

# Sub-National Governance

Better Systems for Better Services



**YEAR IN REVIEW**  
April 2020– March 2021





# MESSAGE FROM PROGRAMME DIRECTOR

Over the past year, the Covid pandemic has posed unprecedented challenges to governments worldwide that ranged from saving lives to saving livelihoods, especially protecting the vulnerable. Unlike other public sector challenges, the Covid shock was profound and total. It did not spare any facet of public sector functioning and extended beyond to pummel the supply and demand sides of the economy.

The Foreign, Commonwealth and Development Office (FCDO) decision to pivot the SNG programme in Punjab (and in Khyber Pakhtunkhwa) to support comprehensive government response to the Covid challenge was well-timed. It helped ward off some of the worst Covid impacts and opened up areas of fundamental reform – from the unprecedented belt-tightening and resource mobilisation to make the government operations chug along, to putting in place innovative arrangements to reach out to hard-to-reach pockets of vulnerability.

The breadth and depth of the changes introduced under SNG were far-reaching and varied: PKR140 billion Covid Emergency Response Plan, RISE Framework (a strategy to use public sector investments for social protection and to revive the economy), the first-ever Planning Reform Strategy, open budget consultations, PKR 59 billion savings in the pension bill, the reduction of PKR 350 billion in the Annual Development Programme (ADP) throw forward, one-of-a-kind Spatial Vulnerability Index, Public Financial Management Reform Strategy that additionally provided a platform for \$304 million World Bank-funded PRIDE Programme; the list goes on.



**Mujib Khan Sadozai**

SNG's Innovation Challenge Fund (ICF) introduced governance innovations, from a highly remunerative integration of tax databases to e-procurement in the tertiary health sector, including the fifth-largest hospital in the world, to connecting the planning and finance processes to expedite the release of development funds.

On behalf of Oxford Policy Management and the SNG senior leadership, I would like to convey my appreciation for the hard work and dedication of the talented SNG team who braved the Covid pandemic, worked late hours and brought to bear their talent and engagement skills to make all this happen. I am grateful to the FCDO and the government of Punjab leadership, whose guidance and openness to reforms and experimentation was critical to delivering the results. The road ahead is not easy, but we will continue to deepen governance reforms and strengthen institutions to make the public sector perform better, be more transparent and accountable to citizens.

# MESSAGE FROM TEAM LEAD PUNJAB

I am pleased to share the SNG annual review. This edition covers activities of the Programme undertaken during the year April 2020-March 2021.

At the outset, I would like to thank officers and officials of SNG counterpart departments and their leadership including Chairman and Secretary Planning and Development (P&D) Board, Secretaries of Finance, Excise, and Local Government Departments, Chairman PRA and Deputy Commissioners of SNG pilot districts for their continued support to the Programme. Without their active involvement, it would not have been possible to steer the reform agenda. I would also like to thank Finance Minister Punjab, Hashim Jawan Bakht, for providing strategic leadership and support to the reform agenda for strengthened institutions and systems.

With the unprecedented Covid pandemic posing key governance and financial challenges during the year, it is a matter of great pride for SNG Punjab that it supported the government in its effort to address Covid's health and socio-economic impacts. Immediately after the outbreak of the pandemic, SNG assisted in the design of PKR 140 billion Covid Emergency Response Package announced by the Government of the Punjab on 28 March, 2020. This was followed by development of the Responsive Investments for Social Protection and Economic Stimulus (RISE) Punjab strategy which was the first Covid response strategy in Pakistan. In order to translate this strategy into action, an ADP Prioritization Framework was developed which helped the departments in aligning development allocations of FY 2020-21 with the RISE Strategy.



**Usman Ahmad Chaudhry**

During the year, SNG continued to support the government on strategic and transformational reforms in the areas of planning, Public Financial Management (PFM) and governance. A robust and comprehensive Public Financial Management Reform Strategy was developed which aims at reforming key components of overall PFM system. This strategy provided the foundation for design of US\$304 million PRIDE Programme which is currently under implementation in Punjab. Similarly, SNG formulated the Planning Reform Strategy which will help guide the public investment management reform agenda for the government. SNG is also supporting the local governments in building their capacity for better management of development funds. This would help the local governments in better service delivery to the citizens.

I look forward to a productive 2021. Hope we are able to overcome the pandemic soon and continue to work with zeal and vigour for resilient, transparent institutions and effective governance systems in Pakistan.

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### EDITOR'S NOTE

We present to you a compilation of important events and key interventions of our programme over the past year. We keep in touch with our partners and all those interested in our programme through our social media handles and various engagement sessions.

Your feedback is important to us so drop us a note on [gulalai.khan@pk-sng.org](mailto:gulalai.khan@pk-sng.org).

