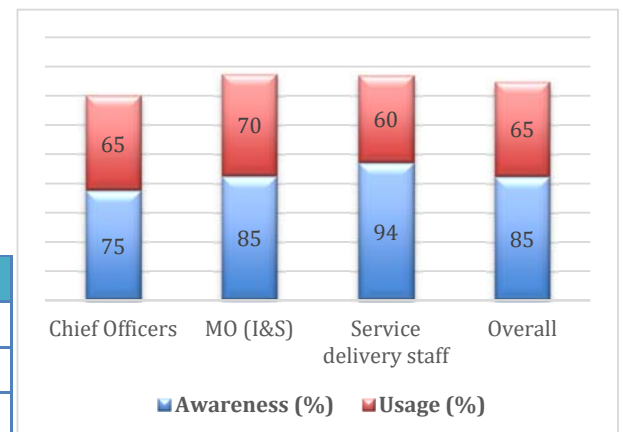
Rank	Benefit	% Positive	Overall Likert Avg
1	Readily available information on Performance Indicators	89%	4.65
2	Better monitoring of service delivery	87%	4.55
3	Improved accountability	85%	4.50
4	Service gap identification	84%	4.45
5	Data-driven decision-making	80%	4.35

These rankings are the same for MC officials who have been working in their respective local governments for one year or longer.

Awareness & Usage

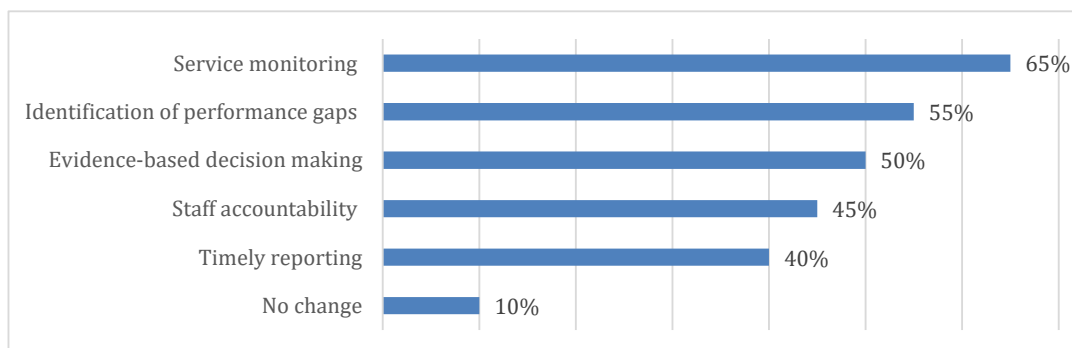
The survey findings indicate that overall, 85% of the respondents were aware of the PMS, with awareness levels at 75% among Chief Officers, 85% among MOs (I&S), and 94% among Service delivery staff. In terms of usage, 65% of respondents reported using the system, including 65% of Chief Officers, 70% of MOs (I&S), and 60% of Service delivery staff.

Role	Awareness (%)	Usage (%)
Chief Officers	75	65
MO (I&S)	85	70
Service delivery staff	94	60
Overall	85	65



Multiple Benefits of PMS

The Performance Management System (PMS) is broadly recognized as a valuable tool for strengthening municipal service monitoring and decision making.

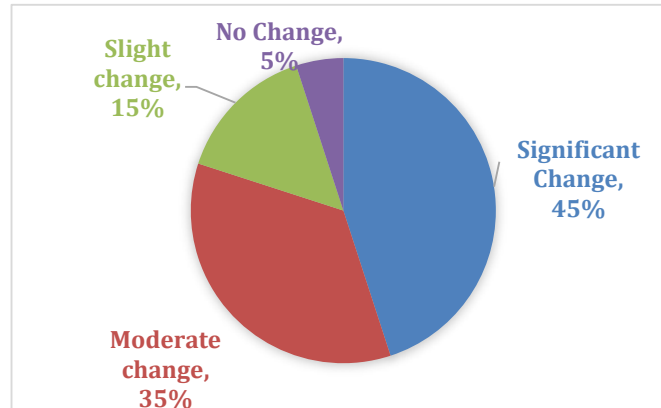


Respondents highlighted several key benefits: improved service monitoring (65%), identification of performance gaps (55%), evidence-based decision making (50%), and staff accountability (45%). Around 40% also valued timely reporting, while only 10% saw no change. This indicates that PMS has generated multi-dimensional benefits across management functions.

PMS as a Monitoring Tool

A combined 80% of respondents felt PMS improved monitoring (45% significantly, 35% moderately). Only a small fraction (15% slightly, 5% no change) indicated limited or no impact, showing broad acceptance of PMS as a monitoring tool.

Most respondents highlighted that the PMS significantly enhanced their ability to monitor municipal services more effectively, identify performance gaps, and generate timely reports for management. Particularly, Service Delivery Staff emphasized its role in highlighting daily operational gaps. 72% of Chief Officers, 90% of MO (I&S), and 80% of Service Delivery Staff reported that PMS helped them monitor services more effectively. This shows that MO (I&S) found PMS most beneficial for monitoring, with overall 85% positive responses.



Improving Staff Accountability

Both Chief Officers and Mo (I&S) agreed that PMS has contributed to greater staff accountability and improved transparency in service delivery processes. 58% of Chief Officers, 82% of MO (I&S), and 68% of Service Delivery Staff observed that PMS improved accountability.

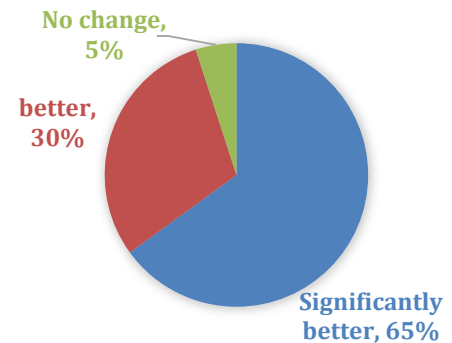
Providing Timely Reports to Management

74% of Chief Officers, 92% of MO (I&S), and 85% of Service Delivery Staff confirmed that PMS improved reporting efficiency. Overall, 84% of respondents agreed.

Comparison with non-Partner MCs

Service delivery data from PCP partner MCs was rated much better than from non-partner MCs: 65% said significantly better and 30% said better. Only 5% found it the same, confirming that PCP-supported MCs are outperforming in data management.

Respondents overwhelmingly rated service delivery data of partner MCs as better or significantly better compared to non-partner MCs, citing structured record-keeping and better reporting formats. 82% of Chief Officers, 94% of MO (I&S), and 86% of Service Delivery Staff rated partner MCs' service delivery data as better or significantly better. 87% overall confirmed that PCP partner MCs performed stronger.

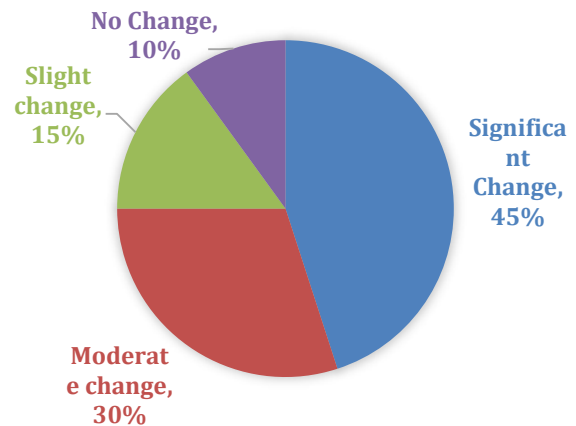


Impact on Identifying Problem Areas

A majority (45% significantly, 30% Moderately) credited PMS with helping identify service shortfalls such as coverage gaps, while only 15% said it made slight changes 10 % said no contribution. This reflects that PMS is an effective diagnostic tool.

68% of Chief Officers, 88% of MO (I&S), and 75% of Service Delivery Staff agreed that PMS helped identify performance gaps. On average, 77% respondents found PMS useful in this regard

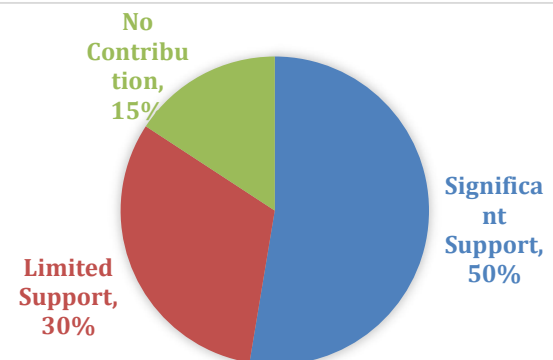
The PMS was widely acknowledged as a useful tool for identifying shortfalls in municipal services and for flagging repair and maintenance requirements in a timely manner. 70% of Chief Officers, 90% of MO (I&S), and 78% of Service Delivery Staff said PMS helped identify shortfalls. Average: 79% overall.



Identifying Repair and Maintenance Needs

Half of the respondents (50%) said PMS significantly supports identifying repair and maintenance requirements. Another 30% acknowledged limited support, while 15% saw no contribution. This indicates that PMS is increasingly useful in planning O&M (operations & maintenance).

65% of Chief Officers, 88% of MO (I&S), and 73% of Service Delivery Staff confirmed PMS helped highlight repair/maintenance requirements. 75% overall reported improvement.

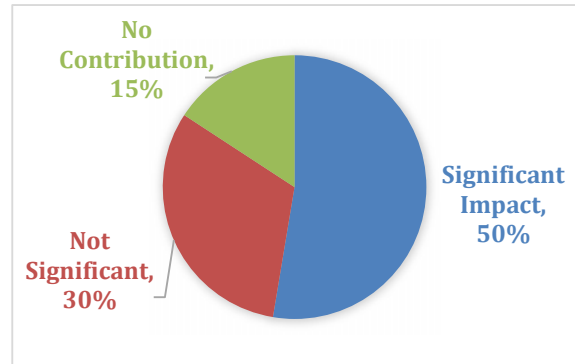


Impact on Decision Making

Most respondents (55% significant impact, 25% not significant) confirmed that PMS data plays an important role in service delivery decisions. Only 15% said no contribution, showing that PMS has been integrated into municipal planning, though its influence could be further strengthened.

72% of Chief Officers, 92% of MO (I&S), and 80% of Service Delivery Staff agreed PMS had a significant impact. The overall impact was 81%.

