



Centre for Peace and  
Development Initiatives

# Human Resource Management for Local Governments in Pakistan

Analysis and Recommendations



December, 2021

**Title:**

Human Resource Management for Local Governments in Pakistan

**Author/s:**

Moazzam Ali Janjua (Independent Development Consultant)

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## 1. Introduction

Over the course of time, local government system in Pakistan has been going through a variety of changes. Article 140A of the Constitution inserted by virtue of 18th Amendment provided the direly needed recognition and protection to local governments. It stipulates that each Province shall, by law, establish a local government system and devolve political, administrative and financial responsibility and authority to the elected representatives of the local governments. In pursuance to this obligation, each Province has established a local government system. However, obvious differences can be observed in the structure, composition, role, mandate, system of local election, level of autonomy in human and financial resources, and relation of local governments with Government. The provinces did fulfil the constitutional command however, the present level of autonomy of local governments in exercising their authority in political, administrative and financial matters, is believed to be inadequate. An overriding influence of the provincial governments on Human Resource Management (HRM) of local governments is quite obvious.

In order to fulfil the requirement of human resource at local level, two cadres of employees are in the field since 1964. One is known as Provincial Local Council Service<sup>1</sup> and the other is Servants of Local Government<sup>2</sup>(for each level of local government)<sup>3</sup>. The members of Provincial Local Council Service are recruited and posted/transferred by the respective Provincial Local Government Board in local governments across the province. The servants of local governments are recruited by the respective local government subject to policy and rules notified by the provincial government. Such employees cannot be posted/transferred out of their parent local government<sup>4</sup>.

## 2. Scope of Study

The study will take us through the journey on the role and authority of local governments in the sphere of human resource management (HRM) from 20<sup>th</sup> century onwards; Provincial Local Council Service and role and authority of the provincial local government boards, and a comparison of the provisions enshrined in local government laws on HRM; current state of devolution of administrative responsibility and authority to local governments for human resource management; the necessity of devolving administrative authority and responsibility to local governments and finally way forward/recommendations.

## 3. Historical overview

A reflection of the past transpires that prior to 1964 urban local governments had authority to manage human resource at their end. This authority was rolled back in 1964 when the West Pakistan

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<sup>1</sup> In Balochistan it is called “Balochistan Local Councils Service”; in KP it is “Provincial Unified Group of Functionaries”; in Punjab it is “Local Governments Service”; and in Sindh it is named as “Sindh Councils Unified Grades”.

<sup>2</sup> The Punjab LGO,2021 renamed it as Local Council Service. See section 188 of the PLGO, 2021 in the annexed Table 1.

<sup>3</sup> Study does not include the tier of Union Council/Village and Neighbourhood Council.

<sup>4</sup> In an exceptional case any servant of local government can be transferred and posted by the provincial government to any other local government subject to vacancy and NOC from it.

Local Councils Service was constituted under section 44 of the Basic Democracies Order, 1959 and the West Pakistan Local Councils and Municipal Committees Service Rules, 1963. With a view to providing an institutional arrangement, provincial local government boards were constituted by the provinces under the Local Government Ordinances, 1979/80<sup>5</sup> to perform the functions of the management, control and administration of the Provincial Local Council Service and Servants of Local Government.

### Box 1: Snapshot of human resource management in local governments

Punjab Municipal Act, 1911	Municipal Committee was empowered to appoint its secretary subject to approval of the Government as well as other staff, and had the authority to suspend, remove, dismiss or otherwise punish a person so appointed.
Punjab Municipal (Executive Officer) Act, 1931	Municipal Committee was further authorized to appoint its Executive Officer (Now called Chief Officer) subject to approval of the Government and had the authority to suspend and remove a person so appointed.
Basic Democracies Order, 1959	Provincial Local Councils Service was constituted comprising of municipal officers for placing them in local governments. However, powers to recruit ministerial and lower staff remained with local governments subject to the policy, and sanction of posts by the Provincial Government.
Local Government Ordinance, 1979	Provincial local government boards were constituted to exercise authority over the municipal officers such as, recruitment, promotion, transfer, initiating disciplinary proceedings etc.
Local Government Ordinance, 2001	Concept of District Service was envisaged but this service was not created. This concept became part of history on repealing of LGO, 2001 and enact of new laws by the provinces after 18 <sup>th</sup> Constitution Amendment.
Local Government Laws enacted after 18 <sup>th</sup> Amendment	Continued to retain provincial local government boards and an overriding authority on human resource management of local governments. The powers to recruit ministerial and lower staff somehow remained with local governments subject to policy, rules and posts sanctioned by provincial governments.