**Gulalai Khan**

Communication and Social Impact Advisor, SNG Punjab



# Minister of Finance, Punjab launches innovation pilots on Public Financial Management

Minister of Finance Punjab, Hashim Jawan Bakht, launched innovative pilots on Public Financial Management and Fiscal Space of the Sub-National Governance Programme's Innovation Challenge Fund Round 1.

The pilots on E-procurement, Pifra analytics, integrated tax data bases, property tax automation, vehicle tax enforcement, smart monitoring of distilleries and automation of licensing will work with the Finance Department, Excise Department and Punjab Revenue Authority. The pilots were selected after a long and thorough process of more than nine months.

The winning organisations were awarded the contracts by Minister Finance and Team Lead Punjab.

The launch event was attended by Chairman Planning and Development Board, Chairman Punjab Revenue Authority, Chairman Punjab Information Technology Board, and members of the private, academic and policy sector.



Minister Finance, Punjab, addressing the successful participants



# Finance Department Punjab holds a pre-budget consultative workshop for FY 2021-22



The Finance Department Punjab, in partnership with the Sub National Governance Programme, held a pre-budget consultative workshop for FY 2021-22.

Government representatives, development agencies, civil society organisations participated in the event.

On the occasion, the Minister of Finance, Punjab said that the Government of Punjab is a true believer in inclusive growth and social sector development and the reforms in education and health will be instrumental in putting Punjab on the right track of economic growth.

He said that the government has led by example and through prudent fiscal management on the current side has ensured that service delivery is not impacted. He added that the Finance Department started the inclusive budgeting approach

last year and consolidated the efforts this year as this government truly believes that all planning and budgeting should meet the needs and true aspirations of the citizens. He thanked the SNG team for the support provided on key reform interventions.

FCDO UK representative to Punjab, Alex Ballinger, said that the UK govt is committed to partnering with the Punjab Government to improve the lives of the citizens. Chairman P&D Board and Secretary Finance reiterated the fact that inclusive planning and budgeting is a top priority of the government and appreciated the reform collaboration with SNG on various interventions.

Renowned civil society representatives Amjad Saqib, Baela Jamil, Farida Shaheed, Khawar Mumtaz and several others participated and led breakout group discussions to formulate recommendations for Budget 2021-22.



Pre-budget consultative session in pictures





“

The Sub-National Governance team has teamed up brilliantly with P&D and Finance and provides innovation and creativity that the public sector lacks.

”

**Abdullah Sumbul**

Chairman Planning and Development,  
Punjab

“

In the last two years, Finance Department Punjab has undertaken several reforms to improve the working of the department and SNG has always proven to be a highly reliable partner.

”

**Iftikhar Ali Sahoo**

Secretary Finance, Punjab



“

FCDO has been working through SNG to improve governance systems, encourage inclusive policy making and look at innovative ways for revenue generation.

”

**Alex Ballinger**

FCDO UK representative to Punjab





## OUR PARTNERS SPEAK

### Former Secretary Excise and Taxation, Punjab

The SNG Programme came at a very opportune time especially for the Excise, Taxation and Narcotics Department as we were struggling to create more fiscal space and bring about efficiency reforms with limited financial resources and technical capabilities. SNG's support has been instrumental in triggering a transformative reform process and benefitting from the Innovation Challenge Fund.

The Excise Department has worked closely with the team throughout the selection process, which has been transparent as well as thorough. It's good that the department has been engaged earlier with the ICF team, including during the Idea hackathon so that solutions are customised exclusively according to the departments needs are identified and piloted.

We have identified some great pilots that will reform the way Punjab manages its property taxation, bring about transparency and accountability in the distilleries and breweries sector and eliminate evasion of motor vehicle tax while making life easier for compliant tax payers. We have great expectations from these pilots and look forward to implementing them in partnership with SNG.



**Wajihullah Kundi**

# Punjab Public Financial Management Reform Strategy

Minister Finance, Punjab approves PFM Strategy  
prepared by SNG

The Sub-National Governance Programme provided technical assistance to the Finance Department Punjab to design a comprehensive Public Financial Management Reform Strategy for the government. The strategy provides a guide to PFM reforms in Punjab for the period 2020–25. It builds on the reforms carried out by the government in the past as well as introduces new areas like disaster risk financing.

The strategy focuses on nine pillars, which comprehensively cover the PFM systems: revenue mobilisation; quality of budgeting and budget execution; management of fiscal risks; reforms to the development budget; disaster risk financing; PFM at the local level; improvements to legal and regulatory framework; capacity enhancement for improved PFM; and the use of information technology for effective PFM.

The Public Finance Management - Reform Strategy (PFM-RS) has been formally approved by the Finance Minister on 22 September 2020 and published on the Finance Department's website. This is the first PFM strategy for any province in Pakistan aiming to strengthen and institutionalise PFM reforms in the province.





