Khyber Pakhtunkhwa

GOOD GOVERNANCE STRATEGY

Good Governance

| Open Government | Service Delivery | Citizen Participation | Innovations & Technology | Performance & Accountability |
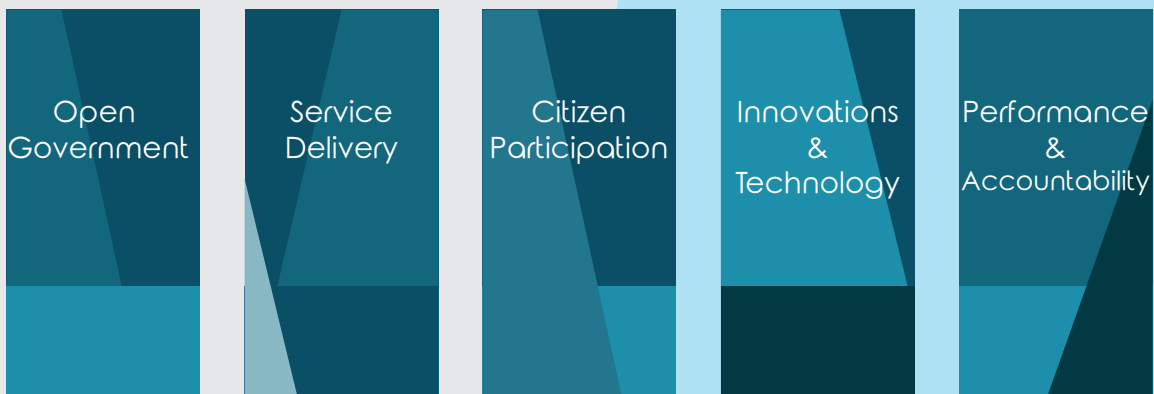
Open, Responsive & Accountable Governance

Performance Management and Reforms Unit
Office of the Chief Secretary
Khyber Pakhtunkhwa

Good Governance Strategy

Open, Responsive & Accountable Governance

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"With faith, discipline and selfless devotion to duty, there is nothing worthwhile that you cannot achieve"

MUHAMMAD ALI JINNAH.

MESSAGE FROM CHIEF MINISTER KHYBER PAKHTUKNHWA

Since the emergence of PTI led government in 2013, we have come along miles of distance on the path of peace, prosperity, enlightenment and good governance. Entrusted with the huge responsibility of taking over the reign of power in one of the most politically volatile and terror stricken province of Pakistan, it were the people of Khyber Pakhtunkhwa who stood beside us, showed strong will and character. By honoring this trust of the people and feeling great responsibility, we endeavored to adopt quick, tangible and positive steps in all directions that would lead to the ultimate goal of prosperity and welfare of the people of our province.

Our drive against corruption, nepotism and parochialism, bad governance and lack of adequate legal edifices in many areas of governance led us to probe deeper into the root causes of those grave issues, and resultantly, we came with more open and clear message to change the status quo in our collective lives which were marred with terror, corruption, instability, backwardness and deprivation. We struggled to reform health and education sector, fought corruption and terrorism, rooted out various administrative and governance mal-practices, established various new institutions, and introduced many new laws to have better and informed citizenry, and prosperous and enlightened society. On the basis of our tremendous performance people of Khyber Pakhtunkhwa again reposed their hopes in PTI government and now we feel the responsibility has increased manifold because we have to maintain what we have achieved and rather, we must make efforts to go extra miles in delivering the best possible results of our initiatives to our people.

This Khyber Pakhtunkhwa Good Governance Strategy is designed in a manner to make Government more transparent, accountable and open in its approach and working. This whole paradigm, in turn, will help us achieve greater public satisfaction. Also, This will make great contributions towards our aim of providing efficient public service delivery. Moreover, we have also formalized the voice of citizens into public policy and reforms. We understand the political ambitions can never be materialized without robust and dynamic administrative machinery. This strategy is roadmap to better public service delivery which has been hallmark of this government. Besides, this will increase the sense of public participation which is the soul of democracy. We hope this good governance strategy will steer us successfully through challenges of the governance we are up against. This is my responsibility to provide oversight to its implementation and I will ensure that we do it to achieve the highest standard of public good in the most efficient manner. The officer will be judged by their performance against the indicators of the strategy. We pray may Allah grant us the courage to serve the people in the truest spirit of democracy.

Mehmood Khan
Chief Minister,
Khyber Pakhtunkhwa

MESSAGE FROM CHIEF SECRETARY KHYBER PAKHTUKNHWA

After successfully overcoming the scourge of terrorism through the sacrifices of the people of Khyber Pakhtunkhwa, we are now ready to embark on a period of institutional reform. During the last few years, a major chunck of efforts and resources were dedicated to maintain quick, efficient and responsive security mechanisms and allied matters, leaving limited resources for citizen facilitation and engagement.

By the grace of Almighty Allah, with the dawn of era of peace and stability, change of focus has taken place and citizen welfare is center of public policy. This approach demands that our institutions should work efficiently, effectively and transparently through improved governance mechanisms. This entails that public should have access to information and public offices, they have an active voice in decision making and they have a sense of ownership and inclusiveness in public affairs.

In light of vision of the Provincial Government, this good governance strategy has been introduced which encompasses international best practices ranging from performance and accountability of all tiers of administrations to service delivery, open government and full public participation at different levels of administrative affairs.

This strategy is a living document and an attempt to align efforts towards Sustainable Development Goals (SDGs) and Open Government Partnership (OGP). I foresee that the goals and targets at the tactical level will keep evolving in the course of implementation on ground whereas the strategic goal for the Province shall remain paramount; a transparent, accountable and performance oriented public sector which meets the expectations of the people.

As we embark on this journey, I urge all public functionaries to ensure its implementation in letter & spirit and hope all public representatives & stakeholders including general public will provide their valuable feedback and insight.

Muhammad Salim Khan
Chief Secretary,
Khyber Pakhtunkhwa

Transforming Government

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1. Introduction

The justification for the existence of government is its fundamental pledge to fulfil the fiduciary role given to it by the people it governs through a social contract. It is through effective governance that every government attempts to redeem this pledge. Governance defines the regulatory framework of a society, assisting its organisation to make and implement decisions, alleviate disparities, and mediate differences. The rights and obligations of the government enshrined in the constitution and its subservient laws and policies are respectively exercised and discharged through government. Governance encompasses, inter-alia, the institutions and practices which set limits for, and provide incentives to, the citizens. It operates at every level of human enterprise in a country and its impacts are, without discrimination, for all segments of the society.

The provincial government of Khyber Pakhtunkhwa, in its previous tenure (2013-2018), emphasized greatly on improvements in governance through legislative vigour. Taking the lead amongst the federating units, it excelled by enacting a number of landmark laws, which upon their enforcement not only benefited the common man, but also enhanced the conduct and productive efficiency of the public sector. Notable among these are the Right to Information (RTI) and Right to Services (RTS) laws.

Vision

Welfare of the citizens

Performance Monitoring and Reform Unit (PMRU) has established several e-governance reforms by creating online portals designed to monitor, evaluate, review progress and performance of the public sector departments. A distinctive feature of these portals is a reliance on the citizens for the identification and articulation of their governance needs. This promoted citizens' involvement in an effective, transparent and accountable process of governance.

One e-governance initiative of note is the Pakistan Citizen Portal (PCP). At the World Governance Summit in Dubai in February, 2019, the PCP was declared the second-best government mobile application in citizen engagement category. Its precursor and foundational model, the KP Citizens' Portal was created by the PMRU under the auspices of the KP provincial government. Out of more than 90,000 complaints submitted on the KP Citizens' Portal during the three years, 85,000 were resolved.

Now in order to provide a strategic framework for the creation of an accountable, performance oriented, transparent and responsive government, the Chief Minister Khyber Pakhtunkhwa has desired to consolidate the gains made by the PTI government in its previous tenure and further extend these overarching principles at all levels of government.

This strategy post implementation will make the government more open to citizens, ensure that institutional arrangements are inline with international best practices and standards, enable transparency in service delivery processes and utilise technology for the creation of public value. Concurrently this framework will put in place a strong mechanism for accountability. Ultimately this strategy will entrench a culture of efficient service delivery and facilitate the creation of environment of good governance in the province.

Guiding Principles

- Public good and convenience

- Humaneness, the hallmark of public dealing

- Ensure effective service delivery to citizens

Objectives

The strategy will provide a comprehensive, structured, and cohesive framework

1. Efficiently adopting and implementing contemporary concepts of good governance harmonized with indigenous factors;
2. Sustained identification of creative governance ideas and the institutionalization of a progressive culture of innovations;
3. Strengthening political oversight over executive departments required to deliver in public interest;
4. Creation of governance structures which are flexible and open to suggestions from citizens and at the same time responsive, transparent, and accountable to them;
5. Devising an efficient mechanism for the monitoring, evaluation, and reporting of performance across the diverse multiplicity of departments;
6. Fundamentally enhancing the capacity of public servants to address emerging governance challenges, and rewarding public servants who stand apart by delivering;

GOOD GOVERNANCE FRAMEWORK

The Good Governance Strategy has five basic pillars each identifiable with certain areas of intervention. For the successful implementation of this strategy, each area of intervention has been made measurable by a set of Performance Indicators. On the basis of these KPIs the process of periodic review will take place for gauging the progress of district administration and administrative departments against each area of intervention. Moreover, it will be complimented by an implementtion plan with specific timeline. This framework will also be supported by communication strategy to update media/public on progress of KP Good Governance Strategy.