In near past, we find an enabling provision in the form of section 140A<sup>6</sup> in the Local Government Ordinance, 2001(LGO)<sup>7</sup> for the creation of “District Service” to realize the legal obligation as enshrined in Article 140A of the Constitution. This section reads *‘Notwithstanding anything contained in any other law, rules or service contract, for the time being in force, the provincial Government shall, in every district, create a District Service, comprising all posts of local governments grouped into district and tehsil cadres, for decentralized local government functions and groups of offices with adequate monetary benefits and incentives for promotion and performance not later than the 31st December, 2005’*. Somehow this provision was never implemented.

The National Commission for Government Reforms under Dr. Ishrat Husain in its report (May 2008) endorsed the concept of District Service and suggested that the creation of this Service should be proceeded in phases<sup>8</sup>. It was further recommended that the Provincial Local Council Service should be abolished and all the existing incumbents belonging to this service be absorbed into the District Service, with full protection of their terms and conditions of service. The concept of creating District Service was however, not implemented by the provinces despite clear time line and eventually became part of history after the repeal of LGO, 2001 by the provinces.

After 18<sup>th</sup> Constitution Amendment, the provinces repealed LGO, 2001 and enacted/enforced new legal framework for the local governments in their respective provinces. It is generally held by the protagonist of decentralization that new legislation did not devolve meaningful political, administrative and financial authority to local governments. The provinces, in particular preferred to retain HRM of

<sup>5</sup> In Balochistan it was promulgated in 1980 whereas, in other provinces it was promulgated in 1979.

<sup>6</sup> Inserted in LGO, 2001 through an amendment in 2005.

<sup>7</sup> Repealed by the provinces after 18<sup>th</sup> Constitution Amendment.

<sup>8</sup> See report of the National Commission for Government Reforms on Reforming the Government in Pakistan Vol-I (May 2008) P-48.

municipal officers under their control. Thus, allowed the continuity of the previous arrangement for local governments in vogue since 1964.

#### 4. Understanding the human resource management in local governments<sup>9</sup>

##### 4.1 Provincial Local Councils Service

The Provincial Local Councils Service was established in 1964 to arrange municipal officers for local governments. The provinces retained this Service<sup>10</sup> through subsequent enactments and continued exercising an overriding authority on human resource management of municipal officers such as, recruitment, promotion, transfer, initiating disciplinary proceedings and subsequent action etc. The salary and other emoluments are paid to the municipal officer(s) by the local government where he is posted.

The provincial local government boards comprising of only government functionaries and under the direct control of the respective Secretary of Local Government Department being ex officio Chairman of the Board, are continuing to discharge human resource management for local governments right from lowest tier i.e., Town/Municipal Committee<sup>11</sup> to highest level Metropolitan Corporation and District Council. All officers from BS 14 to BS 20 including municipal technical staff (Engineers, Town Planners etc.) are posted in local governments by the provincial local government boards mostly from the pool of Provincial Local Council Service. Occasionally, in Punjab officers from Pakistan Administrative Service and Punjab Management Service are accommodated and posted in Metropolitan Corporations and Municipal Corporations as Chief Officer<sup>12</sup>. They often remain there for a short period; till the time they get any other place of their choice. Normally, these posts are manned by the officers from Provincial Local Council Service. The recently enacted Punjab Local Government Ordinance, 2021(PLGO)<sup>13</sup> provides that the administration of every local government shall be headed by a Chief Officer<sup>14</sup> who shall be appointed by the provincial government from amongst the officers of the Prescribed Service<sup>15</sup>. The PLGO, 2021 further stipulates that the terms and conditions of this service shall be governed under the Punjab Civil Servants Act, 1974 and the rules made thereunder.