# High-level discussion on tax harmonisation and reform



*Ms Annabel Gerry, Development Director FCDO, chairing the tax seminar along with Mr Tariq Bajwa, Ex-governor State Bank Pakistan*

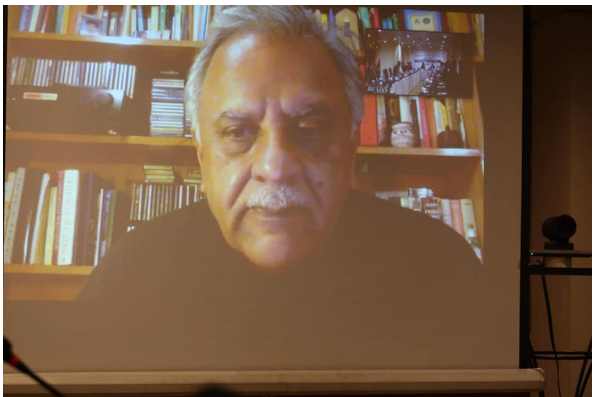
Tax Harmonisation in Pakistan is a pressing issue which was deliberated upon by top experts, civil servants, practitioners and academics in a session led by the Sub-National Governance Programme.

Ms Annabel Gerry, Director Development FCDO led the session with Tariq Bajwa, Ex-Governor State Bank of Pakistan and several leading experts joined in. Ijaz Nabi, CDPR Zain Sahi, Chairman PRA, Abdullah Sumbul, Chairman P&D, Iftikhar Ali Sahoo, Secretary Finance, Raana Ahmed, Ex-Member FBR, Ali Cheema, Associate Professor LUMS, Musharraf Rasool Cyan, Tax expert, Imtiaz Ahmed, Representative FBR, Jawed

Ahmed, Ex-Chairman FBR, Dr Mumtaz Anwar, HOD Economics, Punjab University.

The experts were of the view that collaborations and better coordination can result in practical solutions to the complex tax administration and reform issues in Pakistan.

Tax seminar in pictures





# Supporting Finance Department Punjab in building PFM reform capacity

## Key interventions

### DESIGN OF PFM REFORM UNIT

SNG supported the design of a PFM Reform Unit in the Finance Department, including developing the TORs for the unit, to lead the PFM Reform process in Punjab. The unit will enable the government to lead the design and implementation of the PFM reform agenda as laid out in the PFM Reform Strategy

### SETTING UP A DONOR COORDINATION FORUM

With the support of SNG, the government has constituted a forum with representation from development partners, including FCDO, World Bank, GIZ, ADB and government departments including Finance, Planning and Development Board, Excise, Punjab Revenue Authority and Board of Revenue. The forum, led by the Minister of Finance Punjab, will enable effective coordination and timely implementation of PFM reforms.

### SUPPORTING DESIGN OF WORLD BANK'S PRIDE PROGRAMME IN PUNJAB

The PFM team at the Sub-National Governance Programme provided strategic inputs for the design of the World Bank funded Punjab Resource Improvement and Digital Effectiveness Programme (PRIDE). This is the USD 304 million programme designed to support the implementation of the PFM Reform Strategy.

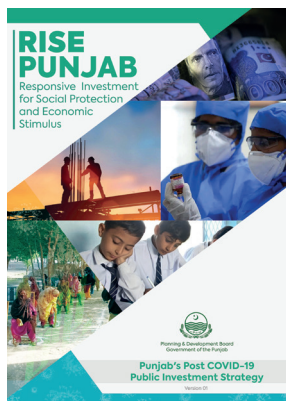
# SNG supports formulation of RISE- Punjab's Covid Public Investment Strategy



Chief Minister Punjab, Usman Khan Buzdar, being presented a copy of the RISE strategy

In 2020, SNG supported the Government of Punjab in formulating and preparing the Responsive Investment for Social Protection and Economic Stimulus (RISE) strategy to respond to the challenges of Covid. SNG worked with Planning and Development Board to develop the government's response in seven key sectors which included social protection, economic rehabilitation, governance, public financial management, disaster

risk financing, health, education and risk communication. The Chief Minister launched the RISE framework, and it was circulated to all departments to inform their new development proposals for ADP 2020-21. To support the alignment process, SNG further worked with P&D to develop an 'ADP Prioritisation Framework' to support decision-making on priority schemes for Covid response.



“ I am hopeful that RISE Punjab Strategic Framework will help the government put the economy back on track ”  
Chief Minister Punjab



# KEY PILLARS OF RISE PUNJAB



# SNG designs Social Protection Policy for Punjab



When Covid struck Pakistan in early 2020, SNG pivoted to support the government for emergency relief and response. Social protection emerged as a critical area where the government needed strategic direction to integrate all welfare strategies and action plans.