1 OPEN GOVERNMENT & TRANSPARENCY

- ✓ Proactive disclosure
- ✓ Transparency
- ✓ Public outreach
- ✓ Ease of doing business
- ✓ Open Data Portal
- ✓ Access to the government

2 PUBLIC SERVICE DELIVERY

- ✓ Public service delivery paradigm
- ✓ Regulatory functions
- ✓ Technology driven service delivery
- ✓ Inspections and follow-ups

3 CITIZEN PARTICIPATION

- ✓ Citizen grievances & feedbacks
- ✓ Citizen voice in governance
- ✓ Empowering citizens
- ✓ Chronic grassroot level problems
- ✓ Green Challenge

4 PERFORMANCE & ACCOUNTABILITY

- ✓ Improving coordination
- ✓ Internal accountability
- ✓ Intelligent career planning
- ✓ Performance based assessments
- ✓ Public oversight of development
- ✓ Government processes

5 IDEAS, INNOVATION & TECHNOLOGY

- ✓ Disrupting the governance
- ✓ Performance Management Systems
- ✓ Service Delivery Systems
- ✓ Integration of Systems
- ✓ Citizen-to-Government Interaction
- ✓ Edge of the Government

PERFORMANCE INDICATORS

E-GOVERNANCE SYSTEMS

EASY BUSINESS PORTAL

SERVICES PORTAL

KP INSPECTIONS

IPMS

CITIZEN PORTAL

RCMS

LRCP

FTS

VMS

HR

Open Government & Transparency

OPEN GOVERNMENT & TRANSPARENCY

Open government is citizens' right to access to all the documents and proceedings of the government for effective public oversight, and transparency implies that the processes of government should be scrupulous enough to bear public scrutiny. Under good governance strategy an attempt has been made towards pro-active disclosure of information to the public, easy access of the public to government offices and their outreach and interaction. Moreover, open data portal and government transparency indices are introduced in order to ensure transparency in government processes, and ease of doing business.

INTERVENTIONS

Proactive disclosure

Access to government

Public outreach & interaction

Ease of doing business

Transparency in government processes

Open data portal

OBJECTIVES

✓ Building greater openness and transparency into government processes;
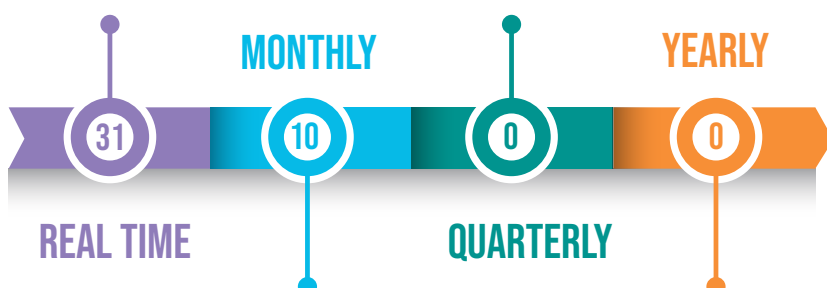✓ Social and economic benefits of releasing government-held data and information;

BENEFICIARY

GOVERNMENT **04**   CITIZEN **19**   BOTH **18**

TIMELINES

08 IMMEDIATE   **14** SHORT-TERM   **09** MID-TERM   **10** LONG-TERM

DATA COLLECTION FREQUENCY

MONTHLY   YEARLY

31   **10**   **0**   **0**

REAL TIME   QUARTERLY

RIGHT TO INFORMATION

13,093
Requests recieved by RTI

223
Requests recieved via e-RTI Portal

66
Proactive disclosures published online

REACHING OUT TO THE PUBLIC

665
Khuli Kachehris held

11,557
Issues reported in Khuli Kachehris

9,014
Issues resolved in Khuli Kachehris

4,31,63,871
Citizens visited KP official Web Portal

PERFORMANCE INDEX

GOVERNMENT TRANSPARENCY INDEX
OPEN GOVERNMENT INDEX
PUBLIC OUTREACH & INTERACTION INDEX

#	Performance Indicator	Beneficiary	Measure/ Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
Proactive disclosure								
1	Publishing officers and employee's details, including a description of their powers and functions and their respective remunerations, perks and privileges	Public	Yes/No	e-RTI Portal (RTI)	All Govt. Entities	Short-term	Real-time	Powers, functions, remunerations, perks and privileges. Verifiable online.
2	Publishing Service Rules, Draft Rules of Procedures, seniority lists, appointment lists	Public	Yes/No	e-RTI Portal (RTI)	All Govt. Entities	Short-term	Real-time	Service Rules, Draft Rules of Procedures, seniority lists, appointment lists. Verifiable online.
3	Publishing detailed budget of the public body, including proposed and actual expenditures	Public	Yes/No	e-RTI Portal (RTI)	All Govt. Entities	Short-term	Real-time	Detailed budget of the public body, including proposed and actual expenditures. Verifiable online.
4	Publishing subsidy or benefit programs operated by the public body, including details about the amount or benefits provided and the beneficiaries	Public	Yes/No	e-RTI Portal (RTI)	All Govt. Entities	Short-term	Real-time	Subsidy or benefit programs operated by the public body, including details about the amount or benefits provided. Verifiable online.
5	Publishing particulars of the recipients of concessions, permits, licenses or authorizations granted by the public body	Public	Yes/No	e-RTI Portal (RTI)	All Govt. Entities	Short-term	Real-time	Particulars of the recipients of concessions, permits, licenses or authorizations granted by the public body. Verifiable online.
6	Publishing total no of RTI requests, resolved and pending	Public	Yes/No	e-RTI Portal (RTI)	All Govt. Entities	Short-term	Real-time	Nature of request, category, resolution time, response description, no of days of requests (pendency), breakup of total no. of requests and complaints. Verifiable online.
7	Publishing of rules and regulations of the government	Public	Yes/No	KP Web Portal (KPITB)	All Govt. Entities	Short-term	Real-time	Rules name, date published, department, category, purpose. Verifiable online.
8	Publishing of government information and services	Public	Yes/No	KP Web Portal (KPITB)	All Govt. Entities	Short-term	Real-time	Functions, procedures, organizational structure, services provided, service procedures, service
9	**Publishing of all forms, downloads, publications, FAQs, contact directory etc.**	**Public**	**Yes/No**	**KP Web Portal (KPITB)**	**All Govt. Entities**	**Short-term**	**Real-time**	**Title of downloads, publications and FAQs, contact information of officers' designation, office name and contact. Verifiable online**
10	Publishing of developmental portfolio of the Government	Public	Yes/No	DPMIS (P&D M&E)	Departments, District Administration	Immediate	Real-time	ADP Booklet of the concerned department. Verifiable online
Transparency in auctioning/granting licenses and permits								
11	Publishing/online availability of auction information related to vehicles, government assets etc.	Public	Yes/No	KP Web Portal (KPITB)	All Govt. Entities	Mid-term	Real-time	Details of the auction information. Verifiable online
12	Publishing of licenses, NOCs, permits and validity online	Public	Number	KP Web Portal (KPITB)	All Govt. Entities	Mid-term	Real-time	Title of license, NOC, permits and online verification. Verifiable online
13	Publishing merit lists (provisional and final) of admission to government colleges, technical institutes etc.	Public	Number	Online Admission System (HED, E&SE)	Colleges, Schools, Universities	Short-term	Real-time	Merit list no., date, student name, position, category, final list of admitted students. Verifiable online