Across all three respondent categories, the PMS was recognized as having a significant impact on service delivery-related decision making, especially in planning interventions and allocating resources more effectively. 62% of Chief Officers, 85% of MO (I&S), and 70% of Service Delivery Staff noted that PMS supported data-driven decision making. The overall response stood at 72%, again with MO (I&S) showing the strongest agreement.



The PMS has had a positive and multi-faceted impact on municipal management. It has improved monitoring, enhanced data quality, supported evidence-based decision making, and contributed to accountability and timely reporting. Its strongest contributions are in service monitoring, problem identification, and decision making, while some respondents still feel its role in maintenance planning and impact intensity could be improved.

Survey Results Table

(Average Scores 1–5)

Indicator	Chief Officers	MO (I&S)	Service Delivery Staff	Overall Avg.	Key Interpretation
PMS KPIs are relevant & practical	3.9	4.4	4.1	4.1	Highly relevant
Data entry & updates are timely/accurate	3.7	4.3	4.1	4.0	Good but needs consistency
PMS data helps identify gaps	4.0	4.5	4.2	4.2	Strong gap identification
Maintenance schedules & tracking improved	3.8	4.2	4.0	4.0	Noticeable improvement
Regular performance reports received	3.9	4.4	4.1	4.1	Reporting strengthened
New systems improved efficiency	4.0	4.5	4.2	4.2	Efficiency enhanced
Systems enhanced service delivery	4.1	4.6	4.3	4.3	Clear improvement
Transparency & citizen engagement improved	4.0	4.4	4.3	4.2	Strong citizen impact
Data informs decision-making	3.9	4.6	4.2	4.2	Significant support to planning
Coordination across MC sections effective	3.6	4.2	3.9	3.9	Moderate effectiveness

Sustainability plans clearly defined	3.2	3.8	3.5	3.5	Needs strengthening
Systems easy to access & navigate	3.8	4.3	4.1	4.1	User-friendly overall
Training adequate for effective use	3.9	4.4	4.2	4.2	Training effective
Ongoing technical support available	3.7	4.3	4.1	4.0	Support mostly available
Systems work well together	3.6	4.2	3.9	3.9	Integration moderate
Citizen satisfaction improved	3.9	4.4	4.2	4.2	Citizen benefits evident

Sustainability of the System

Qualitative Findings

- **Biggest Risks Identified**
 - o Dependence on external technical support
 - o Lack of ownership among MC management
 - o Lack of budget allocation for system upgrades
 - o Staff turnover and loss of institutional memory
 - o Weak enforcement of SOPs
- **Actions Suggested for Sustainability**
 - o Assign permanent roles for system management
 - o Ensure dedicated staff to run the system after closure of the Program
 - o Ensure dedicated budget line in MC annual allocations
 - o Conduct refresher trainings for IT and Complaint Cell staff
 - o Develop and circulate comprehensive SOP manuals
 - o Regular monitoring and upgrades through LG&CDD

Key Challenges in Using the Performance Management System (PMS)

Challenge Theme	% of Respondents Mentioning	Illustrative Notes
Technical issues	45%	System downtime, slow speed, difficulty in login
Limited staff capacity	40%	Lack of training, not all staff comfortable with digital tools
Data accuracy & timeliness	50%	Delayed updates, incomplete or inconsistent data entry
Lack of dedicated staff	35%	Staff managing PMS as an additional responsibility
Budget constraints	30%	No funds for maintenance, upgrades, or hiring skilled staff
Resistance to adoption	25%	Some officials prefer manual reporting, low ownership
Limited integration	20%	PMS not fully linked with other service delivery systems

Overall Conclusion

Sustainability of the systems post-PCP remains uncertain, with partial readiness across technical skills, staffing, and budgeting. While some MCs are confident, the majority express only moderate confidence. Strengthening budgetary commitment, institutional ownership, and staff capacity will be critical to ensuring long-term functionality and reducing dependency on external support.

MC's Dynamic Websites

The impact of the functional MC's website was assessed through closed ended structured survey instrument. The total number of respondents were 80. They include Chief officers, MO (I&S), MO (F), MO (P), Complaint Cell in-charge and other officials. Survey results related to MC websites are presented in this section.

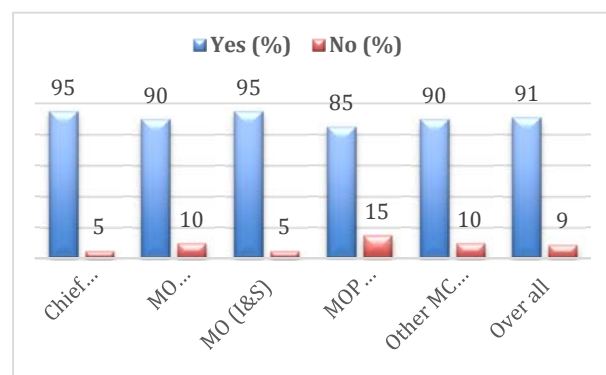
Major Impact of Websites in Ranked Order

Respondents were asked to rank a list of benefits that MC websites have provided. The ranked order is as follows after taking the average of all the responses

Rank	Benefit	% Positive	Overall Likert Avg
1	Improved public access to information	90%	4.70
2	Reduced in-person visits	87%	4.50
3	Enhanced transparency	85%	4.50
4	Better citizen participation	83%	4.50
5	Integration with e-governance	80%	4.30

Awareness of the website

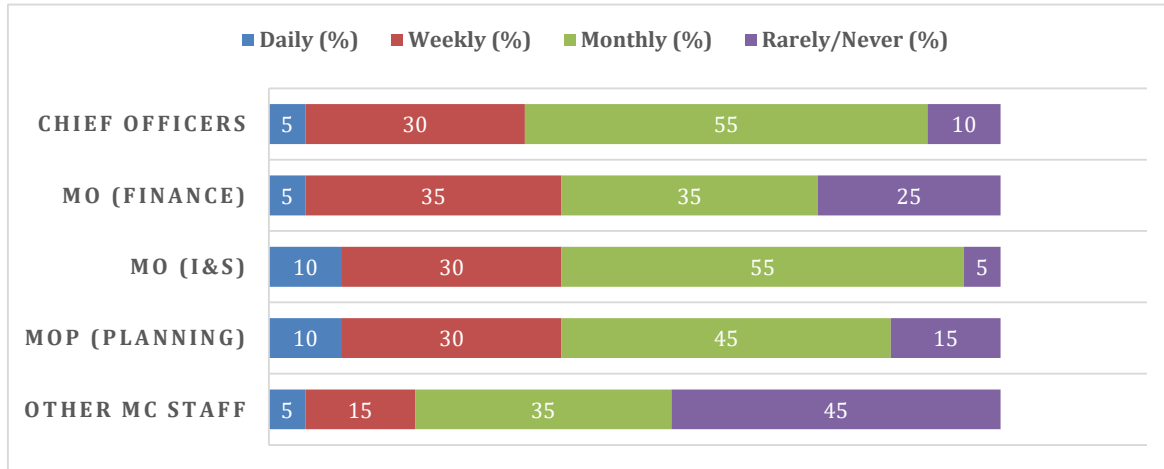
Officer Type	Yes (%)	No (%)
Chief Officers	95	5
MO (Finance)	90	10
MO (I&S)	95	5
MOP (Planning)	85	15
Other MC Staff	90	10
Over all	91%	9%



Chief Officers are the most aware; awareness is little lower among other MC staff.

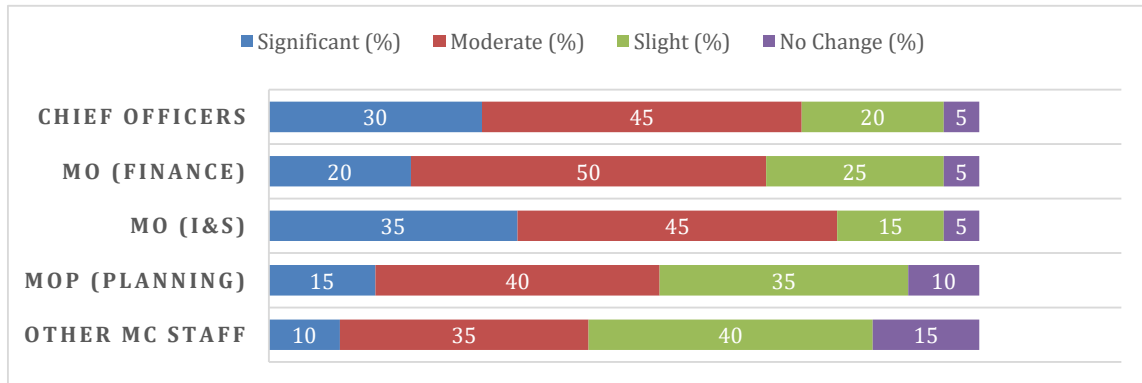
Frequency of Access

Officer Type	Daily (%)	Weekly (%)	Monthly (%)	Rarely/Never (%)
Chief Officers	5	30	55	10
MO (Finance)	5	35	35	25
MO (I&S)	10	30	55	5
MOP (Planning)	10	30	45	15
Other MC Staff	5	15	35	45



Effectiveness in Informing Citizens

Officer Type	Significant (%)	Moderate (%)	Slight (%)	No Change (%)
Chief Officers	30	45	20	5
MO (Finance)	20	50	25	5
MO (I&S)	35	45	10	5
MOP (Planning)	15	40	35	10
Other MC Staff	10	35	40	15



Interpretation: Chief Officers & MO (I&S) see the website as more effective for informing citizens as compared to other staff.

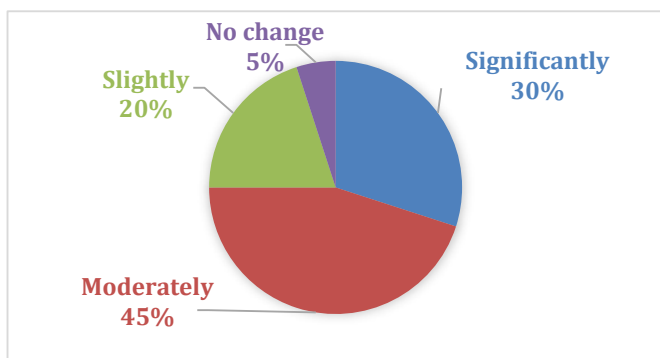
Feature-specific Insights

- **Ease of updating content:** Generally acceptable (3.4 avg),
- **Navigation structure:** COs & MOs and other staff navigate better;
- **Loading speed:** Perceived as average by officers, but slow for staff.
- **Mobile accessibility:** Acceptable for officers, but lower for staff (2.2).
- **Integration:** usually low → some gap in system performance.