Apart from the emergency response and social protection interventions in RISE, SNG prepared a draft Social Protection Policy to align Punjab's social protection under a strategic policy direction. Currently

over 25 departments and agencies are executing more 135 social protection initiatives in the province, with little or no coordination between these departments, resulting in duplication and gaps. The strategy will help put all interventions under a strategic framework for better implementation and execution.

The strategy has been approved in principle by Planning and Development Board's Reform Working Group and will be presented to the Chief Minister and the Provincial Cabinet.



## Mechanism established for the identification and enrolment of laid-off workers

Over 37 million workers in Punjab are excluded from social security and insurance due to lack of a proper mechanism.

The Prime Minister of Pakistan announced a relief package of PKR 200 billion for daily wage workers in March 2020. However,

funds could not be disbursed due to the lack of a mechanism to trace informal workers and provide them with cash transfers. SNG designed a methodology to register informal workers which was approved by the P&D Reform Working Group.





# **Spatial Vulnerability Index designed for evidence-based future development allocations**

The Sub-National Governance programme helped the Government of Punjab develop a Spatial Vulnerability Index (SVI) that will assist the P&D Board to identify vulnerable areas and provide better and effective responses to handle both the current Covid situation as well as plan for future shocks.

The Index will prove useful, especially for the vulnerable communities who are

usually left out in development planning due to lack of data and thus inadequate policy response.

The Punjab Social Protection Authority is now consulting with government departments on the 28 variables in the index. Once established, the index will enable P&D make regional allocations to tehsil level according to specific local vulnerabilities, across 32 indicators.



# Planning Reform Strategy designed by SNG to support better planning and development in Punjab

A Planning Reform Strategy was designed by SNG using the Public Investment Management (PIM) framework for the Planning and Development Board to assess the provincial institutional design of 15 key institutions across entire the planning cycle – planning, allocation, and implementation.

The reform strategy works to identify the prevalent challenges in planning and formulate effective and efficient recommendations for improved service delivery. The strategy points out at gaps and

deficiencies in the public investment institutional design of Punjab and recommends multi-dimensional solutions and proposals for growth and improvement.

This reform strategy was formulated after extensive consultations and dialogues with key public sector leaders and stakeholders.



“I would like to thank UK Foreign, Commonwealth and Development Office (FCDO), without whose technical assistance support through Sub-National Governance (SNG) programme, the formulation of this comprehensive strategy would not have been possible.

A well-directed and coordinated effort of all stakeholders for implementation of this strategy in letter and spirit will change the paradigm of public investment management, and quality of civic service delivery in Punjab.

”

**Imran Sikander Baloch**  
Secretary P&D Board

## **ADP formulation sessions completed in Planning and Development Board**

In Punjab, ADP 2021-22 formulation workshops across all sectors of the economy have been completed in the Planning and Development Board under the chairmanship of Chairman P&D with all members present.

The workshops were curated by the Sub-National Governance Programme and were conducted till the end of January covering 27 different departments.

This activity as a first ever effort of this scale across various sectors will develop a needs-based and prioritised development portfolio. The consultative sessions will involve experts, academia, development partners and representatives of citizens.

## **Training manual developed for provincial planning officers**

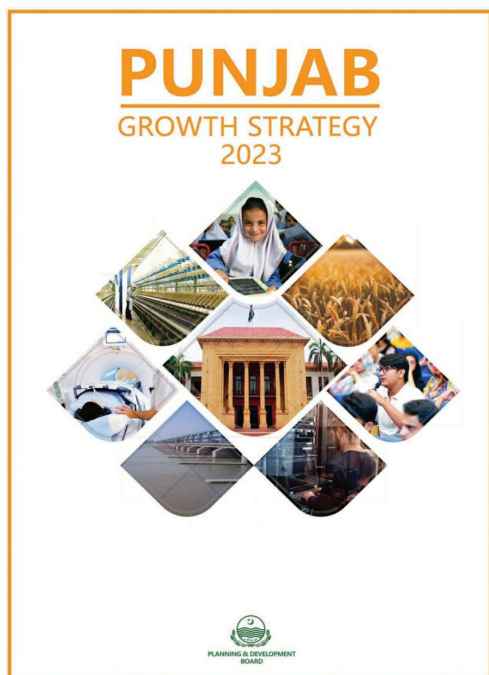
SNG supported the development of a training manual for planning officers at the P&D Board, with a particular focus on planning and monitoring. Planning officers often receive induction training some years after their recruitment. The new manual standardises the training content and provides a uniform training delivery methodology. The training manual covers the entire planning cycle, and includes modules on planning, appraisal, implementation, monitoring and evaluation.