##### 4.2 Local Government Service

The legislative instruments on local governments from 1959 onwards, envisaged a separate service comprising the ministerial/lower staff for each local government. Each local government is authorized to recruit staff in accordance with the duly sanctioned schedule of establishment, policy and rules notified by the respective provincial government. Normally these officials prefer to remain in their parent local

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<sup>9</sup> See Table 1 for details.

<sup>10</sup> See foot note 1 *supra*.

<sup>11</sup> In KP Province it is Tehsil Local Government.

<sup>12</sup> In KP designation is Tehsil Municipal Officer and in Sindh different designations are used for different tiers of local governments. See section 3 of SLGA,2013 in the annexed Table 1.

<sup>13</sup> Promulgated by the Governor on 11 December, 2021 by repealing the Punjab Local Government Act, 2019.

<sup>14</sup> See sections (2)(1)(k) and 185 of the PLGO, 2021 in the annexed Table 1.

<sup>15</sup> "Prescribed Service" means the Local Government Service, Provincial Management Service, or Pakistan Administrative Service, whether called by this or any other title. See Section 2 (1) (hhh) of the PLGO, 2021 in the annexed Table 1.

government but in exceptional cases, an official of one local government can be transferred to any other local government with the prior approval of the provincial government. The head of local government is bound to follow the sanctioned schedule of establishment, policy and rules, pay scale etc. notified by the provincial government on human resource management.

### 5. Necessity of devolving meaningful administrative authority to local governments for HRM

It is a matter of record that human resource management of municipal officers as well as of servants of local governments remained with local bodies/local governments without any exception, before the constitution of West Pakistan Local Council Service in April, 1964. After the insertion of Article 140 A in the Constitution, provinces are bound to devolve political, administrative and financial responsibility and authority to the elected representatives of local governments. Local governments are mandated to perform public administration at local level and it is always the extent of decentralization of administrative authority that determines their level of empowerment and autonomy. Administrative devolution aims at transferring full administrative as well as political authority along with adequate resource to fulfil the mandate given to local governments. Fundamentally, political and financial authority of these institutions depends on the level of administrative authority.

#### Box 2: Obligation on the Provinces

Constitution	Article 140A stipulates that each Province shall, by law, establish a local government system and devolve political, administrative and financial responsibility and authority to the elected representatives of the local governments.
Political, administrative and financial authority	The Supreme Court of Pakistan recently in a Constitution Petition No. 24 of 2017 ruled that Article 140A of the Constitution casts a mandatory obligation on the provinces to establish Local Government possessing meaningful authority and responsibility in the political arena and on administrative and financial matters. It is the duty of a province through the Provincial Government and the Provincial Assembly to purposefully empower Local Governments in the province so as to comply with their mandate obligated under Article 140A.

The National Commission for Government Reforms in 2018 under Dr. Ishrat Husain recommended that the Provincial Local Council Service should be abolished and all the existing incumbents belonging to this service be absorbed into the District Service, with full protection of their terms and conditions of service. Dr. Ishrat Husain, former Advisor on Civil Service Reform agenda, again in his interview published in English daily the News (10<sup>th</sup> May, 2021) said *'It must be emphasized that these reforms should be seen in the context of an empowered, devolved and fully resourced local government system as the delivery of public services takes place at the village and town level and not federal and provincial capitals. The new Local Government Acts approved by Punjab and KP assemblies would strengthen the local bodies whose heads would be directly elected by the people and operate with the assistance of the civil servants'*. Ironically, new legislation on local governments by Khyber Pakhtunkhwa and Punjab has no significant departure from the previous laws as far as the powers of administrative authority to manage the human resource at local level are concerned.