Majority (75%) believe the site is at least moderately effective; but only 30% strongly endorse its role.

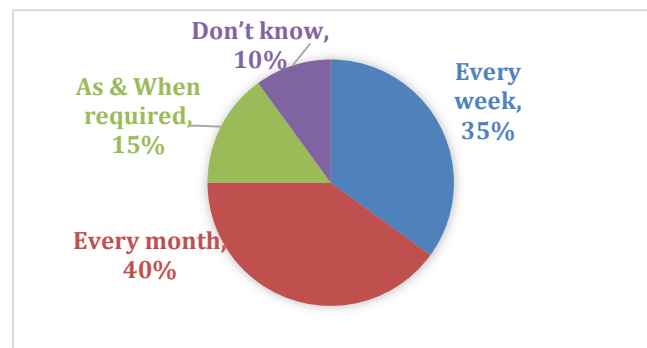
Dissemination of useful information to the public

Response	% of Respondents
Significantly	30%
Moderately	45%
Slightly	20%
No change	5%



Frequency of updating the website

Response	% of Respondents
Every week	35%
Every month	40%
As & When required	15%
Don't know	10%



Updates are **mostly monthly**, but some staff (25%) aren't aware of update schedules — suggesting weak internal communication.

Overall Findings

- Website's biggest strengths: Sharing information & increasing transparency.
- Communication has improved, but impact seen as moderate.
- Staff prioritize information dissemination over citizen satisfaction.
- The update frequency is consistent; websites are dynamic, with some data being accessed automatically from other systems, and they are mostly kept up to date.

Officer Group	Usage Frequency (Weekly+Daily)	Main Uses	Perceived Benefits	Overall Impact Score (1–5)
Chief Officers	65%	Notices, service updates, tenders	High on transparency & info sharing (75%+)	4.0
MO (I&S)	60%	Project updates, Tenders, service info	Strong on timely updates & reducing citizen visits (60%+)	3.7
MO (Finance)	50%	Tenders, budget/financial info	Moderate on transparency & updates (55% avg)	3.4
MOP (Planning)	35%	Planning docs, GIS mapping, development info	Moderate benefits, but lower satisfaction (40–50%)	3.0
Other Staff	25%	Complaints from Citizens, Service info, HR notices, circulars,	Many see “no significant change” (40%); lowest on impact	2.6

Sustainability of the System

Adequate technical skills in MC to operate and maintain without external support

- Overall, technical skills are not available to update the website. Although Computer operators are available however, they think that they are not capable to update the website without technical support from PMDFC

Dedicated staff roles assigned for system management

- MO (I&S) (80%) and Chief Officers (70%) have relatively clear system management roles. Finance staff (60%) are mixed, while Planning (50%) and Other Staff (40%) show weak role clarity. Leadership and technical officers have structured roles, but planning and junior staff lack formal assignments. This indicates sustainability risks due to unclear ownership at multiple levels.

Budget allocation for upkeep & improvements

- Financial planning is inconsistent. The high proportion of “No” and “Don’t know” responses signals uncertainty about long-term financial commitment, making sustainability fragile.

SOPs available for operations

- Although SOPs are available to run the system, however their usage is very little nearly half of the respondents increases the risk of inconsistent system operation.

Confidence system will remain operational and updated (3 years post-project)

- Only 15% are “very confident,” while 40% are “somewhat confident” and 45% are “not confident.” The majority is cautiously optimistic, yet concerns over budgets, technical skills, and role clarity prevent stronger assurance.

Overall Summary

- Technical capacity exists in some officer groups (notably I&S), but gaps among finance, planning, and general staff mean heavy dependence on external support.
- Role assignments are clear at leadership and technical levels but weak in lower-level staff, limiting accountability.

- Budget uncertainty is the single biggest sustainability risk, compounded by limited SOP usage.

Staff confidence in long-term sustainability is moderate, with persistent doubts tied to financial and technical vulnerabilities.

Key challenges in using the Dynamic Website (reported):

- Website not updated regularly due to workload
- Technical glitches and slow loading (lower staff)
- Limited citizen awareness of website (Chief Officers)
- Lack of accountability for content management (all groups)

Additional comments

- Needs regular monitoring for updates.
- Should be linked with citizen feedback tools
- More training required for IT Staff.
- Good initiative but requires sustainability planning.

Local Government Financial Management Information System (LGFMS)

The impact of the Local Government Financial Management Information System (LGFMS) was evaluated through a structured, closed-ended survey. The respondents included Chief Officers (COs), Municipal Officers (Finance), and other relevant officials. A total of 48 participants contributed to the survey from 16 PCP cities, and their feedback forms the basis of the results presented in this section

Major Impact of LGFMS in Ranked Order

Respondents were asked to rank a list of benefits that the LGFMS implementation and utilization have provided on a 5-point Likert scale for the below listed benefits. The ranked order is as follows after taking the average of all the responses.

Rank	Benefit	% Positive	Overall Likert Avg
1	Faster financial reporting	95%	4.85
2	Reduced manual errors	93%	4.80
3	Easier financial reconciliation	90%	4.70
4	Improved budget accuracy	88%	4.65
5	Improved audit compliance	86%	4.60

Impact on Bank Reconciliation

Facilitation of Bank Reconciliation

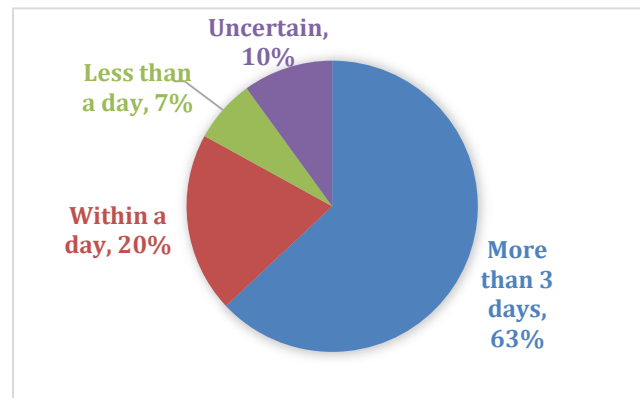
The majority of respondents across all categories (65% COs, 70% MOFs, and 80% Accountants) indicated that LGFMIS has made bank reconciliation *significantly better*. Around one-fourth (24% overall) considered it “better” but not transformative. This demonstrates that the system has broadly enhanced efficiency, particularly in the case of accountants who deal directly with reconciliation.

Accuracy of Reconciliation through LGFMIS

Regarding the accuracy of LGFMIS, 40% of respondents found LGFMIS to be *totally reliable*, the majority (55%) reported that although reliable, they still preferred to conduct manual verification alongside system outputs. Only a small fraction (5%) expressed concerns regarding reliability. This indicates a generally positive perception of accuracy, tempered by continued reliance on manual cross-checking for assurance.

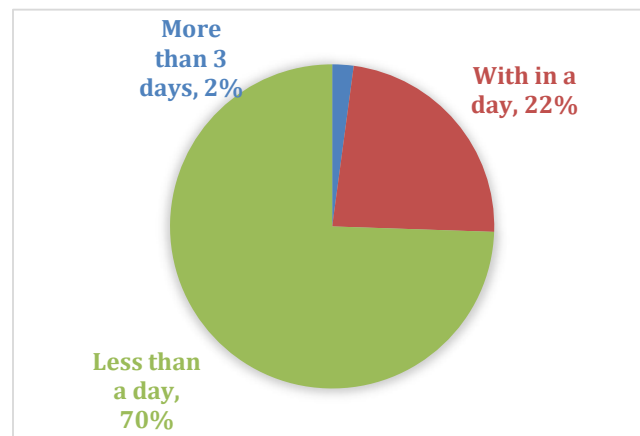
Reconciliation Time before LGFMIS

Before the introduction of LGFMIS, reconciliation was a time-consuming process. Nearly two-thirds (63% overall) stated that reconciliation typically took more than 3 days. Only 20% reported completing it within a day, while just 7% achieved reconciliation in less than a day. A further 10% were uncertain. These findings highlight the inefficiency and delays that existed prior to system implementation.



Reconciliation Time with LGFMIS

Following the implementation of LGFMIS, reconciliation times have improved markedly. Majority of the respondents (75% overall) stated that reconciliation is now completed in *less than a day*, and 22% said it takes *about 2-3 days*. Only 2% reported that reconciliation still exceeds a day. This shows a major gain in efficiency, with most accounts now reconciled within a day or faster.



Impact on Generating Reports

Facilitation in Generating Reports

Most respondents (75% overall) highlighted that LGFMIS *reduces the time taken* to generate reports for MC leadership. A smaller proportion (20%) valued the *improvement in presentation and formatting*, while 5% saw no significant facilitation. This shows that efficiency, rather than design, is the primary benefit.

Reliability of Reports

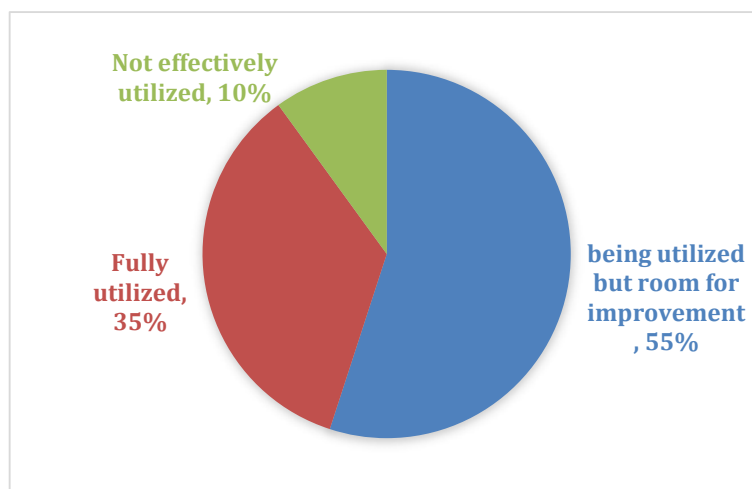
Nearly half (45% overall) found LGFMIS reports to be fully reliable. Another 50% considered them partially reliable, showing that some caution persists in depending solely on system outputs. Only 5% rated them as not reliable. This demonstrates general trust, but also signals that further improvements in data accuracy and completeness are needed.