# Reflective sessions on Punjab Growth Strategy 2023

In Punjab, seven reflective sessions chaired by P&D Board members and SNG across 23 sectors have been completed as a process to revise the Punjab Growth Strategy.

The Sub-National Governance team is supporting the revision of Punjab Growth Strategy 2023 to integrate initiatives and challenges identified in the RISE strategy in the post-Covid environment. Additionally, the team is working to trace the process of strategy formulation and conduct reflective sessions to develop comprehensive policy guidelines for the development of economic plans at the sub-national level. A committee headed by Secretary P&D has been notified to oversee and implement the process.



# Adaptive research for Covid economic policy response in Punjab



Series of sessions held with business chambers all over Punjab

To support the government in its fight against Covid, SNG engaged with the Punjab Economic Research Institute (PERI) and the Economic Wing of P&D Board to engage in exploratory research by engaging with the private sector. The intervention's focal problem statement was not only assessing the economic impact but also formulating key policy responses to inform the budget 2020-2021. The SNG team worked alongside counterparts from P&D and PERI to explore and break down the problem rapidly.

Three policy papers are now being developed to capture this exploratory research. To ensure mainstreaming

of inclusion, specific sessions were organised with women businesses and chambers and one of the policy papers is purely focused on women-led enterprises. One policy paper covers the businesses of northern and central Punjab and one looks at businesses of south Punjab as these are more deprived of public investments in infrastructure and therefore need a different policy approach.

PERI researchers with the support of the SNG team are reaching out to specific sector associations and intend to develop their policy research agenda based on the findings of this exploratory work.



## Round 2 Of SNG Innovation Challenge Fund launched

Applications invited for improving public sector planning, governance and climate change

The second round of SNG's Innovation Challenge Fund (ICF) on Planning, Governance and Climate Change has been launched. The ICF seeks to finance innovative and potentially scalable pilot approaches to build evidence of what works to improve governance systems for better service delivery that, in particular, meet the needs of poor and marginalised people in Punjab and Khyber Pakhtunkhwa under SNG.

Some of the key areas that will be explored under this round include strengthening the PDWP process, online feedback mechanisms, expansion of -services, data integration for better planning and service delivery, internet of things and addressing issues relating to environmental challenge and climate change



## Idea Hackathon for ICF Round 2

SNG held an Idea Hackathon to identify and find innovative solutions for challenges of public sector planning, governance and climate change in Punjab.

Chairman P&D Punjab, Hamed Yaqoob Sheikh, chaired the presentation session.

While appreciating the initiative, the Chairman stressed the importance of effective use of data for decision making. He emphasised that the analysis and integration of data is important and innovative pilots for data integration and analysis are encouraged as government is always look-

ing for good ideas to adopt, pilot and scale. Participants from Planning and Development Board, Punjab Economic Research Institute, Punjab Social Protection Authority, Bureau of Statistics, technology companies, youth, academia, and researchers participated in the hackathon.



Hackathon in pictures





# Innovation Challenge Fund Round 1

## applicants appreciate SNG's

### thorough and transparent competitive process

We participated in the ICF round and were a top finalist in the e-procurement theme; however, we did not win due to inadequate preparation during the idea demonstration. We are now applying with greater hope and preparation in the second call. We found the ICF process extremely detailed, robust, fair, and transparent, and we found the team to always be responsive and helpful.



**Ali Mustafa**  
CEO Worktech

**Imran Zia**  
Center for Economic  
Research and Policy



This fund is about change, innovation and improvement. I am happy that we are piloting an interesting project with the government through SNG. Anyone applying to this fund should know that a lot of research needs to go in to the application process. So research well, build your knowledge base by talking to experts and refine your idea well.

The SNG Innovation Challenge Fund provides a level playing field for all. The process is such that your passion for bringing change through innovation will reflect in the application, even if you are a small company competing against bigger names and bigger brands. Really appreciate the thorough and meritorious process of the fund.



**Shahzeb Khan**  
Big Data Analytics

# SNG to support Punjab Government in combating climate crisis through innovative pilots

Minister of Finance, Punjab, held an engagement session with civil society and key partners on smog and climate crisis at the Punjab Disaster Management Authority. The session was aimed at engaging civil society members, practitioners and academics to support the government in its fight against the health, social and economic impact of climate crisis.

The SNG Innovation Challenge Fund participated in the session to offer innovative solutions to climate change and its impact.



Round 2 of the Innovation Fund invited applications for ideas on climate change and the programme will pilot successful ideas with the government to find solutions to the crisis.