#	Performance Indicator	Beneficiary	Measure/ Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
14	**Publishing recruitment criteria, list of applicants, shortlisted and final candidates**	**Public**	**Number**	**e-Recruitment System (KPITB)**	**All Govt. Entities**	**Mid-term**	**Real-time**	**No. of position advertised, description, adverts, candidates applied, final marks, final successful candidates and online offer letters. Verifiable online**
15	Publishing procurement plan, list of pre-qualified vendors, shortlisted and final award of contract	Public	Number	e-Procurement System (KPITB, KPPRA)	All Govt. Entities	Mid-term	Real-time	Description of procurement plans submitted, list of pre-qualified vendors, shortlisted companies with marks, final awarded contract. Verifiable online
16	Publishing blacklisted vendors, contractors etc.	Public / Govt.	%	e-Procurement System (KPITB, KPPRA)	All Govt. Entities	Mid-term	Real-time	Title, Description, Reasons, blacklisted till date, and notification of blacklisted companies. Verifiable online
17	Publishing complete information of mega (or all) developmental schemes along with extensive details, targets, milestone and achievements	Public	%	DPMIS (P&D M&E)	All departments	Mid-term	Real-time	Completed Profiling Booklet of development schemes, milestone tracking, real-time view of the scheme
Public outreach & Interaction								
18	Khuli Kachehris held	Public / Govt.	Number	IPMS - KK Module (PMRU)	District Administration	Immediate	Real-time	Complete profile of KK, pictorial evidence
19	Public Jirgas held	Public / Govt.	Number	IPMS - KK Module (PMRU)	District Administration	Short-term	Real-time	Complete profile of Jirga, pictorial evidence, pictorial evidence
20	Public meetings/ interactions (via market, city, district visits)	Public / Govt.	Number	IPMS - Meetings (PMRU)	District Administration, Divisions, Departments	Mid-term	Real-time	Complete profile of public Meetings (indoor/outdoor) with pictorial evidence
21	Resolution of complaints / issues identified through Khuli Kachehris Jirgas, Public Meetings/ Interactions	Public / Govt.	Number	Pak / KP Citizen's Portal (PMRU)	District Administration, Divisions, Departments	Immediate	Real-time	List of manual complaints registered in Citizen Portal along with complaint code
22	**Resolution of complaints / issues identified via call center, email, internet / social media**	**Public / Govt.**	**Number**	**Pak / KP Citizen's Portal (PMRU)**	**District Administration, Divisions, Departments**	**Immediate**	**Real-time**	**List of manual complaints registered in Citizen Portal along with complaint code**
23	Digital engagements, impressions, responses	Public / Govt.	Number	SM Monitoring System (Information Dept.)	-	Immediate	Monthly	Total engagements, impressions, responses, rankings etc. of social media accounts
Ease of doing business								
24	Rules, procedures simplified for ease of doing business	Public	Number	KP Easy Business Portal (Industries, BOI)	All departments	Long-term	Monthly	Title of rules, executing agency, purpose and impact of business community
25	Business-friendly regulations introduced	Public	Number	KP Easy Business Portal (Industries, BOI)	All departments	Long-term	Monthly	Title of regulations, executing agency, purpose and impact on business community and implementation status
26	New businesses (traditional/ online) started	Public / Govt.	Number	KP Easy Business Portal (Industries, BOI)	Industries, BOI	Long-term	Monthly	Title of business, business owner, type of business, target market, services offered, expected growth and complete company profile, no of days business registered
27	Construction/NOC/service permits issued	Govt.	Number	KP Easy Business Portal (Industries, BOI)	All departments	Long-term	Monthly	Title NOC, permits etc. date, valid till, business name, etc.

#	Performance Indicator	Beneficiary	Measure/ Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
28	**New businesses registered with Revenue, Procurement Authorities**	**Govt.**	**Number**	**KP Easy Business Portal (Relevant authorities)**	**Relevant authorities**	**Long-term**	**Monthly**	**Title of Business, registration name, location, type of business, and business profile**
29	Businesses paying taxes	Govt.	Number	KP Easy Business Portal, KPRA Portal (KPRA)	KPRA	Long-term	Monthly	Tax type and amount paid
30	Businesses getting credit from Government Bank	Govt.	Number	KP Easy Business Portal (Industries, BOI)	Industries, BOI	Long-term	Monthly	Type of credit, amount, due date
31	Business NOCs to contain condition on introduction of IT-based systems/ solutions in new businesses (medium and large scale)	Public	Number	KP Easy Business Portal (KPITB)	Industries, BOI	Long-term	Monthly	Details of businesses issued NOCs conditioned with inclusion of IT based solutions
Open Data Portal								
32	Machine-readable API uploaded	Public / Govt.	Number	KP Open Data Portal (PMRU)	All concerned	Short-term	Real-time	API title, descriptions and complete documentation
33	Dataset published (Excel, JSON)	Public / Govt.	Number	KP Open Data Portal (PMRU)	All concerned	Short-term	Real-time	Data set title, type, purpose, description, coverage, link
34	No of Linked Open Data Uploaded	Public / Govt.	Number	KP Open Data Portal (PMRU)	All concerned	Short-term	Real-time	Common Linked Open Data Sets linked
Access to the government								
35	Citizen visited official websites	Public / Govt.	Number	KP Web Portal (KPITB)	KPITB	Immediate	Real-time	No. of citizens visited official website, demographics, contents searched and devising a strategy for making websites more user friendly
36	Information requests by the citizens	Public / Govt.	Number	e-RTI Portal (RTI)	RTI Commission	Immediate	Real-time	Information requests, type, details, department-wise, information provided (yes/no), average response time
37	Services requests by the Citizen	Public / Govt.	Number	RTS Portal (PMS) (RTS)	RTS Commission	Immediate	Real-time	Services requests, type, details, department-wise, information provided (yes/no), services provided within time frame
38	**Availability of public documents in digital accessible formats for people with special needs (disabled, visually impaired and blind people)**	**Public / Govt.**	**Number**	**KP Web Portal (KBITB, Social Welfare, PMRU)**	**KBITB, Social Welfare, PMRU**	**Long-term**	**Real-time**	**Identification and conversation of documents into accessibility-inclusive format**
39	Making government infrastructure accessibility-inclusive adhering to accessibility standards, building code (braille tiles, ramps etc.) Establishing special arrangement in service facilitation centers	Public / Govt.	Number	IPMS (PMRU)	District Administration, Departments	Long-term	Real-time	No of building, infrastructure, places made accessible for special people. Title of building, details of arrangements made
40	Incorporation of Accessibility guidelines and its implementation in developmental projects	Public / Govt.	Number	DPMIS (P&D)	District Administration, Departments	Mid-term	Real-time	Compliance of activities incorporated, impact, how many citizens will benefit
41	Implementation of ICT Accessibility standards, guidelines in all KP ICT applications, Mobile apps, websites and service delivery portals	Public / Govt.	Number	KP Web Portal (KPITB, ICT Accessibility Center, University of Peshawar)	KPITB, ICT Accessibility Center, University of Peshawar	Long-term	Monthly	No. of website transformed for the consumption of people with special needs, blind people, deaf people etc.

Public Service Delivery

PUBLIC SERVICE DELIVERY

Public service delivery is one of the most important pillars of good governance. Public Services provide the most common and effective interface between the people and the government. Under the Good Governance Strategy an attempt has been made to ensure public service delivery through implementation of regulatory functions, smart management for improved performance and technology driven service delivery.

INTERVENTIONS

Efficient public service delivery paradigm

Implementation of regulatory functions

Technology driven service delivery

Quantified, action-oriented inspections & follow-ups

OBJECTIVES

✓ Revitalising public service delivery with new spirit and commitment;

✓ Catering for greater public convenience and removing obstacles;