The Centre for Public Policy and Governance, Forman Christian College, Lahore in a Position Paper on Improving Governance: Reforming Provincial Civil Service in Punjab (2016) concluded *'... We need to take into cognizance that reforms effort has to be broader and inclusive of all cadres. It must be recognized that civil service reforms cannot take place in isolation and by reforming only the higher level of service (BPS-17 and above), or exclusively the subordinate cadres. These have to inclusive, holistic and syncretic-reforming political system, policing and criminal justice system and civil service across all levels of federal,*



*provincial and local'. In that spirit, civil service reform must entail political system reform (electoral system, reshaping provincial-local government power sharing mechanism etc.) ...'*<sup>16</sup>

The United Nations International Guidelines on Decentralization and Access to Basic Services for all (2019) envision those local authorities should have *inter alia* full responsibility for their own personnel and there should be common standards of qualification and status in the management of such personnel.

The Punjab Local Government Management Survey 2018 of urban local governments reveals that their staff is overburdened. The primary reasons for staff being overburden are vacancies against sanctioned posts, lack of sanctioned posts and shortage of skilled staff instead of lack of funds. Provincial centralization<sup>17</sup> and the lack of local government control over their hiring and firing functions appear to have raised the transaction costs associated with getting posts sanctioned and filling vacancies. This is because local governments require approval from the Punjab Local Government and Community Development Department before creating a new post or hiring against an existing post. It appears that the centralized nature of this process is adversely affecting human resource capabilities in local governments<sup>18</sup>.

## 5.1 International Outlook

Local autonomy is a highly valued feature of good governance. The continuous attempts of many countries to strengthen the autonomy of local government shows the importance given to decentralisation and reinforcing competences at the lowest level of a state. Local Autonomy Index in the EU, Council of Europe and OECD countries (1990-2020) shows an increase of local autonomy between 1990 and 2020, especially in the Central and Eastern European countries. Countries with a high degree of local autonomy include the Nordic countries, Switzerland, France, Portugal and the USA. In these countries, local authorities hire their own staff, fix the salary of their employees, choose their organizational structure and status of staff.<sup>19</sup>

## 6. Conclusion

The present system of HRM for local governments is fragmented and does not provide unified administration at local level. It is divided between Provincial Government and local governments and at the same time highly centralized, as most of the powers rest with the Provincial Government. There is no representation of local governments on the provincial local government boards despite the fact that budgets of these boards are mostly funded by the local governments. The elected heads of local governments have no say in transfer and posting of officers in their respective local governments.

Human resource management of lower staff is somehow with the local governments but with certain limitations i.e., they cannot create or abolish, downgrade or upgrade any post in their schedules

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<sup>16</sup> See Shafqat, S. and Hasan, R. 2016. Position Paper on Improving Governance: Reforming Provincial Civil Service in Punjab, Centre for Public Policy and Governance, Forman Christian College: Lahore.

<sup>17</sup> In Punjab around 50% posts of Local Governments Services were vacant as on March, 2021.

<sup>18</sup> See Bryan et.al 2020. *State Capacity in Punjab's local governments: Benchmarking existing deficit*, pp.20. S-37433-PAK-2 <https://www.theigc.org/publication/state-capacity-in-punjabs-local-governments-benchmarking-existing-deficits/>

<sup>19</sup> Ladner, A., Keuffer, N. and Bastianen, A. (2021). Local Autonomy Index in the EU, Council of Europe and OECD countries (1990-2020).



of establishment without the prior approval of the provincial government<sup>20</sup>. They cannot even recruit any qualified person, essentially required on a vacant post despite having budget for that post, if there is any restriction/ban imposed by the provincial government. It is indeed in conflict with the stipulation of the Article 140 A of the Constitution.

Lack of harmonized and cordial working relation between the municipal officers posted by the provincial government and local servants who being local, enjoy more trust of the head of local government, is another issue. Better administrative coherence among the head of local government, council, chief officer and municipal officers and above all, answerability to the head of local government, is pre-requisite for quicker response to citizens needs and resilience in municipal services. Hence, adequate administrative authority and responsibility to run local governments and manage human resource is required to be devolved to the heads of local governments.