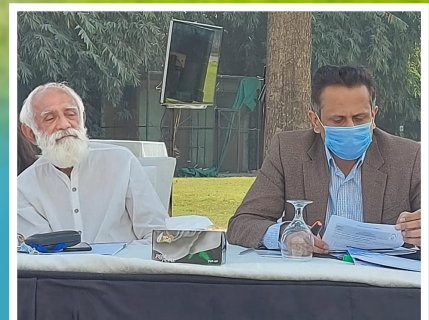


# Climate experts interact with ICF applicants to refine innovation ideas

SNG held a session with climate experts, practitioners and government representatives for the Innovation Challenge Fund Round 2 applicants to help refine their ideas for full proposals on climate action

Veterans as well as highly skilled climate change specialists guided the shortlisted organisations on how to streamline their ideas and forge partnerships that are sustainable beyond the stipulated pilot period.

Climate experts and practitioners who participated in the event included Ali Habib, MD HIMA^Verte - Energy Monitoring; Jawad Qureshi, DG, Punjab Horticulture Authority; Dr. Faiza Sharif, Director Sustainability Studies, FC College; Amna Shahab - CEO EcoLogical; Qudsia Rahim, Lahore Biennale Foundation; Attiya Noon, Secretary Afforestation Lahore; Naeem Bajwa, Lahore Conservation Society and Lahore Bachao Tehreek; and Farah Rashid, WWF Pakistan.





“

It is encouraging to see such an innovation fund in a country like Pakistan where there are so many innovative ideas available. There is a dire need to explore solutions to the huge problem of tackling climate change.

”

**Amna Shahab**  
Ceo Ecological

“

It is good that the applicants are given an opportunity for informal peer feedback and practitioners insight from the climate change sector. They will be able to incorporate it in their final ideas and focus on the unique and innovative aspect rather than trying to take on too many things.

”

**Ali Habib**  
MD HIMA Verte Energy

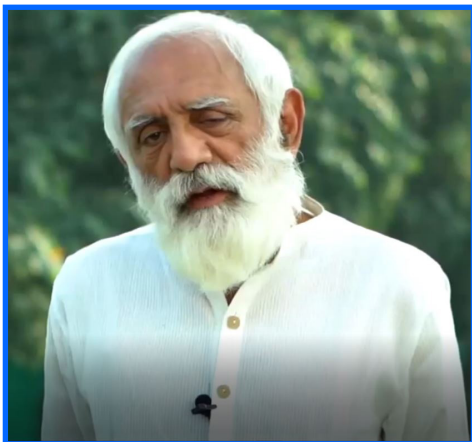


“

There was a presentation on the policy aspect which I feel is very essential. We need to streamline data, sources of environmental hazard and how policymakers can use that data. ICF's focus on this aspect of climate governance is important.

”

**Naeem Bajwa**  
Lahore Conservation Society





# Cash planning, budgeting and accountability trainings for Local Government

Staff of Local Governments in Kasur, Nankana and Sialkot trained

To strengthen local government systems and to build capacity of Local Government (LG) officials on planning and budgeting, training workshops on cash planning, budgets, accountability and inclusion were held at DC offices in Kasur, Sialkot and Nanakana Sahib by SNG.

**The sessions were chaired by Deputy Commissioners of respective districts.**

The officials emphasized that the concept of aggregate LG spending is very crucial for effective cash management and thanked SNG for capacity building of LG officials in this critical area.

Chief Officers (COs) Municipal Officers (Finance), accountants for Town Committees, and variety of Civil society Organization (CSOs) of each district participated in the training workshops.

The participants were also trained on the importance of inclusive policy making through formal, regular and institutionalised citizen engagement.



*Usually Local Government staff struggle with the different stages of budget execution cycle and cash flow management and this training by SNG has been effective in making officials understand risks and challenges and making informed and timely decisions regarding budgeting and planning*

Local Government official in Sialkot

# Citizen engagement with Local Governments

## Training of Trainers for civil society actors

SNG's accountability and inclusion team conducted trainings of Aawaz partners from Kasur, Nankana Sahib, Bahawalpur, Lodhran, Rahim Yar Khan, Layyah and Muzaffargarh. The trainings focused on citizen engagement with local governments in the planning and budgeting processes. The trainings had high participation from demand side actors and sessions included presentations and discussion on the concept and framework of citizen engagement, salient features of the local government system, statutory spaces for citizen engagement with local governments, and state- citizen

engagement in disaster response (Covid as a case study).

The aim of the trainings was to improve participants' knowledge of the local government system and statutory spaces for citizen engagement in local governments' planning and budgeting processes, so as to enable them to conduct further trainings of other members of civil society organizations. Resources developed by the team, including a training module and presentation, as well as relevant laws, were shared with the participants.





# Annabel Gerry visits Punjab & SNG office



Foreign, Commonwealth  
& Development Office

Development Director, Annabel Gerry, Foreign, Commonwealth and Development Office (FCDO) visited Punjab and met with important stakeholders of the province.