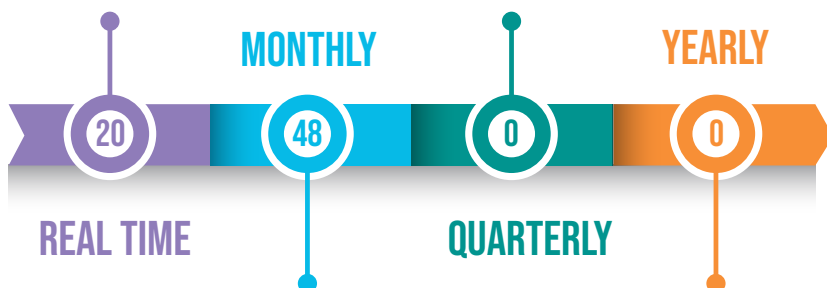## BENEFICIARY

GOVERNMENT **17** CITIZEN **51** BOTH **03**

TIMELINES

44 IMMEDIATE   **07** SHORT-TERM   **02** MID-TERM   **15** LONG-TERM

DATA COLLECTION FREQUENCY

REAL TIME **20**   MONTHLY **48**   QUARTERLY **0**   YEARLY **0**

REGULATRY FUNCTIONS

51,954
State land vaccated in Kanals

2,85,56,802
Anti-encroachment fine imposed

1,87,551
Number of incpections

8,58,68,947
Revenue generated by district administration

SERVICES PROVIDED TO CITIZENS

12,40,280
Domicile issued

7,54,456
Birth certificates issued

1,43,201
Driving licences issued

1,86,674
Arm licences issued

PERFORMANCE INDEX
PUBLIC SERVICE DELIVERY INDEX

#	Performance Indicator	Beneficiary	Measure/ Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
Efficient public service delivery paradigm								
1	Application to Government Colleges	Public	%	Online Admission System (HED)	Colleges	Immediate	Monthly	Student details, program applied
2	Students provided school-based domiciles	Public	%	IPMS - GGF (PMRU)	District Administration, RTS	Immediate	Monthly	Student name, school code, school name, no. of certificates provided, certificate signed and delivered
3	Citizens provided home based domiciles	Public	%	KP Services Portal (PMRU, KPITB)	District Administration, RTS	Mid-term	Monthly	Citizen name, address, contact no., domicile code
4	Domiciles issued through e-System	Public	%	KP Services Portal (PMRU, KPITB)	District Administration, RTS	Long-term	Real-time	No. of applications processed through e-domicile system
5	Total number of domiciles issued and pending	Public	%	KP Services Portal (PMRU, KPITB)	District Administration, RTS	Long-term	Monthly	Citizen name, tehsil, date of application for certificate, date of issuance, domicile code
6	Birth, marriage, death and divorce certificates	Public	%	KP Services Portal (PMRU, KPITB)	District Administration, RTS, LG	Long-term	Monthly	Citizen name, tehsil, type of certificate, date of application for certificate, date of issuance, digital code for cv
7	Issuance of NOC and permits	Public	%	KP Services Portal (PMRU, KPITB)	District Administration, relevant departments	Long-term	Monthly	Citizen name, tehsil, contact no., type of certificate, date of application for certificate, date of issuance, digital code for verification, validity of NOC or permits
8	Issuance of Fard	Public	%	KP Services Portal (PMRU, KPITB)	District Administration	Long-term	Monthly	Citizen name, tehsil, contact no., type of certificate, date of application for certificate, date of issuance, digital code for verification, validity of NOC or permits
9	Demarcation of Land	Public	%	KP Services Portal (PMRU, KPITB)	District Administration	Long-term	Monthly	Citizen name, tehsil, contact no., details, date of application for certificate, date of issuance, digital code for verification
10	Issuance of certified copies of all registered documents	Public	%	KP Services Portal (PMRU, KPITB)	District Administration	Long-term	Monthly	Citizen name, tehsil, contact no., details, date of application for document, date of
11	**Mutations and *Jalsa-i-aam***	**Public**	**%**	**KP Services Portal (PMRU, KPITB)**	**District Administration**	**Long-term**	**Monthly**	**Citizen Name, Tehsil, contact no, details, date of apply for document, date of issuance, video coverage, digital code for verification**
12	Disposal of revenue cases (% disposal rate)	Govt.	%	RCMS (PMRU)	District Administration	Immediate	Monthly	Citizen Name, Tehsil, contact no, details, case institution, hearing, proceeding, order sheet date of apply for document, date of issuance, video coverage, digital code for verification
13	Mozza-wise land record automation tracking	Govt.	%	LRCTS (PMRU)	District Administration	Immediate	Real-time	Citizen Name, Tehsil, contact no, details, mozza wise tracking, first print, first Fard, second print, second Fard, first cutoff date, final cut of date, completed mozza.
14	Revenue Record Room	Govt.	Number	IPMS - GRR System (PMRU)	District Administration	Immediate	Monthly	Document record title, year, content of the document
15	Approval of building plans (Residential)	Public	Number	KP Services Portal (PMRU, KPITB)	TMA	Long-term	Monthly	Citizen name, tehsil, contact no, details, building type, building details, address, date of application, date of approval, fee paid.

#	Performance Indicator	Beneficiary	Measure/Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
16	**Buildings served notices for non-compliance**	**Public**	**Number**	**IPMS - GGF (PMRU)**	**LG, TMAs**	**Immediate**	**Monthly**	**List of buildings served notices, date, number of notices**
17	Approval of building plans (Commercial)	Public	Number	KP Services Portal (PMRU, KPITB)	TMA	Long-term	Monthly	Citizen Name, Tehsil, contact no, details, building type, building details, address, date of application, date of approval, fee paid.
18	Approval of Building plan (Commercial, within city wall)	Public	Number	KP Services Portal (PMRU, KPITB)	TMA	Long-term	Monthly	Citizen name, tehsil, contact no., details, building type, building details, address, date of application, date of approval, fee paid.
19	Applications for new water connection	Public	%	KP Services Portal (PMRU, KPITB)	WSSC, TMAs, PHE	Mid-term	Monthly	Citizen name, tehsil, contact no., address, date of application, date of approval, date of installation, pictorial evidence, e-billing
20	Disposal of garbage / solid waste	Public	Number	KP Services Portal (PMRU, KPITB)	TMAs, WSSCs	Long-term	Monthly	Location, garbage collected, approx. quality of solid waste or garbage collected
21	Registration/ documentation of new vehicles	Govt.	Number	TFC Excise (TFC Excise)	Excise Deptt.	Immediate	Monthly	Name, vehicle, registration date, date of application, date of document provided
22	Transfer of vehicles	Govt.	Number	TFC Excise (TFC Excise)	Excise Deptt.	Immediate	Monthly	Citizen name, contact no, address, date of application, date of transfer
23	Issuance of Arms License	Govt.	Number	IPMS - GGF (PMRU)	District Administration, Home Department	Immediate	Monthly	Citizen name, contact no, address, date of application, date of issuance, arms allowed
24	All Pakistan licenses & cartridge increase	Govt.	Number	IPMS - GGF (PMRU)	District Administration, Home	Immediate	Monthly	Citizen name, contact no, address, date of application, date of issuance, arms allowed
25	Issuance of Learner Licenses	Govt.	Number	DLMS (Transport Deptt.)	District Administration, Transport Deptt.	Immediate	Monthly	Citizen name, contact no, address, date of application, date of issuance, learner No
26	**Issuance of fresh Driving License**	**Govt.**	**Number**	**DLMS (Transport Deptt.)**	**District Administration, Transport Deptt.**	**Immediate**	**Monthly**	**Citizen name, contact no, address, date of application, date of issuance, DL No**
27	Renewal of Driving License	Govt.	Number	DLMS (Transport Deptt.)	District Administration, Transport Deptt.	Immediate	Monthly	Citizen name, contact no, address, date of application, date of issuance, DL No
28	Issuance of *istehqaq* certificate	Govt.	Number	IPMS - GGF (PMRU)	District Administration	Immediate	Monthly	Citizen name, contact no, address, date of application, date of issuance, certificate no
29	Issuance of wood permit to entitled citizens for construction of house	Govt.	Number	IPMS - GGF (PMRU)	District Administration, Forest	Immediate	Monthly	Citizen name, contact no, address, date of application, date of issuance, certificate no
30	Issuance of Drug License	Govt.	Number	IPMS - GGF (PMRU)	District Administration, Health Deptt., Drug inspector	Immediate	Monthly	Citizen name, contact no, address, date of application, date of issuance, certificate no
31	Medicine availability at BHU level	Public	%	IMU (Health) (Health Deptt.)	Health	Immediate	Monthly	List of BHUs with low availability of medicines
32	Medicine availability at RHC level	Public	%	IMU (Health) (Health Deptt.)	Health	Immediate	Monthly	List of RHCs with low availability of medicines
33	Doctor's presence at BHU level	Public	%	IMU (Health) (Health Deptt.)	Health	Immediate	Monthly	List of BHUs with low doctors' presence

#	Performance Indicator	Beneficiary	Measure/ Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
34	**Doctor's presence at RHC level**	**Public**	**%**	**IMU (Health) (Health Deptt.)**	**Health**	**Immediate**	**Monthly**	**List of RHCs with low doctors' presence**
35	Teacher's presence in all schools	Public	%	IMU (Education) (E&SE)	E&SE	Immediate	Monthly	List of Schools with low teachers' presence
36	Schools with missing facilities	Public	%	IMU (Education) (E&SE)	E&SE	Immediate	Monthly	List of Schools along with details of missing facilities
37	Functionalization of non-functional Tube-wells	Public	%	IPMS - GGF (PMRU)	PHE, LG	Immediate	Monthly	List of tube-wells, geo-locations, status
38	Functionalization / rehabilitation of non-functional Water Supply Schemes	Public	%	IPMS - GGF (PMRU)	PHE, LG, WSSC	Immediate	Monthly	List of WSS, geo-locations, status
39	Municipal Services' complaints resolved through Pakistan Citizen Porta	Public	%	Pak / KP Citizen's Portal (PMRU)	District Administration, Local Govt.	Immediate	Real-time	List of complaints along with complaint code, date, details, resolution remarks
40	Satisfactory feedbacks on resolved complaints in Municipal Services	Public	%	Pak / KP Citizen's Portal (PMRU)	District Administration, Local Govt.	Immediate	Real-time	List of feedbacks, citizen remarks, level of satisfaction etc.
41	Health related complaints resolved through Pakistan Citizen Portal	Public	%	Pak / KP Citizen's Portal (PMRU)	District Administration, Health Deptt.	Immediate	Real-time	List of complaints along with complaint code, date, details, resolution remarks
42	Satisfactory feedbacks on resolved complaints related to health sector	Public	%	Pak / KP Citizen's Portal (PMRU)	District Administration, Health Deptt.	Immediate	Real-time	List of feedbacks, citizen remarks, level of satisfaction etc.
43	Education related complaints resolved through Pakistan Citizen Portal	Public	%	Pak / KP Citizen's Portal (PMRU)	District Administration, Education	Immediate	Real-time	List of complaints along with complaint code, date, details, resolution remarks
44	Satisfactory feedbacks on resolved complaints in education sector	Public	%	Pak / KP Citizen's Portal (PMRU)	District Administration, Education	Immediate	Real-time	List of feedbacks, citizen remarks, level of satisfaction etc.
45	Health care establishments penalized for non-compliance of health care provisions	Public	Number	IPMS - GGF (PMRU)	HCC	Immediate	Monthly	List of health care establishments penalized