Most Commonly Generated Reports

The most widely generated reports are updates on revenues and expenditures (57% overall). Other reports include defaulters' lists (20%), arrears (13%), and miscellaneous "others" (10%). This suggests that financial tracking remains the core reporting function, with compliance and arrears monitoring playing secondary roles.

Utilization of Reports for Decision Making

Over half of respondents (55% overall) stated that LGFMIS is being utilized for decision-making but noted room for improvement. About 35% felt the system is fully utilized, while 10% believed it is not yet effectively utilized and called for further training and capacity building. This reflects a positive trend but also indicates that system outputs are not always maximized.



Maintenance of LGFMIS

Responsibility is shared between computer operators (40%) and accountants (40%), while 20% reported MO(F) maintaining the system. This shows mixed ownership depending on local capacity.

Comfort with LGFMIS Cash Book Printouts

About 40% are very comfortable using LGFMIS printouts as replacements for the register-based cash book. However, half (50%) prefer improvements before full replacement, while 10% remain resistant. Acceptance is growing but not yet universal.

Workload Impact

For 35% of respondents, workload has decreased with LGFMIS, while 47% said it remains the same, and 18% experienced an increase. Overall, efficiency gains exist but are not consistent across all MCs.

Capacity to Replace Manual System

While 40% believe LGFMIS can fully replace the manual system (subject to government acceptance), 50% say it requires significant improvements first. Only 10% reject replacement altogether. This indicates cautious optimism about system readiness.

Staff Comfort in Working with LGFMIS

Most staff are comfortable: 35% very comfortable, 55% somewhat comfortable, and only 10% not comfortable. This highlights progress but also suggests ongoing training needs.

Impact on Arrears Recovery

A combined 90% (45% significantly, 45% a little) reported improvements in arrears recovery due to LGFMIS, while only 10% saw no change. This reflects tangible benefits in revenue mobilization.

Impact on Staff Time

40% reported that some staff time has been freed up due to automation. However, 30% said double work requires more staff, and another 30% noted no change. Thus, efficiency gains are uneven across MCs.

Overall Summary:

- LGFMIS maintenance is split between IT staff and accountants.
- Cash book printouts are increasingly accepted but require refinement.
- Workload reduction and staff time savings are visible in some MCs, but others still face duplication.
- Most staff are comfortable with the system, though training gaps remain.
- Arrears recovery has clearly improved.
- Integration of water consumer data is still incomplete, limiting full benefits.
- While LGFMIS is viewed as capable of replacing the manual system, most believe system enhancements and government approval are necessary before full transition

Impact on Effectiveness of the system

1. **Ease of Use** – With an overall rating of 4.0, most respondents agreed that LGFMIS is easy to use and navigate, especially accountants (4.2).
2. **Accuracy in Record-Keeping** – Scored 4.2 overall, one of the strongest areas, showing improved reliability in financial records.
3. **Quick Data Retrieval** – Rated 4.0, reflecting efficiency in accessing needed financial information.
4. **Reduction in Paperwork** – At 3.7, this is moderate, meaning that while paperwork has decreased, duplication still persists in some MCs.
5. **Transparency** – Rated 4.1, indicating that LGFMIS strengthens openness and accountability in financial management.
6. **Training Before Implementation** – Weakest area at 3.4, showing that many staff felt training was inadequate before rollout.
7. **Ongoing Technical Support** – Scored 3.8, meaning support is generally available from PMDFC, though not always timely.
8. **System Integration** – Rated 3.5, showing partial but not seamless integration with other MC systems (PMS, GRM, websites).
9. **Audit Compliance** – Strong at 4.1, confirming that LGFMIS helps MCs meet audit requirements more effectively.
10. **Infrastructure Sufficiency** – Rated 3.5, indicating that internet, power, and computer resources are somewhat sufficient but not optimal across all cities

Challenges in using LGFMIS

Despite the strengths, several recurring challenges were noted:

- **Technical Issues:** System downtime, slow internet, and limited integration with other municipal systems.
- **Capacity Gaps:** Inadequate training for staff and reliance on a few individuals (often computer operators).
- **Double Workload:** Continued requirement for parallel manual registers, creating inefficiency.
- **Resource Constraints:** Lack of dedicated budget/staff for system maintenance.

Suggested improvements for LGFMIS

Respondents proposed the following to enhance system performance:

- **System Enhancements:** More user-friendly interface, integration with PMS, GRM, and MC websites.
- **Training & Support:** Regular refresher trainings and on-call technical support from PMDFC.
- **Automation:** Eliminate duplication with manual registers; automate reconciliation and arrears tracking.
- **Customization:** Ability to generate municipality-specific reports and dashboards.

Sustainability after donor/project funding

To ensure long-term sustainability, respondents suggested:

- **Government Ownership:** Clear ownership from provincial/local government to continue system.
- **Budgetary Provision:** Dedicated financial resources in annual MC budgets for system upkeep.
- **Institutionalization:** Formal assignment of roles (CO, MOF, Accountant) for LGFMIS management.
- **Capacity Building:** Continuous training cycles to reduce dependency on IT staff.
- **Technical Infrastructure:** Ensuring stable internet, hardware upgrades, and local IT support teams.

Overall Conclusion:

The survey assessment demonstrates that LGFMIS has delivered substantial improvements in financial management across PCP MCs, particularly in accuracy, transparency, and audit compliance. Faster reporting, reduced errors, and enhanced arrears recovery highlight its value as a transformative tool. However, persistent challenges remain, including limited system integration, infrastructure gaps, inconsistent training, and reliance on manual duplication. The respondents emphasized the need for government ownership, dedicated

resources, and continuous capacity building to sustain progress. With targeted enhancements and institutional support, LGFMIS can evolve into a fully reliable, integrated, and sustainable system, enabling MCs to strengthen governance, accountability, and service delivery.

GIS Mapping

The impact of the GIS Planning was assessed through closed ended survey instrument. The respondents include Chief officers, MO (P), and MO (I&S). The total number of respondents were 48. The Survey results related to GIS Planning are presented in this section

Major Impact of GIS Mapping in Ranked Order

Respondents were asked to rank a list of benefits that the CTS have provided. The ranked order is as follows after taking the average of all the responses

Rank	Benefit	Weighted Score*
1	Awareness of availability & uses of GIS-based service maps	2.3
2	Improved monitoring and management of infrastructure services	2.1
3	Systematic prioritization of infrastructure investments	1.7

Impact of GIS-based Maps

An important benefit of the planning exercise conducted in partner MCs has been the subsequent availability of GIS-based maps for infrastructure services and the growing awareness amongst the planning staff and MC management regarding the utility of these maps.

Availability of High-quality GIS-based maps: All the respondents reported that they have updated **service maps** which are also available on MC's dynamic website

Service maps availability before PCP: A large majority of respondents (80%) reported that service maps were available in their MCs prior to PCP. However, most clarified that these maps were outdated and not regularly maintained. Additionally, 65% acknowledged that maps were available only for selected services such as water supply and SWM, indicating that comprehensive coverage was missing before PCP interventions.

Usefulness of service maps in planning: The majority (60%) found service maps to be the most significant factor in planning new projects, showing that maps are a valuable tool in municipal decision-making. About 30% considered them only somewhat helpful, reflecting limitations in quality, while 10% of respondents were not even aware of the maps, highlighting gaps in communication and staff orientation.

Adequacy of information in service maps: 85% of the respondents believed that the maps contained all required information for planning. The minor share (15%) agreed that the maps were helpful but required improvements to be fully effective.

Status of updated service maps compared to non-PCP MCs: A strong majority (85%) reported that PCP MCs now have much better service maps compared to non-PCP MCs, demonstrating a clear impact of PCP support.

Benefits of GIS Service Maps

Benefit Area	Response (% agreeing)	Key Interpretation
Evidence-based decision-making	75%	GIS maps provide visual clarity, helping MCs prioritize projects objectively.
Improved project planning & design	70%	Maps help in aligning infrastructure projects (roads, water supply, sanitation) with actual field needs.
Enhanced transparency & accountability	65%	Publicly accessible maps increase citizen awareness and reduce scope for arbitrary decisions.
Better monitoring of infrastructure services	68%	GIS allows tracking of service coverage (e.g., water connections, road conditions) in real time.
Resource optimization	60%	Helps identify overlaps, avoid duplication, and channel resources to underserved areas.
Disaster risk management	50%	Maps assist in identifying flood-prone or vulnerable zones, aiding contingency planning.
Inter-departmental coordination	55%	Shared visual data supports collaboration across engineering, planning, and finance wings.
Citizen engagement	45%	When shared with citizens, maps foster trust and community input into project planning.

CONCLUSIONS

Lessons Learnt

1. **Capacity Building Requires Continuous Support**
 - o Hands-on training and refresher trainings significantly improved staff competence in PMS, LGFMIS, GRM, and E&SM frameworks. However, institutional memory weakens with staff transfers, highlighting the need for ongoing training programs.
2. **Ownership by Municipal Committees is Critical**
 - o Where MC leadership (Chief Officers and MO I&S) actively engaged, the interventions gained sustainability. In contrast, lack of ownership led to partial or delayed implementation.
3. **Dedicated Resources Ensure Sustainability**
 - o ID systems performed best where designated staff for system operation was available. Absence of financial and human resources risked sustainability beyond project life.
4. **Evidence-Based Decision-Making Strengthened Governance**
 - o PMS and GRM provided reliable data, enabling MCs to identify gaps and improve service delivery. The lesson is that data-driven governance requires embedding monitoring culture at all levels.
5. **Community Engagement Strengthens Accountability**
 - o GRM proved effective when citizens were aware and actively used it. Limited awareness campaigns reduced its potential, underscoring the importance of sustained outreach.
6. **Peer Learning Accelerates Uptake**
 - o Exchange visits and cross-MC learning platforms will motivate staff to replicate successful practices.

Recommendations

- **Capacity Building**
 - o Establish continuous training programs with refresher courses.
 - o Develop e-learning modules to reduce dependency on physical sessions.
- **Ownership & Leadership**
 - o Engage MC leadership early to build ownership.
 - o Include IS interventions in MC performance targets.
- **Technology Adoption**
 - o Simplify software interfaces for user-friendliness.