She also visited the SNG Punjab office and discussed various governance and fiscal reforms being implemented under the SNG Programme in Punjab.

She appreciated the work of the team in providing timely technical assistance to government of Punjab in various areas which are critical for improved governance.

She was accompanied by Bianca Jinga, Senior Governance Advisor and Head of Transparent and Effective States Team

(TEST), Amna Khan, FCDO representative for Punjab and Ali Javed, Governance Advisor SNG Punjab.

Ms. Gerry stressed on the importance of transparent and accountable systems for better service delivery and assured FCDO's commitment to supporting Pakistan in achieving that goal.



## Annabel Gerry meets Local Government officials in Kasur visit

Development Director, Annabel Gerry, FCDO, visited the SNG Kasur District office and met with all important stakeholders on Local Government

Asiya Gul, Deputy Commissioner Kasur, in her meeting with Director FCDO expressed appreciation of SNG's support to the Local Government in Kasur especially regarding the training of officials on cash planning and budgeting.

She also informed that SNG's support on the own source revenue has made Kasur the only district in Punjab to have piloted Safai (cleanliness) tax against solid waste management which is one of the major functions of the local government. The meeting was also attended by CEO District Health Authority Kasur and CEO District Education Authority Kasur along with other officials of Kasur District

Tehsil Councils officials showed concern about the lack of quality HR to run the affairs of the council and stressed support for specialised training to deal with the affairs of local governments effectively.

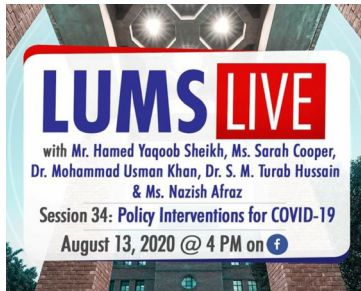
Officials of the Municipal Corporation were willing to explore possibilities of assistance on generating revenue to run local govt efficiently with SNG.

Annabel Gerry appreciated the SNG team for running the local government interventions smoothly with local officials and hoped that the cooperation and impact will increase further in the coming days.





# ENGAGEMENTS AND COLLABORATIONS



**LUMS** Live Session with Hamed Yaqoob Sheikh, Chairman Planning and Development Board Punjab, Sarah Cooper, Head of Governance DFID, Usman Khan, Innovation Lead SNG and LUMS faculty on Punjab's RISE Strategy on Covid.

Joint session with **Sustainable Development Policy Institute (SDPI)** on

**INNOVATIVE, EFFECTIVE AND ENABLING PROVINCIAL SALES TAX REGIMES**



Session with **Center of Economic Research in Pakistan (CERP)** on

**PROPERTY TAXATION AND INNOVATIVE APPROACHES**

Joint session with **LUMS-TPI** on

**USING DATA ANALYTICS FOR PUBLIC FINANCIAL MANAGEMENT**



# SNG YEAR 2 SNAPSHOT

## STRENGTHENING THE PLANNING PROCESS

**PKR 350 billion**

of fiscal space created through reduced throw-forward in FY 2020-21



Alignment and strategic framing of provincial

**Annual Development Programme**

with increased focus on inclusion

**Planning Reform Strategy**

guiding public investment management reform agenda

**157**

Local Government officials trained on budgeting and cash planning

All **Business Chambers** of Punjab engaged for the first time on Covid response and development planning

Revised **Punjab Growth Strategy** to mitigate the impact of Covid shock

## PFM & FISCAL SPACE

**PKR 59 billion**

saved through pension reforms initiated with additional fiscal space of PKR 59 billion to be created



**Roadmap** for enhancing revenue through policy and administration reform

**18**

women parliamentarians trained in planning & budgeting



**PFM Reform Strategy**



for improved budgeting and execution

Providing a reform platform for

**\$304 million**

World Bank-funded Punjab Resource Improvement and Digital Effectiveness (PRIDE) Programme

Consolidating government banking operations and reducing debt burden through **Treasury Single Account**



# SNG YEAR 2 SNAPSHOT

## COVID RESPONSE

**PKR 140 billion**

Covid Emergency Response Plan for Social Protection and Economic Stimulus implemented

**RISE Punjab**

a comprehensive framework to guide investment decisions to help mitigate the impact of Covid and boost economic recovery



## SOCIAL PROTECTION

First ever **Policy Framework** to guide social protection interventions and bring cohesion to all social protection activities

**Spatial Vulnerability Index** for ensuring evidence-based Annual Development Programme allocations

**PKR 39 billion**

worth of labour intensive projects added to provincial Annual Development Programme to support labourers