Implementation of regulatory functions

#	Performance Indicator	Beneficiary	Measure/ Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
46	State land retrieved from illegal occupants	Public	%	IPMS - Encroachments (PMRU)	District Administration	Immediate	Monthly	Details of the encroachment drives, locations & Geo-tagging
47	Road / street cleared from encroachments / right of way	Public	%	IPMS - Encroachments (PMRU)	District Administration	Immediate	Monthly	Location, length of road cleared
48	**Installation of Right of Way / markings on roads**	**Public**	**Number**	**IPMS - GGF (PMRU)**	**C&W, TMAs, PKHA**	**Immediate**	**Monthly**	**Number of RoWs installed, pictorial evidence**
49	Chlorination / cleaning of all Water tanks	Public	Number	IPMS - GGF (PMRU)	TMA, PHE, WSSC, LG, Health, Education	Immediate	Monthly	List of Tanks chlorinated, pictorial evidence
50	Removal of Illegal speed breakers	Public	Number	IPMS - GGF (PMRU)	All concerned	Immediate	Monthly	Geo-locations
51	Removal of Illegal billboards & standardization of the practice	Public	Number	IPMS - GGF (PMRU)	TMA, C&W, LG	Immediate	Monthly	Name of Road, number of speed breakers removed
52	Amount of fine imposed under price checking	Govt.	Number	IPMS - Inspections (PMRU)	District Administration	Immediate	Monthly	Details of the violator, business type, amount of fine imposed
53	Stopping of Illegal mining activities	Public	Number	IPMS - Inspections (PMRU)	District Administration, Mine & Minerals	Immediate	Monthly	Details of the violator, location, action taken, pictorial evidence
54	Stopping / sealing of illegal crush plants near communities causing environmental, health hazards	Public	Number	IPMS - Inspections (PMRU)	District Administration, Industries, Environment	Immediate	Monthly	Details of the violator, location, action taken, pictorial evidence
55	Actions against fake doctors / quacks	Public	Number	IPMS - GGF (PMRU)	Districts, HCC	Short-term	Monthly	Details of violator, action taken
56	Actions against spurious drugs	Public	Number	IPMS - Inspections (PMRU)	Health, HCC	Immediate	Monthly	Details of violator, drugs confiscated

#	Performance Indicator	Beneficiary	Measure/ Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
Technology driven service delivery								
57	Services available online / digitally	Public	Number	KP Services Portal (PMRU, KPITB)	All concerned	Long-term	Real-time	List of services available through digital platform, verifiable online
58	Digital services uptake by citizens	Public	Number	KP Services Portal (PMRU, KPITB)	All concerned	Long-term	Real-time	No. of citizens availed services through digital platform
59	Public service delivery request complied	Public	%	KP Services Portal (PMRU, KPITB)	All concerned	Long-term	Real-time	List of requests by service
Quantified, action-oriented inspections and follow-ups								
60	Education facilities inspected by district administration	Public	Number	IPMS - Inspections (PMRU)	District Administration	Short-term	Real-time	Inspection Reports
61	Health facilities inspected by district administration	Public	Number	IPMS - Inspections (PMRU)	District Administration	Short-term	Real-time	Inspection Reports
62	Patwar Khanas inspected by district administration	Govt.	Number	IPMS - Inspections (PMRU)	District Administration	Short-term	Real-time	Inspection Reports
63	ADP schemes inspected by district administration	Public	Number	IPMS - Inspections (PMRU)	District Administration	Short-term	Real-time	Inspection Reports
64	Actions taken on the inspections reports by line departments	Govt.	Number	IPMS - Inspections (PMRU)	All concerned	Short-term	Real-time	Action details
65	Follow-up inspections made by district administration	Govt.	%	IPMS - Inspections (PMRU)	District Administration	Short-term	Real-time	Follow-up Reports
66	Health care establishments checked	Public	Number	IPMS - Inspections (PMRU)	HCC	Immediate	Real-time	Details of the inspection, facilities checked, verifiable online
67	Hotels / restaurants checking	Public	Number	HFA Monitoring System (HFA)	HFA	Immediate	Real-time	Details of the Inspection, hotels/ restaurants checked, verifiable online
68	Follow-up inspections of hotels / restaurants	Public	Number	HFA Monitoring System (HFA)	HFA	Immediate	Real-time	Follow-up Report
69	**Review of ADP (Provincial and District) by District Administration**	**Govt.**	**Number**	**IPMS – Meetings (PMRU)**	**District Administration**	**Immediate**	**Monthly**	**Minutes of the meeting of the ADP review submitted online**
70	Monitoring and review of development schemes done in livelihoods sector (by Govt.)	Govt.	Number	IPMS – Inspections (PMRU)	District Administration	Immediate	Monthly	Minutes of the meeting, inspection reports, actions taken
71	Monitoring and review of development schemes done in livelihoods sector (by NGOs)	Govt.	Number	IPMS – Inspections (PMRU)	District Administration	Immediate	Monthly	Minutes of the meeting, inspection reports, actions taken
72	Monitoring and supervision of development/ social work done by NGOs	Govt.	Number	IPMS – Inspections (PMRU)	District Administration	Immediate	Monthly	Minutes of the meeting, inspection reports, actions taken

Citizen Participation

CITIZEN PARTICIPATION

Citizen's participation implies that the public contribution will influence the decision making of the government. It may be regarded as a way of empowerment and vital part of democratic governance. It, further, entails that the citizen's complaints against the government are adequately addressed and their feedbacks are considered in policy making. Besides, the citizens are involved in budget making and developmental schemes. Under this strategy the government emphasizes on identification and mapping of short terms and long terms citizen's engagement, social empowerment and community development.

INTERVENTIONS

- Citizen complaints & feedbacks
- Citizen voice in policy, development & budget
- Challenge for change
- Citizen engagement activities
- Tackling chronic grassroot level problems

OBJECTIVES

✓ Engaging citizens in policy making and reforms.

✓ Bridging the gap and empowering citizens.

BENEFICIARY

GOVERNMENT **01**   CITIZEN **20**   BOTH **02**

TIMELINES

17 IMMEDIATE   **04** SHORT-TERM   **02** MID-TERM   **0** LONG-TERM

DATA COLLECTION FREQUENCY

REAL TIME **11**   MONTHLY **12**   QUARTERLY **0**   YEARLY **0**
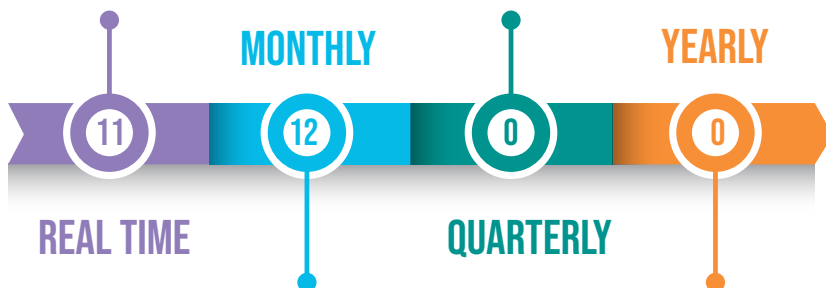
REACHING OUT TO THE PUBLIC

2,77,751
Citizens Registered on Citizen's portal

62,205
Complaints registered on Citizen's portal
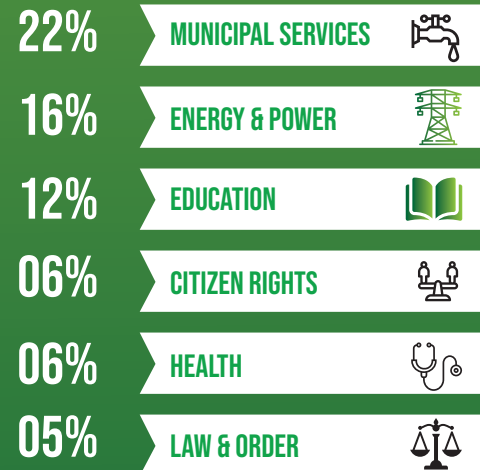
53,270
Complaints resolved on Citizen's portal