- o Provide localized technical support and troubleshooting.
- **Resource Allocation**
 - o Mandate dedicated staff positions for PMS, LGFMIS, GRM, and E&SM.
 - o Ensure budget lines in MCs for system operation and upgrades.
- **Evidence-Based Governance**
 - o Institutionalize routine performance reviews using PMS/GRM data.
 - o Build a culture of decision-making backed by reliable data.
- **Community Engagement**
 - o Strengthen awareness campaigns to increase GRM usage.
 - o Involve community representatives in monitoring and feedback loops.
- **Peer Learning**
 - o Facilitate regular cross-MC experience-sharing workshops.
 - o Document and disseminate success stories for replication.

The Institutional Strengthening (IS) interventions under the Punjab Cities Program (PCP) have contributed significantly towards strengthening municipal governance, accountability, and service delivery. The introduction of GRM, PMS, LGFMIS, MC's dynamic websites is contributing in technical capacity of Municipal Committees (MCs), improved evidence-based decision-making, and established a culture of transparency.

At the same time, several important lessons have emerged: continuous capacity building is necessary to offset staff turnover; MC ownership and leadership are vital for sustainability; Dedicated human and financial resources are essential to ensure long-term functionality of the systems. Equally, community awareness and engagement are critical for maximizing the impact of citizen-oriented tools like the GRM.

Going forward, it is recommended that PCP and partner MCs institutionalize refresher trainings, allocate dedicated staff and budgets for ID systems, and strengthen community outreach mechanisms. Embedding citizen engagements into day-to-day operations and promoting peer-to-peer learning across MCs will further enhance sustainability.

Overall, the IS interventions have laid a strong foundation for improved municipal governance. Consolidating these gains and addressing the identified gaps will be crucial to ensuring that the systems remain effective, sustainable, and responsive beyond the life of the program.

ANNEXURES

Summary of Survey Results

Summary of GRM Impact

The assessment reveals that the GRM has made meaningful contributions to complaint handling, service responsiveness, and citizen satisfaction, but sustainability and data utilization remain areas requiring focused attention.

Perceived Impact and Key Benefits

When officials were asked to rank benefits of the GRM, faster resolution of complaints emerged as the strongest outcome, with 94 percent acknowledging a major improvement. Enhanced citizen satisfaction followed closely, supported by 91 percent of respondents. The system has also made complaint data more readily accessible (endorsed by 89 percent), while 86 percent felt that departmental coordination has improved. Around 83 percent credited the system with supporting service planning through better use of complaint trends. These perceptions were consistent across both newer and longer-serving staff, showing steady institutional acceptance.

Awareness and Usage: GRM awareness is widespread, with 90 percent of staff familiar with the system. Awareness levels are highest among Complaint Cell Incharges, all of whom are not only aware but also regular users. Municipal Officers (I&S) follow closely at 90 percent awareness and a 70 percent usage rate. Chief Officers, although generally supportive, show comparatively lower usage levels, suggesting that operational use is still concentrated among mid-tier officials and complaint cell staff.

Accessibility, Responsiveness, and Efficiency: Across the board, respondents noted that the GRM has transformed how complaints are registered, processed, and resolved. Over 80 percent indicated that the registration system has become significantly or moderately more user-friendly, which has benefited both municipal staff and the public. A similar share felt that complaint resolution has become more efficient due to better tracking and structured workflows. Timeliness, while improved, remains the weakest of the three dimensions, with roughly one in five respondents still reporting occasional delays. This suggests a need for process optimization and increased staffing in high-volume MCs.

Improvements in Complaint Management: The most visible improvement lies in how complaints are handled and tracked. Nine out of ten officials believe the GRM has strengthened resolution efficiency. Complaint Cell Incharges, who are most directly responsible for day-to-day management, consistently rated performance and tracking capabilities at or near full satisfaction. Municipal Officers also expressed strong confidence, though Chief Officers were more moderate in their ratings. Most respondents reported that citizen follow-ups have reduced significantly, as tracking mechanisms ensure better closure and documentation. Accountability has also improved, with staff more likely to respond promptly when performance metrics are visible and monitored.

Evidence-based reporting is another growing strength. Around three-quarters of officials reported that complaint data is now being used to generate structured reports, though the

depth of analysis varies between municipalities. The main area of progress has been in timely redress, which was cited by a majority as the most significantly improved aspect.

Strengthening of Data and Information Management: One of the most important gains of the GRM is the organization and accessibility of complaint-related information. Over 80 percent of respondents acknowledged that the system has put in place structured formats and archives that were not available before. Comparisons with past practices show significant improvements in both the quality and consistency of the data. However, while data availability is strong, its use beyond routine reporting is still developing. Less than half of respondents said the information is used to identify trends, hold staff accountable, or inform operational decisions. Only a small share reported using complaint data for preventive maintenance, showing missed opportunities for forward planning.

Impact on Service Delivery: More than half of the officials stated that municipal services have significantly improved as a result of GRM implementation, with another one-third acknowledging moderate progress. The system has helped move MCs closer to a more citizen-focused approach by ensuring faster response times, better documentation, and once again, reduced dependence on informal follow-ups. Compared to non-PCP municipalities, GRM-enabled MCs are viewed as more responsive and better organized. Complaint Cell Incharges, in particular, drew a strong link between the GRM and improved field-level performance. Respondents noted that the transition from earlier complaint tracking systems has shortened resolution time and made citizen engagement more systematic and measurable.

Impact on Citizen Confidence: Officials confirmed that more citizens are now willing to register complaints, which they interpreted as a sign of increased trust rather than worsening service. Roughly two-thirds reported that GRM has substantially enhanced citizen confidence in municipal services, and another quarter viewed the improvement as moderate. Only a small minority felt no change had occurred. The rise in complaint volume, coupled with quicker turnaround and structured recording, suggests that the system has contributed to better public perception of service delivery and responsiveness.

Sustainability Concerns

Despite its success, sustainability of the GRM presents challenges. Slightly more than half of respondents believe that municipal staff have the technical capacity to operate the system without external help, but many still rely on IT support and occasional troubleshooting. Dedicated staffing exists most clearly at the complaint cell level, but less so in leadership positions. Budget allocation is the weakest area: only half of respondents could confirm that funding has been earmarked for system maintenance. Even where SOPs are available, their enforcement is inconsistent.

Confidence in the long-term survival of the system is moderate. Fewer than half of respondents expressed strong confidence that the system would remain fully functional three years after external support ends. Major risks include limited in-house technical expertise, frequent staff transfers, lack of institutional ownership at management levels, and uncertain funding.

Key Sustainability Gaps and Recommendations

The biggest risks identified by staff were over-dependence on IT personnel, lack of consistent budgets, weak institutional ownership, and erosion of capacity due to frequent staff reshuffling.

To address these gaps, respondents stressed the importance of regularly training staff, especially at complaint cells and supervisory levels. They also called for embedding GRM-related funding into annual MC budgets to avoid operational disruption.

There is a strong demand for assigning permanent focal persons in each MC and ensuring that technical support from provincial departments continues post-project. Awareness campaigns targeting citizens were also highlighted as essential to maintain use and accountability. Finally, respondents emphasized the need for regular performance monitoring, trend analysis, and benchmarking against non-PCP MCs to sustain momentum and incentivize improvement.

Conclusion

The introduction of the GRM has led to visible improvements in several areas of municipal governance, particularly complaint management, accountability, efficiency, and citizen confidence. The system has made complaints easier to register, quicker to resolve, and more accountable through better tracking and reporting. Data is being collected systematically, though its use for preventive planning and performance oversight is still evolving.

At the same time, sustainability risks remain real and immediate. Without dedicated budgets, consistent staffing, stronger internal ownership, and better enforcement of SOPs, gains could weaken over time. Continued training, stronger integration of GRM into routine municipal operations, and policy-level financial commitment will be essential to ensure the system remains functional and continues to deliver improved service outcomes.

Summary of PMS Impact

The survey findings clearly reflect that the PMS is widely recognized as a valuable tool for monitoring service delivery, improving accountability, and aiding decision-making.

Perceived Impact and Key Benefits

The PMS is seen as most effective in making performance indicators readily available, with 89% of respondents rating this benefit positively. Improved service monitoring follows closely, receiving 87% positive feedback. Enhanced accountability (85%), identification of service gaps (84%), and support for data-driven decision-making (80%) are also ranked highly. These perceptions are consistent even among officials who have served one year or longer with their respective MCs.

Five years after its rollout, the PMS is no longer seen merely as a data collection platform; it is increasingly used to track services, assess staff performance, and flag operational deficiencies. While day-to-day monitoring remains the dominant use, MCs are slowly realizing its higher-level applications in planning, repair and maintenance (R&M), and budgetary considerations.

Awareness and Usage: Overall, 85% of staff reported awareness of PMS, with service delivery staff showing the highest level of familiarity (94%), followed by MOs (I&S) at 85% and Chief Officers at 75%. Usage rates average at 65%, with the highest engagement among MOs (I&S), indicating strong buy-in at the operational level. Chief Officers and service delivery staff also engage with the system but at slightly lower rates.

Multidimensional Benefits: The PMS is credited with multiple contributions across management and service delivery functions. A majority noted improved monitoring (65%), better performance gap identification (55%), increased evidence-based decision-making (50%), and enhanced accountability (45%). Timeliness in reporting was also appreciated by 40% of respondents, while only a small fraction (10%) felt the system did not influence their work.

A combined 80% felt that PMS significantly or moderately improved the tracking of service delivery. MO (I&S) respondents found the system particularly useful, with 90% highlighting monitoring gains. Service delivery staff also emphasized that PMS helped them identify operational gaps in real time.

Accountability, Reporting, and Diagnostic Value: The system has strengthened staff accountability and transparency. Over half of Chief Officers and two-thirds of service personnel credit PMS with improving responsibility levels among staff, while MO (I&S) showed the strongest endorsement at above 80%. Similarly, timely reporting has been substantially strengthened, with 84% overall confirming improvements in reporting efficiency.

The PMS is also valued as a diagnostic tool. About three-quarters of respondents said it helped identify shortfalls in services and supported timely recognition of repair and maintenance needs. Close to half reported significant support in detecting coverage gaps, while another third acknowledged moderate benefits. The system is perceived as increasingly useful in planning operations and maintenance tasks.

Influence on Decision-Making: The PMS has had a noticeable impact on municipal decision-making. Around 55% consider its influence significant, while another quarter see moderate impact. Only a small minority feel it has made little or no difference. MO (I&S) respondents expressed the highest confidence in PMS as a decision-support tool, followed by service delivery staff and Chief Officers. Overall, there is growing recognition that PMS data should be fully integrated into planning, budgeting, and resource allocation decisions.