Design of the first sophisticated

**Employment Guarantee Scheme**

## INNOVATION

**6** Innovative pilots launched with Punjab Revenue Authority, Excise & Finance

- E procurement - ensuring transparency
- Pifra analytics- creating ease in fiscal forecasting & budget executive reporting
- Integrated tax data- wider tax net
- Property tax automation- removing discretion and improving coverage
- Vehicle tax enforcement- improving collection and making life easier for complying citizens
- Automation of licenses for distilleries - improved traceability and private sector facilitation

**1** Partnership Opportunities Fund on ADP Digitalisation with P&D

SNG Innovation Fund pilots helping government access World Bank funding

worth **USD 120 million** under World Bank's Punjab Resource Improvement and Digital Effectiveness Programme (PRIDE)



# Media Snippets

**THE NEWS**

## Ideas highlighted to improve governance

Lahore | Our Correspondent | October 27, 2020

P&D Board chairman stressed the importance of innovative solutions to improve planning and governance processes in the province. P&D Board, Hamed Yaqoob Sheikh, attended Idea Hackathon session of the...

P&D Board chairman stressed the importance of innovative solutions to improve planning and governance processes in the province.

P&D Board, Hamed Yaqoob Sheikh, attended Idea Hackathon session of the FCDO-funded Sub-National Governance programme on planning, governance, and climate change. The participants with representation from Planning and Development Board,

Punjab Economic Research Institute, Punjab Social Protection Authority, Bureau of Statistics, technology companies, youth, academia and researchers presented various ideas to improve planning and governance processes in the province. Climate change and environment were also added as themes in the Hackathon.

Chairman P&D Board, Hamed Yaqoob Sheikh attended the Idea Hackathon session of the FCDO-funded Sub-National Governance programme on planning, governance, and climate change and stressed on the importance of innovative solutions for government.

The participants with representation from Planning and Development Board, Punjab Economic Research Institute, Punjab Social Protection Authority, Bureau of Statistics, technology companies, youth, academia and researchers presented various ideas to improve planning and governance processes in the province. Climate change and environment were also added as themes in the Hackathon to find solutions to the hazardous impact of climate change, especially during the smog season.

Chairman P&D commented that maximum stakeholders, especially citizens, need to be involved to ensure planning processes that deliver for the public. He also stressed on the importance of effective use of data for decision making.

He emphasised that having data alone is not enough, the analysis and integration of data is important and innovative pilots for data integration and analysis are encouraged as government is looking for good ideas to adopt and process

The Sub-National Governance Programme runs the Innovation Challenge Fund to help pilot innovative solutions to improve public financial management, planning and governance systems for improved service delivery. Through a highly competitive system, ideas (with scalable potential) are selected and piloted with relevant government departments.

**Daily Times**  
Your right to know Sunday, January 10, 2021

## BUSINESS

### Session for Punjab Growth Strategy held at the Lahore Chamber of Commerce and Industry

Web Desk  
NOVEMBER 14, 2020

A key stakeholder's session for the Punjab

**Planning&Development Punjab @PnD\_Punjab · Apr 27**

RISE Punjab is a strategic document that has been made possible with the support of academia, government, sectoral experts and development partners. DFID-funded SNG programme provided technical assistance for the report  
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**DAWN**  
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## Punjab targets paperless citizen-centric system

Nasir Jamal | Published December 7, 2020

The Punjab government has set itself an ambitious task to fully automate its processes related to payments, expenditure, and taxes as well as other receipts to improve financial governance in the

**THE NATION**

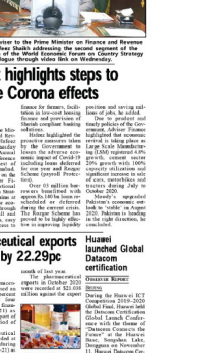
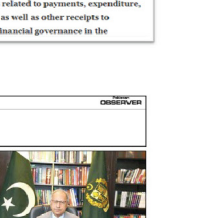
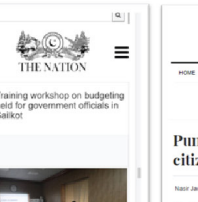
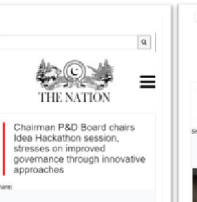
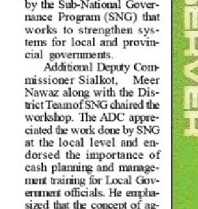
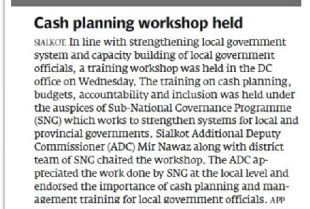
## Chairman P&D Board chairs Idea Hackathon session, stresses on improved governance through innovative approaches

**THE NATION**

## Training workshop on budgeting held for government officials in Sailkot

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