86%
Average resolution on Citizen's portal

57%
Citizens satisfaction on Citizen's portal

Category-wise complaints

22%	MUNICIPAL SERVICES
16%	ENERGY & POWER
12%	EDUCATION
06%	CITIZEN RIGHTS
06%	HEALTH
05%	LAW & ORDER

PERFORMANCE INDEX

GOVERNMENT CITIZEN INTERACTION INDEX

#	Performance Indicator	Beneficiary	Measure/ Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
Citizen complaints and feedbacks								
1	Complaints resolved through Pakistan Citizen Portal	Public	%	Pak / KP Citizen's Portal (PMRU)	All concerned	Immediate	Real-time	List of complaints along with complaint code, action taken
2	Complaints escalated in Pakistan Citizen Portal	Public	%	Pak / KP Citizen's Portal (PMRU)	All concerned	Immediate	Real-time	List of complaints along with complaint code, date
3	Citizen satisfaction	Public	%	Pak / KP Citizen's Portal (PMRU)	All concerned	Immediate	Real-time	List of feedbacks, satisfied / un-satisfied by department, district, category
Citizen voice in policy, development and budget								
4	Policy interventions based on public suggestions / complaints	Public	Number	IPMS - Interventions (PMRU)	All concerned	Short-term	Real-time	List of intervention
5	ADP schemes based on public suggestions / complaints	Public	Number	IPMS - Interventions (PMRU)	All concerned	Short-term	Real-time	List of schemes
6	Number of people participated in budgetary planning	Public	Number	IPMS - Interventions (PMRU)	District Administration, Finance	Short-term	Real-time	Details of the people by district, age group, gender
Citizen engagement activities								
7	Institution of Volunteer Task Force (VTF)	Public	Number	IPMS (PMRU)	District Administration	Immediate	Monthly	Details of the VTF, names / contacts of volunteers, provision of t-shirts/ caps, pictorial evidence
8	Engagement of VTF in civic activities	Public	Number	IPMS (PMRU)	District Administration	Immediate	Monthly	Details of activities planned and executed through VTF
9	Events / activities planned for cultural, sports, tourism, socio-economic uplift	Public	Number	IPMS (PMRU)	District Administration, Departments	Immediate	Monthly	Details of the events, activities planned for socio-economic uplift
Tackling chronic grassroots level problems								
10	**Identification of Local Government level critical problems**	**Public**	**Number**	**IPMS - Issues (PMRU)**	**District Administration**	**Mid-term**	**Monthly**	**Identification of issues of perpetual / critical nature, fixing responsibilities**
11	Resolution of Local Government level critical problems	Public	%	IPMS - Issues (PMRU)	All concerned	Mid-term	Monthly	Details of the action taken to resolve chronic issues
12	Innovative solutions for traffic/ rush management in congested places	Public	Number	IPMS (PMRU)	District Administration	Immediate	Monthly	Identification of congested places, solution for reducing traffic congestion and implementation plan
13	Improvements in Bus Addas, Trucking Terminals	Public	Number	CGP App (PMRU)	District Administration	Immediate	Real-time	Provision of water, toilets, female waiting areas, cleanliness, beautification
Green Challenge								
14	Green Fines – (students to bring plants as fine / penalty in school)	Public	Number	IPMS (PMRU)	E&SE	Short-term	Monthly	School / district wise details of the plantation
15	Green Offices – donate a plant for government offices/ premises by govt officers	Govt.	Number	IPMS (PMRU)	All concerned	Immediate	Monthly	Name of officer, plant donated, picture
16	Clean activities / initiatives by Government	Public	Number	CGP App (PMRU)	District Administration, TMA, WSSC	Immediate	Real-time	List of activities, pictures
17	Green activities / initiatives by Government	Public	Number	CGP App (PMRU)	District Administration, TMA, WSSC	Immediate	Real-time	List of activities, pictures

#	Performance Indicator	Beneficiary	Measure/ Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
18	**Improvements in public places, parks, gardens**	**Public**	**Number**	**CGP App (PMRU)**	**District Administration, Concerned Deptt.**	**Immediate**	**Real-time**	**Provision of benches, sheds, water facility, lighting, green spaces**
19	Plantation drives	Public	Number	CGP App (PMRU)	All concerned	Immediate	Real-time	Plantation activities, locations, number of plantations etc. pictorial evidence
20	Clearance of blocked drains	Public	Number	IPMS - GGF (PMRU)	District Administration, TMA, WSSC	Immediate	Monthly	List of locations of blocked drains cleared

QUARTER SALES REPORT

Performance and Accountability

PERFORMANCE & ACCOUNTABILITY

Good governance implies simplification of government processes and accessibility of common man to the power echelons of the government in order to make them accountable for their performance. Performance and accountability can only be ensured through coordination among all the departments of the government, internal accountability and career planning of the public office holders. For this purpose, this strategy document has identified certain areas for better coordination between District governments and Line Departments. Besides, internal accountability has been brought about by conducting inquiries and taking disciplinary actions against those public office holders who are found negligent in duty. This strategy document has also introduced intelligent career planning and performance based assessments like intelligent transfer/posting and HR profiling of officers, performance based ACRs and quantification of officers performance. Accountability is further ensured through e-procurement and e-recruitment processes and public oversight of ADP schemes.

INTERVENTIONS

Coordination between district administration & line departments

Internal accountability

Intelligent career planning

Performance based assessments

Monitoring & public oversight of budget & development schemes

Improvements in government processes

OBJECTIVES

✓ Making public organisations accountable.

✓ Setting performance as the core.

BENEFICIARY

GOVERNMENT **39**

CITIZEN **0**

BOTH **0**

TIMELINES

17 IMMEDIATE

16 SHORT-TERM

05 MID-TERM

01 LONG-TERM

DATA COLLECTION FREQUENCY

26 REAL TIME

09 MONTHLY

04 QUARTERLY

0 YEARLY

3,06,951
HR profiling

1,20,436
Files issued via File Tracking System

93,464
Files dispoed of via File Tracking System

14,146
Tasks assigned to the government offices

76%
Tasks completion ratio

10,762
Revenue cases processed via Revenue Case Tracking System

PERFORMANCE INDEX

GOVERNMENT ACCOUNTABILITY INDEX
GOVERNMENT PERFORMANCE INDEX

#	Performance Indicator	Beneficiary	Measure / Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
Coordination between district administration and line departments								
1	Participation of line departments in District Administration activities	Govt.	Yes/No	IPMS - GGF (PMRU)	District Administration, Departments	Short-term	Monthly	Activity details, departments participated, non-compliance
2	Coordination meetings held by District Administration	Govt.	Number	IPMS - Meetings (PMRU)	District Administration, Departments	Short-term	Monthly	Meeting title, agenda, date/time, participants, decisions, follow-ups
3	Responsiveness of line departments in collective activities (polio, emergencies, election campaigns etc.)	Govt.	Yes/No	IPMS - GGF (PMRU)	District Administration, Departments	Short-term	Monthly	Activity, nature (critical/ normal), complied / non-complied departments
4	Performance review meetings regarding GGS indicators	Govt.	Number	IPMS - Meetings (PMRU)	District Administration, Divisions, Departments	Immediate	Monthly	Review on progress against GGS Indicators
Internal accountability								
5	Inquiries (fact-finding, formal, de-novo), disciplinary & misconduct proceedings (initiated, processed and disposed)	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Immediate	Monthly	Details of the inquires, status, duration, findings, actions taken
6	Inquires reports/confidential reports submitted by NAB, Anti-corruption, or any other agencies	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Immediate	Monthly	Details of inquiries, finding reports, compliance, follow up and decision
7	Harassment at workplace reported against an officer	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Immediate	Monthly	Harassment type, details (confidential), corrective measure taken, suspension etc.
8	Audit para submission, replies, settlement	Govt.	Number	IPMS (PMRU)	District Administration, Divisions, Departments	Immediate	Monthly	Audit para title, type and remarks
9	Audit para submitted to PAC	Govt.	Number	IPMS (PMRU)	All departments	Immediate	Monthly	Audit para title, type and remarks, action initiated against the officer
10	Internal audit conducted	Govt.	Number	IPMS (PMRU)	District Administration,	Immediate	Yearly	Internal Audit report, issues identification and rectification report
11	**External audit conducted**	**Govt.**	**Number**	**IPMS (PMRU)**	**District Administration, Divisions, Departments**	**Immediate**	**Yearly**	**External audit report, issues identification and rectification report, corrective measures taken**
12	Litigation cases against the government (total, decided, pending etc.)	Govt.	Number	IPMS – LMS (PMRU)	District Administration, Divisions, Departments	Short-term	Real-time	Case title, institution date, court, parties, hearings, follow-ups, CoC etc.
13	Proactive response to prevent contempt of court proceedings, replies and timely submission of responses in litigation cases	Govt.	Number	IPMS – LMS (PMRU)	District Administration, Divisions, Departments	Short-term	Real-time	Intime response to court proceedings, case tracking through litigation management system
Intelligent career planning								
14	Electronic creation of SNEs and submission/ approval mechanism	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Mid-term	Yearly	Title of post, grade, need and justification
15	Alignment of HR database with number of sanctioned posts in the budget book	Govt.	Number	IPMS - HR (PMRU)	Finance, District Administration, Divisions, Departments	Mid-term	Yearly	No of Posts along with designation reflected in the budget book