Comparison with Non-Partner MCs: A strong majority (87%) stated that service delivery data from PCP-supported MCs is better or significantly better than that of non-partner MCs. Structured record-keeping, standardized formats, and better reporting practices were cited as key reasons. This reinforces the value of PMS in improving institutional performance.

Sustainability Readiness and Risks:

The sustainability assessment revealed uneven preparedness for long-term PMS operation. Only about one-third of respondents believe their MCs possess full technical capacity to run the system independently, while half feel only partially capable. Significant reliance on external technical assistance persists.

Staffing structures present another challenge: fewer than half reported having designated roles for PMS management, and many positions remain informal or temporary. Budgetary support is similarly weak—only 40% confirmed that funds are allocated for system upkeep, while 45% reported no dedicated financing. Standard operating procedures (SOPs) are available in some MCs, but their usage is inconsistent, limiting institutional memory and continuity.

Confidence in sustaining the PMS post-project is mixed: only 30% expressed strong confidence, whereas nearly half are somewhat confident and one-quarter are doubtful. Key risks frequently mentioned include a lack of institutional ownership, high staff turnover, absence of budgetary provisions, weak SOP enforcement, and dependence on external technical support.

Challenges in System Use

Respondents pointed to several recurring issues. Data accuracy and timeliness are the most common concerns, followed by technical challenges like downtime, system speed, and login difficulties. Capacity gaps remain, with many staff still uncomfortable using digital tools and needing refresher training. Budget constraints, resistance to change, and limited integration with other systems also inhibit optimal use.

Actions Proposed for Sustainability

To ensure long-term viability, respondents suggested formalizing PMS roles within organograms, establishing dedicated teams to manage the platform after PCP support ends, and securing budget lines for upgrades and maintenance. They emphasized refresher training for staff, clearer SOPs, and stronger linkages with existing municipal systems. Regular monitoring and oversight by provincial authorities were also proposed to keep the system operational and updated.

Overall Conclusion

The Performance Management System has delivered substantial benefits for monitoring municipal services, enhancing accountability, generating timely reports, and supporting evidence-based decisions. Its use has helped identify service gaps and maintenance needs and improved the quality and reliability of service delivery data.

However, sustainability remains a concern. Without stronger ownership, formal staffing arrangements, reliable budgets, continued capacity building, and better enforcement of SOPs, long-term continuity is at risk. While many MCs are moving in the right direction, most are only partially prepared to sustain the PMS independently. Strengthening institutional structures, securing financing, and reducing reliance on external support will be critical for embedding the system into routine municipal governance.

Summary of MC's Website Impact

Perceived Benefits

Respondents were asked to rank the main advantages of the websites. The most positively rated benefit was improved public access to information, with 90 percent of participants expressing satisfaction and an average score of 4.7. This was followed by reduced in-person visits and enhanced transparency, each supported by roughly 85 to 87 percent of respondents and averaging around 4.5. Better citizen participation received similarly strong endorsement, with about 83 percent positivity and an average score of 4.5.

Integration with e-governance scored slightly lower, with 80 percent positive and an average rating of 4.3.

1. Awareness & Usage: Overall awareness of the websites is very high. About 91 percent of all respondents knew about the municipal websites. Chief Officers and MO (I&S) showed the highest awareness, at around 95 percent. Awareness among finance staff and general staff was slightly lower, typically in the 85 to 90 percent range.

2. Frequency of Access: Most senior officials access the websites at least once a month. Chief Officers and MO (I&S) tend to access them weekly or monthly, while finance officials use them less frequently and planning officers access them occasionally. General staff—such as clerical employees—are the least frequent users, with many saying they rarely or never visit the site.

3. Effectiveness in Informing Citizens: Perceptions of the website's value in informing the public vary by role. Chief Officers and I&S officers see the strongest impact, with many reporting significant or moderate improvement. On the whole, three out of four respondents felt that the websites are at least moderately effective in keeping citizens informed, but only about 30 percent felt the impact was strongly visible.

4. Feature-Specific Feedback: Ease of Updating: Acceptable (3.4 avg), Navigation: Smooth for officers; moderate for staff, Loading Speed: Average for leadership, slow for lower staff, Integration: Weak, limiting effectiveness

5. Website Updating: When asked about the frequency of updates, 35 percent said updates occur weekly, and 40 percent reported monthly updates. Another 15 percent stated updates occur only when needed, and 10 percent did not know the schedule. This lack of clarity among a quarter of staff indicates weak internal coordination, even though the sites are generally kept current.

Use, Perceived Benefits, and Impact by Role

Chief Officers are the most active users, with about two-thirds accessing the website daily or weekly. They primarily use the site to publish notices, tenders, and service-related updates, and they credit it highly for transparency and information sharing, rating its overall impact around 4 out of 5.

MO (I&S) follow closely in usage and value the website for publishing tender and service information. They rate its impact slightly lower, around 3.7. Finance officers use the site moderately—for financial information and tenders—and give it a mid-level impact score of about 3.4. Planning officers use the platform much less, mainly for maps and project details, and rate its overall impact around 3. Lower and general staff—who tend to use it for HR information or complaint-related tasks—report the lowest perceived benefits, with an approximate score of 2.6 and many describing the impact as limited.

Feedback on Website Features

Content updating is viewed as generally manageable, with usability rated as acceptable. Senior officials find the navigation reasonable, but lower staff struggle more with loading speed and mobile access. Mobile-friendliness received particularly low comfort scores from non-officer staff.

Sustainability Perceptions

Most respondents agreed that while computer operators exist, they often do not feel able to update the website independently and rely on PMDFC for technical support. Role clarity

is strongest among Chief Officers and MO (I&S), but weaker among finance, planning, and support staff. Budget allocation for maintenance and improvements is uncertain, with many either unaware of funding arrangements or doubtful they exist. Standard operating procedures do exist, but only about half of staff actively use them.

When asked whether the websites would still be actively maintained three years after project completion, only 15 percent expressed high confidence. Around 40 percent were cautiously optimistic, and nearly half were not confident due to concerns about resources, clarity of responsibility, and staff capacity.

Common Challenges

Respondents pointed to several recurring issues: websites are not updated regularly due to workload; slow loading and technical issues affect user experience, especially for junior staff; citizens are not always aware of the website's existence; and no single person or office is consistently accountable for updating content.

Suggestions for Improvement

Staff recommended more frequent monitoring of updates, better linkage with citizen feedback systems, and regular training for IT and operational staff. They viewed the websites as a positive initiative overall but emphasized the need for sustainability planning, budget clarity, and stronger internal ownership.

Overall Conclusion

MC websites have made noticeable contributions to transparency, access to information, and reduced citizen footfall. However, their full impact is limited by uneven staff engagement, weak integration, technical constraints, and unclear accountability. Sustainability is at risk due to budget uncertainty, dependence on external support, low SOP usage, and limited staff capacity. With defined roles, regular updates, internal ownership, and resource allocation, the websites can evolve into more impactful, citizen-centric governance tools.

Summary of Impact of LGFMIS

The survey findings show that LGFMIS has significantly strengthened financial management in PCP municipalities, especially in reporting, reconciliation, and transparency. However, a full transition away from manual systems still requires improvements in training, infrastructure, and government ownership.

Key Strengths & Impacts

1. **Faster financial reporting**, reduced manual errors, easier reconciliation, better budget accuracy, and improved audit compliance scored very high (4.6–4.8 Likert average)
2. **Bank Reconciliation**: 65–80% said reconciliation has become significantly better. 95% consider it fully or mostly reliable (though 55% still cross-check manually). Time Reduction: Previously, 63% took >3 days. Now, 75% complete reconciliation in less than a day.
3. **Report Generation**: 75% said reports are prepared much faster. 45% fully trust the reports; Most common reports: revenue/expenditure (57%), followed by defaulters

and arrears. 55% use system reports for decision-making, but full utilization is still developing.

4. **Operational Use & Maintenance;** System maintenance is mostly handled by accountants and computer operators. 40% are fully comfortable with LGFMIS print cash books; 50% want improvements. Workload has reduced for 35%, but duplication causes no change or increase for others. 40% believe the system can replace manual processes with approval;
5. **Staff Comfort & Adoption:** 90% are comfortable using the system (35% very comfortable). Arrears recovery has improved for 90% of respondents. 40% report staff time savings, but 30% still face double work.
6. **Ease of Use** – With an overall rating of 4.0, most respondents agreed that LGFMIS is easy to use and navigate, especially accountants (4.2).
7. **Accuracy in Record-Keeping** – Scored 4.2 overall, one of the strongest areas, showing improved reliability in financial records.
8. **Quick Data Retrieval** – Rated 4.0, reflecting efficiency in accessing needed financial information.
9. **Reduction in Paperwork** – At 3.7, this is moderate, meaning that while paperwork has decreased, duplication still persists in some MCs.
10. **Transparency** – Rated 4.1, indicating that LGFMIS strengthens openness and accountability in financial management.
11. **Training Before Implementation** – Weakest area at 3.4, showing that many staff felt training was inadequate before rollout.
12. **Ongoing Technical Support** – Scored 3.8, meaning support is generally available from PMDFC, though not always timely.
13. **System Integration** – Rated 3.5, showing partial but not seamless integration with other MC systems (PMS, GRM, websites).
14. **Audit Compliance** – Strong at 4.1, confirming that LGFMIS helps MCs meet audit requirements more effectively.
15. **Infrastructure Sufficiency** – Rated 3.5, indicating that internet, power, and computer resources are somewhat sufficient but not optimal across all cities

Overall Strengths Identified

The system has enabled municipal committees to generate financial reports much more quickly and in a consistent format, improving timeliness and standardization across institutions. Accuracy has noticeably improved, with fewer clerical mistakes and stronger internal controls, which has also contributed to greater financial transparency. Access to real-time or regularly updated financial information has helped officials make more informed and timely decisions.

Major Challenges

The system mostly depends on just one or two individuals, creating capacity and continuity risks. In several offices, manual registers are still maintained alongside the digital system, leading to duplicate work and inconsistent records. There is no dedicated budget in most MCs to maintain, update, or support the system, which threatens sustainability. Unreliable internet connectivity and occasional system outages interrupt work and slow down data entry, reporting, and retrieval.