#	Performance Indicator	Beneficiary	Measure / Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
16	**Placement of requisition to Public Service Commission for newly created positions**	**Govt.**	**Number**	**IPMS - HR (PMRU, PCS)**	**District Administration, Departments**	**Short-term**	**Real-time**	**Title of Post, qualification and experience, required skillset**
17	Filling of all vacant post in the ambit of departments/ district administration	Govt.	Number	IPMS - HR (PMRU)	District Administration, Departments	Short-term	Real-time	Title of Post, qualification and experience, required skillset, advertisement posted, progress
18	Complete profile of officers / officials updated in the HR System	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Short-term	Real-time	Profile Cards, service history, transfer/posting, training, NOCs etc.
19	Intelligent, merit-based posting/ transfer mechanism based on the HR System	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Short-term	Real-time	Transfer/posting made based on education, experience or any special criteria
20	Paperless Provincial Selection Board (PSB)	Govt.	Number	IPMS - HR (PMRU)	Establishment Deptt.	Short-term	Real-time	ePSB, no of officers promoted, title and designation
21	Framing of service rules and finalization/ issuance of seniority lists	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Immediate	Real-time	Reporting duration, name, designation, seniority list
22	Clearance of pending promotion cases, submission of promotion cases to DPC and PSB	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Immediate	Real-time	Case title, officer name, designation, case submitted for PSB, DPC
23	Observance of quota in recruitment (disability, minority etc.)	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Yearly	Real-time	Details of the sanctioned posts filled under specific quota
Performance based assessments								
24	Objective quantification of officer's performance and performance-based ARC mechanism	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Short-term	Real-time	Officer name, skillset, leadership role, execution role, problem solved, tasks completed with timeline, higher qualification
25	Streamlining government officer's certification regime	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Mid-term	Real-time	Officer name, international certification in specific area
26	Government Office's Readiness Indicator	Govt.	Number	IPMS - HR (PMRU)	District Administration, Divisions, Departments	Short-term	Real-time	SOPs, rules, regulation, procedures adopted in varying situations (emergency situation)
Monitoring and public oversight of budget, development schemes								
27	Availability of monitoring facility to the public related to developmental scheme	Govt.	Number	Pak / KP Citizen's Portal (PMRU)	District Administration, Divisions, Departments	Immediate	Real-time	Scheme title, status, milestone, achievement, public comments, suggestions
28	Resolution of complaints related to development projects	Govt.	%	Pak / KP Citizen's Portal (PMRU)	District Administration, Divisions, Departments	Immediate	Real-time	Complaint code, category, simplification of processes simplified, policy proposed, project proposed
29	Citizen satisfaction in complaints related to development projects	Govt.	Number	Pak / KP Citizen's Portal (PMRU)	District Administration, Divisions, Departments	Immediate	Real-time	Complaint code, category, simplification of processes simplified, policy proposed, project proposed
30	Effective monitoring mechanism	Govt.	Yes/No	DPMIS (P&D)	District Administration	Short-term	Real-time	Scheme title, monitoring date, report details, pictorial evidence, corrective measure taken by department

#	Performance Indicator	Beneficiary	Measure / Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
31	**Financial auditing, expenditure and review mechanism**	**Govt.**	**Yes/No**	**Financial Invoicing & Auditing System (Finance Deptt.)**	**District Administration, Divisions, Departments**	**Immediate**	**Real-time**	**Procurement Plan, Invoice, billing details, and expenditure tracking**
32	Archiving of old files/records/auctions of condemned machinery, equipment, vehicle, furniture, etc.	Govt.	Yes/No	Financial Invoicing & Auditing System (Finance Deptt.)	District Administration, Divisions, Departments	Immediate	Real-time	List of items achieved or auctioned
33	Adaptation of smart monitoring system for Tube-wells and water supply schemes	Govt.	Yes/No	Smart TW (LG, PHE)	District Administration, Concerned Deptt.	Immediate	Real-time	Smart tube-well monitoring system, billing, geo-tagging, water flow etc.
Improvements in government processes								
34	Processing/tracking of recruitment process	Govt.	Number	e-Recruit. System (KPITB)	District Administration, Divisions, Departments	Short-term	Real-time	Complete recruitment life cycle, e-advertisement, candidate profiling, post applied, merit list, shortlisting, final listing, offer order
35	Processing/ tracking of procurement process	Govt.	Number	e-Procure. System (KPITB, KPPRA)	District Administration, Divisions, Departments	Short-term	Real-time	Complete procurement life cycle, e-advertisement, procurement plans, vendor registration, BOQ, RFP, Tender, NIT uploading, comparative sheets, technical and financial scoring, award of contract etc.
36	Processing/ tracking of billings/ payments	Govt.	Number	e-Billing System (KPITB)	C&W, Concerned Deptt.	Mid-term	Real-time	Bill Amount, bill invoiced by, vendor name, milestone achieved, inspections made, physically verified, pictorial evidence
37	Applying for government residency, house acquisition	Govt.	Number	Govt. Residency Management System (PMRU)	District Administration, Divisions, Departments	Short-term	Real-time	Application for residency, officer name, status, listing details, verifiable online
38	Workspace management, beautifications, public facilitation, parking, etc.	Govt.	Yes/No	IPMS - GGF (PMRU)	District Administration, Divisions, Departments	Immediate	Real-time	Office name, steps taken, details

Ideas, Innovations and Technology

IDEAS, INNOVATIONS & TECHNOLOGY

The Good Governance has been changing due to the market-dynamics and ever-increasing demands and parameters for ensuring efficient administration based on optimum utilization of available resources. This strategy aims to introduce and institutionalize scientific innovation and technology through digitization of data regarding the government processes, computerization of human resource/employees' data, land record. The use of citizen's portal mobile apps, ERP, GIS, and MIS are the manifestations of government responsiveness to achieve a competitive edge and attain the ultimate goal of good governance.

INTERVENTIONS

24 Disrupting the outmoded aspects of governance

Performance Management Systems

Service Delivery Systems

Government Management Information Systems

Monitoring, reporting & integration of systems

Citizen-to-Government Interaction

OBJECTIVES

✓ Ensuring responsive governance through e-governance initiatives.

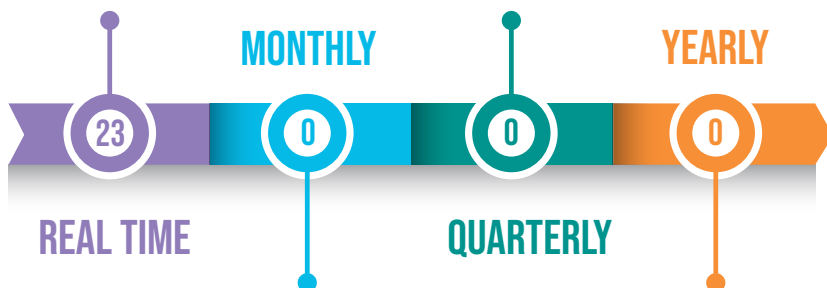✓ Creating an environment which fosters innovation and reforms.

BENEFICIARY

GOVERNMENT **21**   CITIZEN **02**   BOTH **03**

TIMELINES

11 IMMEDIATE   **02** SHORT-TERM   **05** MID-TERM   **08** LONG-TERM

DATA COLLECTION FREQUENCY

23 REAL TIME   **0** MONTHLY   **0** QUARTERLY   **0** YEARLY

TIER-III
data center

99.9%
Data center up time

410 TB
Storage

7.25 TB
Memory

350+
Digital assets

01
Robust Cyber Security Center

PERFORMANCE MANAGEMENT SYSTEMS

210+
Key Performance Indicators

14+
Integrated Systems

PAKISTAN CITIZEN'S PORTAL DEVELOPED BY GOVERNAMENT OF KHYBER PAKHTUNKHWA SECURED SECOND POSITION IN WORLD GOVERNMENT SUMMIT DUBAI OUT OF 4,600 MOBILE APPLICATIONS SUBMITED FROM 87 COUNTRIES