Suggested Improvements

Regular hands-on training and refresher sessions, supported by responsive on-call technical assistance, would help staff use the system more effectively. Improving the user interface and linking the system with platforms like PMS, GRM, and municipal websites would streamline workflows and reduce data silos. Automating functions such as arrears monitoring and financial reconciliation would reduce manual effort and ensure more timely follow-ups.

Requirements for Sustainability

Long-term continuity will depend on clear government endorsement and policies that institutionalize the system rather than treating it as a temporary project. Municipal committees need to allocate specific budget lines for system maintenance, upgrades, and staffing to avoid funding gaps. Roles and responsibilities for managing and updating the system should be clearly assigned so that accountability is built in. Ongoing capacity building is essential to prevent overreliance on a few individuals and to ensure consistent usage despite staff transfers. Reliable IT infrastructure, including adequate hardware and stable internet connectivity, must be strengthened to keep the system functional.

Overall Conclusion

LGFMIS has delivered clear improvements in financial governance—especially in reporting speed, accuracy, arrears recovery, and audit compliance. Staff acceptance is high, and the system is viewed as capable of replacing manual practices once enhancements and government approval are in place.

Key gaps—training, infrastructure, integration, and duplication—must be addressed to ensure sustainability. With committed ownership, resources, and upgrades, LGFMIS can evolve into a fully reliable and integrated financial management system across municipalities.

Summary of Impact of GIS Mapping

The Survey findings show that GIS interventions have significantly improved planning practices, service monitoring, and decision-making processes in partner MCs.

Availability and Use of GIS Maps: One of the most tangible outcomes of the PCP-supported GIS planning has been the availability of updated, high-quality service maps across MCs. All respondents confirmed that these maps are now available and accessible through the municipal websites. In contrast, while 80% indicated that service maps existed before PCP, most clarified that they were outdated and covered only select services—primarily water supply and solid waste management.

Utility in Planning and Decision-Making: A majority of respondents (60%) consider GIS-based maps the most critical tool for planning new infrastructure projects. They highlighted

that maps inform decisions with spatial evidence and reduce guesswork. However, around 30% found the maps only somewhat useful, pointing to quality, update frequency, or limited training as constraints. Meanwhile, 10% were unaware of the maps altogether, indicating a need for further staff orientation and internal communication.

Adequacy and Comparative Advantage: Most respondents (85%) believe that the maps contain sufficient information for planning purposes. Only a small proportion (15%) felt that the maps require refinements or additional layers to enhance usefulness. Compared to non-PCP MCs, 85% agreed that PCP-supported municipalities have significantly better, more comprehensive GIS resources, demonstrating a clear program impact.

Key Benefits of GIS Service Maps

GIS-based maps have enabled a wide range of improvements across municipal functions:

- **Evidence-based decision-making (75%):** Visual data enables MCs to prioritize projects based on actual service gaps rather than assumptions.
- **Improved planning and design (70%):** Maps support more accurate alignment of infrastructure investments with ground realities.
- **Transparency and accountability (65%):** Publicly accessible maps reduce arbitrariness and build citizen confidence.
- **Enhanced monitoring (68%):** GIS allows real-time visualization of service coverage and asset conditions.
- **Resource optimization (60%):** Spatial insights help avoid duplication and direct resources to underserved areas.
- **Disaster risk management (50%):** Maps assist in identifying vulnerable zones such as flood-prone localities.
- **Inter-departmental coordination (55%):** Shared GIS platforms improve collaboration across departments.
- **Citizen engagement (45%):** When shared with communities, maps help increase participation and trust in planning processes.

Overall, the findings indicate that GIS Planning has fundamentally shifted how municipal committees plan, monitor, and manage infrastructure services. The availability of updated service maps, greater awareness of spatial data, and improvements in transparency and decision-making stand out as major achievements. However, ongoing training, more frequent map updates, and better internal use of the available data will be necessary to sustain and expand these gains.

IS Assessment Survey Instrument

Respondent Information

Name (Optional): _____

Designation: _____

Total Years of Service: _____

Years of Service in this Municipality: _____

Grievance Redress Mechanism (GRM)

Awareness & Usage

Are you aware of the Grievance Redress Mechanism (GRM)? ☐ Yes ☐ No

Frequency of using GRM: ☐ Daily ☐ Weekly ☐ Monthly ☐ Rarely/Never

Main purposes for which you use the GRM (tick all that apply): ☐ Registering complaints ☐ Tracking complaint resolution ☐ Monitoring staff responsiveness ☐ Reporting outcomes to management/public ☐ Other: _____

System Usability & Performance (1 = Very Poor, 5 = Excellent)

Feature	1	2	3	4	5
Ease of lodging complaints					
Complaint tracking					
Speed of complaint resolution					
Communication with complainants					
Integration with other MC systems					

Perceived Impact on Work

The GRM has helped me (tick all that apply):

☐ Manage complaints more efficiently ☐ Track resolution more easily ☐ Reduce citizen follow-ups ☐ Improve accountability of staff ☐ Provide evidence-based reporting to management ☐ No significant change

Overall, GRM has improved municipal service delivery:

☐ Significantly ☐ Moderately ☐ Slightly ☐ No change

Rank the benefits of the GRM from the list below: (1-5)

Efficient Redress of complaints	
Cross validation of Status / Situation of municipal services	
Increased public satisfaction level with complaint redress	
Standardization of complaint resolution time	
Organized availability of complaints information	

Is the complaint registration process user-friendly for both staff and citizens.

☐ Significantly ☐ Moderately ☐ Slightly ☐ No change

Does the GRM system enable timely resolution of complaints

☐ Significantly ☐ Moderately ☐ Slightly ☐ No change

Has GRM made the resolution of complaints more efficient?

☐ Significantly ☐ Moderately ☐ Slightly ☐ No change

What aspect of complaint resolution has been improved most due to GRM?

☐ Time of redress ☐ Record & registration of complaints ☐ Complaint Follow-up mechanism

Has number of complaints increased after introduction of GRM

☐ Yes the no. of complaints increased due to GRM ☐ Yes no. of complaints increased but not only due to GRM ☐ No increase in no. of complaints

How do you compare the level of municipal services provided by this MC with non-PCP MCs

☐ Better because of GRM ☐ Better because of some other factor ☐ Same ☐ Have no knowledge

What is the effect on time taken to resolve the complaint after CTS transformed into GRM?

☐ Resolution time decreased ☐ No effect, same resolution time ☐ Resolution time increased

Has GRM helped in organized availability of complaint information?

☐ Yes, data is now available in a structured way ☐ Yes but not significantly better than what was there before ☐ Not at all

What is the most common use of the organized complaint information (other than complaint tracking)?

☐ Informed decision making ☐ Identification of problem areas ☐ Accountability of MC staff
☐ Repair & maintenance

Has GRM improved the confidence of citizen towards MC complaint cell?

☐ Yes this is the major factor ☐ Yes but its role is not that important ☐ No impact

The GRM has helped me (tick all that apply):

☐ Manage complaints more efficiently
☐ Track resolution more easily
☐ Reduce citizen follow-ups
☐ Improve accountability of staff
☐ Provide evidence-based reporting to management
☐ No significant change

Sustainability of the System

Adequate technical skills in MC to operate and maintain without external support:

☐ Yes, fully capable ☐ Partially capable ☐ Not capable

Dedicated staff roles assigned for system management: ☐ Yes ☐ No ☐ Don't know

Budget allocation for upkeep & improvements: ☐ Yes ☐ No ☐ Don't know

SOPs available for operations: ☐ Yes ☐ No ☐ Don't know

Confidence that system will remain operational & updated 3 years after project closure: ☐

Very confident ☐ Somewhat confident ☐ Not confident

Biggest risks to sustaining the system after project closure:

Actions that would help ensure sustainability:

Challenges

Key challenges in using GRM: _____

Satisfaction & Final Remarks

Overall satisfaction with GRM (1 = Very Unsatisfied, 5 = Very Satisfied):

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Additional comments/suggestions:

Performance Management System (PMS)

Awareness & Usage

Are you aware of the Performance Management System (PMS)?

☐ Yes ☐ No

Frequency of using the PMS:

☐ Daily ☐ Weekly ☐ Monthly ☐ Rarely/Never

Main purposes for which you use the PMS (tick all that apply):

☐ Tracking KPIs ☐ Monitoring service delivery ☐ Generating performance reports ☐

Identifying problem areas ☐ Other: _____

System Usability & Performance (1 = Very Poor, 5 = Excellent)

Feature	1	2	3	4	5
Ease of data entry					
Accuracy of reports against KPIs					
Dashboard visualization					
Report generation					
Integration with other MC systems (GRM, Website)					

Perceived Impact on Work

The PMS has helped me (tick all that apply):

- ☐ Monitor services more effectively ☐ Identify performance gaps ☐ Support evidence-based decision making ☐ Improve accountability of staff ☐ Provide timely reports to management
- ☐ No significant change

Overall, the PMS has improved municipal service delivery monitoring:

- ☐ Significantly ☐ Moderately ☐ Slightly ☐ No change

How do you compare service delivery data maintained by PCP partner MCs with non-partner MC?

- ☐ Significantly Better ☐ Better ☐ Same ☐ Have no knowledge

Has PMS data helped you in identification of problem areas such as short falls in municipal services?

- ☐ Significantly ☐ Not significantly ☐ No contribution ☐ Have no knowledge

Did you think that PMS help to better identify the repair and maintenance requirements?

- ☐ Significantly ☐ Not significantly ☐ No contribution ☐ Have no knowledge

Has the PMS impact on service –delivery related decision making?