PERFORMANCE INDEX

E-GOVERNMENT ADOPTION INDEX
\GOVERNMENT INOVATION INDEX

#	Performance Indicator	Beneficiary	Measure / Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
Disrupting the outmoded aspects of governance								
1	Innovative ideas by District Administration	Public	Number	IPMS (PMRU)	District Administration	Immediate	Monthly	Details of the innovative idea, implementation plan, benefits
2	Identification of unregulated areas i.e. occupation on public places, growth of rickshaws, illegal road cuts, warranty enforcement, counterfeit etc.	Public / Govt.	Number	IPMS (PMRU)	District Administration, Departments	Immediate	Monthly	Detail report of the unregulated area, proposed solution and submitted report via IPMS
3	Identification of amendments in existing rules, regulations hampering efficient service delivery and efficiency of the government	Public / Govt.	Number	IPMS (PMRU)	District Administration, Departments	Immediate	Monthly	Detail report of the unregulated area, proposed solution and submitted report via IPMS
4	Implementation of File tracking system (FTS)	Govt.	%	FTS (PMRU)	All departments	Immediate	Real-time	FTS compliance report, number of active / in-active sections, units
5	Implementation of timeframe defined in manual of secretariat instructions for processing of files	Govt.	%	FTS (PMRU)	All departments	Immediate	Real-time	FTS pendency report by departments
6	Average file processing time	Govt.	Number	FTS (PMRU)	All departments	Immediate	Real-time	FTS report of average file processing time by department / section / unit
7	Proposing rules, regulation and act for digital governance (e-documents, e-approvals, digital signatures etc.)	Govt.	Number	KPITB, ST&IT, PMRU	All departments, districts	Long-term	Monthly	IPMS compliance
Performance Management Systems								
7	IPMS sub-tasking implemented by all departments / district administrations	Govt.	%	IPMS (PMRU)	District Administration, Departments	Immediate	Real-time	IPMS Subtask compliance report
8	Integration of projects data bank with performance management system	Govt.	Number	IPMS (PMRU)	P&D	Short-term	Real-time	IPMS compliance
Service Delivery Systems								
9	Digitization of end-to-end delivery of public services	Public / Govt.	Number	KP Services Portal	All concerned	Long-term	Real-time	Public Service Portal
10	**Public Service Delivery Centers (One Window / Mobile) established**	**Public / Govt.**	**Number**	**Delivery Centers (KPITB)**	**All concerned**	**Long-term**	**Once**	**Establishment of Service Delivery / Citizen Facilitation Centers across Khyber Pakhtunkhwa**
Monitoring, reporting & integration of Systems								
11	Implementation of IPMS / Inspection module	Govt.	Number	IPMS - Inspections (PMRU)	District Administration, Departments	Immediate	Real-time	IPMS / Inspections compliance report
12	Land Record Computerization Tracking System	Govt.	%	LRCTS (PMRU)	District Administration	Immediate	Real-time	% completion of mouza level land record computerization progress
13	Establishing linkage with IMU Education monitoring system with IPMS	Govt.	1	IPMS - IMU (Education) (IMU-E)	IMU (E), PMRU	Mid-term	Real-time	Realtime integration of data and reflection in performance scorecard
14	Establishing linkage with IMU Health monitoring system with IPMS	Govt.	1	IMU (Health), IPMS (IMU (Health), PMRU)	IMU (Health), PMRU	Mid-term	Real-time	Realtime integration of data and reflection in performance scorecard

#	Performance Indicator	Beneficiary	Measure / Scale	Data Collection Agency / System	Responsibility	Timeframe	Frequency	Evidence
15	**Establishing linkage with Food Safety Authority (HFA) monitoring system with IPMS**	**Govt.**	**1**	**IPMS - HFA (HFA, PMRU)**	**HFA, PMRU**	**Mid-term**	**Real-time**	**Realtime integration of data and reflection in performance scorecard**
16	Establishing linkage with DPMIS monitoring system with IPMS	Govt.	1	M&E (M&E, PMRU)	M&E, P&D	Long-term	Real-time	Real-time integration of data and reflection in performance scorecard
17	Implementation of IoT-based data collection and monitoring system for energy conservation, air quality, solid waste etc.	Govt.	1	PMRU, ST&IT Department	All concerned	Long-term	Real-time	Design and development out of the box IOT-based solution for specialized areas.
	Citizen-to-Government Interaction							
17	Public websites made operational	Govt.	Number	Websites (KPITB)	All concerned	Long-term	Real-time	A directory of links of the websites
18	Implementation of Pakistan / KP Citizen Portal	Govt.	Number	Pak / KP Citizen's Portal (PMRU)	All concerned	Immediate	Real-time	List of active officers
19	Introduction of e-library	Public	1	e-Library (KPITB, Higher Education)	Higher Education	Mid-term	Real-time	Online library
20	Online degree verification by Boards and Universities	Public	Number	Online Systems (E&SE, HED)	E&SE, HED	Long-term	Real-time	An online system for verification of degree, certificates by BISEs and Universities
21	Internships offered to youth	Public / Govt.	Number	Internship Portal (PMRU)	P&D, Concerned Deptt.	Immediate	Real-time	Number of internship slots created in each new PC-1, details of interns hired, verifiable online through Internship Portal
	Edge of the Government							
22	Implementation of e-office in all departments	Govt.	Number	e-Office System (e-Office Unit)	All departments	Long-term	Once	E-office implemented in all sections, units, cells of all departments
23	**Land Record Automation**	**Govt.**	**%**	**Revenue Record (SMBR)**	**District Administration**	**Mid-term**	**-**	**Proper indexing of record and archiving, verifiable by pictorial evidence**
24	Implementation of Revenue Case Management System (RCMS) in all districts	Govt.	Number	RCMS (PMRU)	District Administration	Immediate	Real-time	List of districts
25	Implementation of Pension Envelope Automation System (PEAS)	Govt.	Number	PEAS (PMRU)	All concerned	Immediate	Real-time	List of complied departments, districts
26	Vehicle Management System implemented	Govt.	Number	VMS (PMRU)	All concerned	Immediate	Real-time	List of complied departments, entities
27	Implementation of Litigation Management System	Govt.	Number	IPMS – LMS (PMRU)	All concerned	Short-term	Real-time	List of complied departments
28	Centralized Government GIS System	Govt.	Number	GIS (P&D)	P&D	Long-term	Real-time	GIS System
29	Assets & Inventory Management System	Govt.	Number	Assasay (KPITB)	All concerned	Long-term	Real-time	Inventory listing, tagging, system generated report
30	Implementation of IT Service Management	Govt.	Number	PMRU, KPITB	All concerned	Long-term	Real-time	Implementation of IT service management structure, IT support life cycle and management of enterprise eGovernment
31	Adoption of open source technologies, platforms and products	Govt.	Number	PMRU, KPITB	All concerned	Long-term	Real-time	Adoption of open source products, technologies and platforms
32	Cyber security operations performed to secure and protect digital assets	Govt.	Number	KPITB	All concerned	Long-term	Real-time	Cyber security operations, penetration testing, securing government digital assets

Implementation Plan

ASSESSMENT AND CONDUCT OF TRAININGS

- PMRU will arrange training sessions for staff of District Administrations, Line Departments and attached formations in the first 15 days after the launch of the Strategy.
- The already notified SOPs will be complied with in letter and spirit
- PMRU will devise new SOPs where required in consultation with concerned departments
- Strengthening of PMRU and its associated cells at the District / Department level

DATA COLLECTION MECHANISM

- In most cases, data will be collected through online systems developed by PMRU, KPITB and other relevant agencies.
- For other activities, data will be reported through official communication letters by corresponding government body.

IMPLEMENTATION TIME-FRAME

The implementation time-frame is mentioned against each Performance Indicators.

- Immediate – the indicator will be monitored immediately after the launch of the strategy
- Short-Term – the indicator will be implemented within 3 months
- Mid-Term – the indicator will be implemented within 6 months
- Long-Term – the indicator will be implemented within 12 months

REVIEW MECHANISM

Progress against each Performance Indicator will be reviewed at various levels;

- Field Level – The Deputy Commissioner on fortnightly basis
- Division Level – The Divisional Commissioner on monthly basis
- Department Level – The Administrative Secretary on monthly basis
- Chief Secretary Level – The Chief Secretary Khyber Pakhtunkhwa will conduct review on the progress against all indicators on bi-monthly basis
- Chief Minister Level – the Chief Minister, Khyber Pakhtunkhwa will conduct review progress on quarterly basis

DATA VALIDATION & VERIFICATION

- In the field level review, the Deputy Commissioner shall conduct detail verification and validation of the data reported by the field officers and take corrective measures before the data is submitted through the online systems / PMRU.

BEST PERFORMERS

- Best performing officers will be awarded with certificate and recognition in the quarterly review meeting by the Chief Minister, Khyber Pakhtunkhwa

NON-COMPLIANCE

- Any officer found to be reluctant to act, non-complying, miss-reporting, data manipulation shall be reported in writing to the Chief Minister / Chief Secretary, Khyber Pakhtunkhwa for appropriate administrative / disciplinary action.

Communication Plan

The results achieved under the activities defined in this strategy shall be widely circulated through print, electronic and social media for the consumption of the public.

DISTRICT LEVEL

- On fortnightly basis, a progress bulletin of the District Results shall be compiled and published through local media / newspaper and respective social media outlets.

- The information officer in each district shall issue a press release after the approval of the Deputy Commissioner in provincial media.

DEPARTMENT LEVEL

- On monthly basis, the Administrative Department shall issue a bulletin of the results achieved through the implementation of the Good Governance Strategy and publish through print, electronic and social media.

- The Information Department shall make a concise press release on weekly basis and publish the release in provincial / national print, electronic and social media.

PROVINCIAL LEVEL

- PMRU will issue a provincial progress report on monthly basis, highlighting the results achieved under the strategy, that will be available on PMRU official website.

- A hashtag #KPGoodGovernance will be used for publication on social media.

- The key results will be published on PMRU official Facebook Page.

Acknowledgements

pmru.gkp.pk

**KHYBER PAKHTUNKHWA
GOOD GOVERNANCE STRATEGY**
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