- ☐ Significant impact ☐ Not significant impact ☐ No contribution ☐ Have no knowledge

Rank the benefits of the Performance Management System (PMS) from the list below: (1-6)

Improved Monitoring of service delivery	
Improved Monitoring of MC staff	
Coverage data on municipal services made available	
Identification of repair and maintenance requirements	
Availability of data on municipal services quality	
Informed decision making	

Please rate each statement from 1 to 5

(1 = Strongly Disagree, 5 = Strongly Agree)

PMS KPIs for infrastructure and service delivery are relevant and practical	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Data entry and updates in PMS are timely and accurate	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
PMS data helps in identifying gaps in service delivery	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Maintenance schedules and performance tracking have improved due to PMS	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
I receive regular performance reports from all systems.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The new municipal systems (GRM, Website, PMS, Financial Management) have improved my work efficiency	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
These systems have enhanced municipal service delivery.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The systems have improved transparency and citizen engagement	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The data from these systems informs strategic decision-making	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
coordination for system use in MC sections is effective.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Long-term sustainability plans (post-project) are clearly defined	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The systems are easy to access and navigate	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Training provided was adequate to enable effective use.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Ongoing technical support is available when required	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The systems work well together (e.g., PMS data linked with financial reporting, Website linked with GRM)	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Citizen satisfaction has improved as a result of these systems	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

Sustainability of the System

Adequate technical skills in MC to operate and maintain without external support:

☐ Yes, fully capable ☐ Partially capable ☐ Not capable

Dedicated staff roles assigned for system management: ☐ Yes ☐ No ☐ Don't know

Budget allocation for upkeep & improvements: ☐ Yes ☐ No ☐ Don't know

SOPs available for operations: ☐ Yes ☐ No ☐ Don't know

Confidence that system will remain operational & updated after PCP closure:

☐ Very confident ☐ Somewhat confident ☐ Not confident

Biggest risks to sustaining the system after project closure:

Actions that would help ensure sustainability:

Challenges

Key challenges in using Performance Management System (PMS):

Satisfaction & Final Remarks

Overall satisfaction with Performance Management System (PMS)

(1 = Very Unsatisfied, 5 = Very Satisfied): ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Additional comments/suggestions:

MC's Dynamic Website

Awareness & Usage

Are you aware of the MC's Dynamic Website?

☐ Yes ☐ No

Frequency of accessing/updating the website:

☐ Daily ☐ Weekly ☐ Monthly ☐ Rarely/Never

Website content is regularly updated with accurate municipal information.

☐ Daily ☐ Weekly ☐ Monthly ☐ Rarely/Never ☐ Need basis

The website effectively informs citizens about ongoing projects and services

☐ Significantly ☐ Moderately ☐ Slightly ☐ No change

Main purposes for which you use the website (tick all that apply):

☐ Publishing public notices ☐ Updating service information ☐ Posting tenders ☐ Sharing municipal news/events ☐ Uploading reports/data ☐ Other: _____

System Usability & Performance (1 = Very Poor, 5 = Excellent)

Feature	1	2	3	4	5
Ease of updating content					
Navigation structure					
Loading speed					
Accessibility on mobile devices					
Integration with other MC systems					

Perceived Impact on Work

The website has helped me (tick all that apply):

☐ Improve public information sharing ☐ Increase transparency ☐ Reduce citizen visits for information ☐ Provide timely updates ☐ Promote MC's work and services ☐ No significant change

Overall, the website has improved municipal communication:

☐ Significantly ☐ Moderately ☐ Slightly ☐ No change

Rank the benefits of the MC's Website from the list below: (1-3)

Dissemination of useful information to the public	
Availability of readily information of service delivery	
Enhanced Public satisfaction	

BENEFICIARY PERCEPTIONS OF ID INTEVENTIONS INTRODUCED UNDER PCP

Do you consider that MC website is disseminating information useful to the public?

☐ Significantly ☐ Moderately ☐ Slightly ☐ No change

How often do your team update the website?

☐ Every week ☐ Every month ☐ Don't know

Sustainability of the System

Adequate technical skills in MC to operate and maintain without external support:

☐ Yes, fully capable ☐ Partially capable ☐ Not capable

Dedicated staff roles assigned for system management:

☐ Yes ☐ No ☐ Don't know

Budget allocation for upkeep & improvements:

☐ Yes ☐ No ☐ Don't know

SOPs available for operations:

☐ Yes ☐ No ☐ Don't know

Confidence that system will remain operational & updated 3 years after project closure: ☐

Very confident ☐ Somewhat confident ☐ Not confident

Biggest risks to sustaining the system after project closure:

Actions that would help ensure sustainability:

Challenges

Key challenges in using MC's Dynamic Website:

Satisfaction & Final Remarks

Overall satisfaction with MC's Dynamic Website (1 = Very Unsatisfied, 5 = Very Satisfied): ☐

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Additional comments/suggestions:

Local Government Financial Management Information System (LGFMIS)

Rank the benefits of the LGFMIS from the list below:

(1-5)

Improved reconciliation of expenditures & revenues	
Enhanced IT skills of Finance staff	
Facilitation in generating financial reports	
Helps managing arrears recovery	

Establishment of Water consumer database	
--	--

Is bank reconciliation facilitated through LGFMIS?

☐ Significantly better ☐ Better ☐ Not at all

How accurate is the bank reconciliation through LGFMIS?

☐ Totally reliable ☐ Reliable but we do manual checking as well ☐ Not at all

What was the reconciliation time for an account before LGFIMS?

☐ One day ☐ Less than a day ☐ More than a day ☐ Don't know

How long it takes to reconcile an account with LGFMIS?

☐ One day ☐ Less than a day ☐ More than a day ☐ Don't know

Howe does LGFMIS facilitate you in generating reports required by MC leadership?

☐ Reduces time taken to generate report ☐ Improves the presentation of reports
☐ No significant facilitation

What is the most commonly generated report through LGFMIS

☐ Updates on revenues and expenditures ☐ Defaulters list ☐ Amount of arrears
☐ Others (-----)

Do you think that LGFMIS is being utilized to generate reports for decision making?

☐ Yes it is being fully utilized ☐ Yes it is being utilized but there is a room for improvement
☐ No, we need capacity building / training for this

How reliable are the reports generated through LGFIMS?

☐ Fully reliable ☐ Partially reliable ☐ Not reliable

Who is maintaining LGFMIS in your MC?

☐ Computer operator ☐ Accountant ☐ MO (F)

Do you feel comfortable using printouts of LGFMIS generated cash book as replacement of register-based cash book?

☐ Very comfortable ☐ May serve as replacement but with little improvements
☐ Not at all

What do you feel about the workload after adoption of LGFMIS?

☐ Decreased ☐ Same ☐ Increased

Do you think that LGFMIS has the capacity to replace manual system?

☐ Yes it can fully replace the manual system subjected to acceptance of govt.
☐ Yes it can but with significant improvements in the system ☐ Not at all

How comfortable is the staff in working on the LGFMIS?

☐ very comfortable ☐ somewhat comfortable ☐ Not comfortable

Has LGFMIS helped in improving the arrears recovery?

☐ Yes significantly ☐ A little bit ☐ Not at all

Have you added water consumer data into LGFMIS?

☐ Yes data is updated ☐ Yes but not completed ☐ Not updated

Has LGFMIS helped in freeing up some of the staff time?

☐ Yes some staff is spared ☐ No, more staff members are required due to double work ☐ Same – no change

Please rate each statement from 1 to 5

(1 = Strongly Disagree, 5 = Strongly Agree)

Statement	1	2	3	4	5
1 LGFMIS is easy to use and navigate.	☐	☐	☐	☐	☐
2 LGFMIS has improved accuracy in financial record-keeping.	☐	☐	☐	☐	☐
3 Financial data can be retrieved quickly when needed.	☐	☐	☐	☐	☐
4 The system has reduced manual paperwork and duplication.	☐	☐	☐	☐	☐
5 LGFMIS improves transparency in financial management.	☐	☐	☐	☐	☐
6 Adequate training was provided before system implementation.	☐	☐	☐	☐	☐
7 Ongoing technical support from PMDFC is available when needed.	☐	☐	☐	☐	☐
8 LGFMIS integrates well with other municipal systems (e.g., PMS, GRM, MCs website).	☐	☐	☐	☐	☐
9 The system helps ensure compliance with audit requirements.	☐	☐	☐	☐	☐
10 The current infrastructure (internet, computers, power) is sufficient to operate LGFMIS.	☐	☐	☐	☐	☐

Role-Specific Questions

For Municipal Officer (Finance)

Statement	1	2	3	4	5
1 LGFMIS simplifies budget preparation and revisions.	☐	☐	☐	☐	☐
2 Revenue and expenditure reports generated by LGFMIS are accurate.	☐	☐	☐	☐	☐
3 The system enables better tracking of outstanding payments and receivables.	☐	☐	☐	☐	☐
4 Monthly, quarterly, and annual financial statements can be generated efficiently.	☐	☐	☐	☐	☐
5 LGFMIS data supports financial forecasting and planning.	☐	☐	☐	☐	☐
6 The system improves monitoring of budget utilization against planned allocations.	☐	☐	☐	☐	☐
7 Internal controls have improved due to LGFMIS implementation.	☐	☐	☐	☐	☐

For Chief Officer

BENEFICIARY PERCEPTIONS OF ID INTEVENTIONS INTRODUCED UNDER PCP

	Statement	1	2	3	4	5
1	LGFMIS provides sufficient information for decision-making and strategic planning.	☐	☐	☐	☐	☐
2	The financial data from LGFMIS is reliable for reporting to higher authorities and donors.	☐	☐	☐	☐	☐
3	LGFMIS has strengthened financial accountability in the municipality.	☐	☐	☐	☐	☐
4	Adequate resources (budget, staff) are allocated for LGFMIS maintenance.	☐	☐	☐	☐	☐
5	There is a clear sustainability plan for LGFMIS after project closure.	☐	☐	☐	☐	☐
6	Integration between LGFMIS and other systems (PMS, GRM, Website) supports better municipal governance.	☐	☐	☐	☐	☐
7	Financial management efficiency has significantly improved after LGFMIS implementation.	☐	☐	☐	☐	☐

What are the main strengths of LGFMIS in your municipality?

What challenges do you face in using LGFMIS?

How can LGFMIS be improved for better performance?

What steps should be taken to ensure sustainability after donor/project funding ends?

Geographic Information System (GIS)

Rank the benefits of the PCP planning from the list below: (1-3)

Awareness of the availability and uses of GIS based infrastructure services maps	
Introduction of demand-based planning	
Systematic prioritization of infrastructure investments	

Were there any services maps available with the MC prior to PCP?

☐ Yes for all municipal services ☐ Yes but only for ----- ☐ Not at all

Do you find services maps helpful in your planning activity / new projects?

☐ Yes this is the most significant factor ☐ Yes but little ☐ Not aware of the services maps

Do you think that service maps have required information for planning?

☐ Yes all required information is available ☐ Yes but still needs improvements ☐ Significant information is missing

What is the status of availability of updated services maps in this MC as compared to a non-PCP MC?

☐ Much better ☐ Same ☐ Better in non-PCP MC