Absence of Key Performance Indicators (KPI), multiple duties/assignments and frequent posting/transfers, short tenure of chief officer/municipal officers adversely impact the performance a local government. Local Government Training Institutions are inadequate<sup>21</sup>. They are poorly manned and lack adequate resources and budget for training. There is not any prescribed or mandatory training for the municipal officers and servants of local governments to improve their skills for efficient and cost-effective delivery of municipal services. There is not institutional arraignment for the training of servants of local governments.

## **7. Way forward/Recommendations**

- The concept of District Service provided in an earlier Local Government Ordinance, 2001 may be adopted. It may however, be implemented in phases. Large local governments like, Metropolitan Corporations, Municipal Corporations and City Local Governments may be taken up in the first phase. Existing employees from Provincial Local Council Service and servants of local governments may be given the option to join District Service. The employees of District Service may have the option to move/transfer to different local governments within a District. Such employees may on their request could be transferred by the Government to another District subject to vacancy and NOC from the recipient District. The provincial governments may at the best, frame legal framework envisaging pay scales, the method of recruitment, promotion, career path, performance management, conduct & disciplinary actions, trainings etc.
- The powers of creating and abolishing any post may be entrusted to local governments subject to the parameters prescribed by the Government and availability of budget.
- Training institutions for capacity building of local government employees may be established at regional basis enabling all local governments to avail the facility of training in cost effective manner. Optional of on-line training needs to be encouraged to save time and money. The training budget of such institution may be contributed by the local governments falling in the region. Training institutions may have the status of body corporate and have Board of Directors, comprising of heads of local governments in the region nominated by the Government.

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<sup>20</sup> In Punjab the powers of creating and abolishing local posts were given to local governments under PLGO, 1979 for a limited period.

<sup>21</sup> There is only one training academy for local government functionaries in each province. In Punjab another training academy is likely to be established in year or so.

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Table -1

**Powers of the provincial governments to regulate Human Resource Management of local governments**

<b>BLGA, 2010</b>	<b>KPLGA, 2013</b>	<b>PLGO, 2021</b>	<b>SLGA, 2013</b>
<p><b>S.2.(1)(ix)</b> “Chief Officer” means the officer incharge of the administration of a District Council, Municipal Corporation and Municipal Committee;</p> <p><b>S.69.</b> (1) Keeping in view the requirement of Local Council the Government shall appoint staff from amongst the officials in Local Councils Service, servants of Local Council borne on the establishment of Local Government Board and the Servants of the respective Local Council.</p> <p>(2) The Government may from time to time specify the posts in the Local Councils Service and the manner in which they are to be filled, that is to say, from BPS-1 to BPS-15 by the Local Councils Selection Board and B-16 and above by Balochistan Public Service Commission.</p> <p><b>S.70.</b> Balochistan Local Government Board. The Balochistan Local Government Board provided continuity under the repealed Balochistan Local Government Ordinance, 2001 (XVIII of 2001) for the</p>	<p><b>S.2.</b> (ggi) Tehsil Local Administration” means the Assistant Commissioners, Tehsil Municipal officers and heads of devolved offices;</p> <p><b>S.118.</b> (1) The Local Council Board established, under the Khyber Pakhtunkhwa Local Government Ordinance, 1979 shall continue to perform the functions of the management, control and administration of the Local Council Service and Servants of Local Councils.</p> <p>(2) For the purpose of this Act, the Local Council Board shall exercise all the powers and functions in respect of field formations working under its administrative control, including their service structure, service rules, sanction for the creation and abolition of posts, approval, consent, no objection certificates, vetting, advices, guidelines, instructions, performance management, trainings, fund investment, appointments, transfer, posting and disciplinary action under the prescribed rules and policy. (3)</p>	<p><b>S.2.(1)(k)</b> “Chief Officer” means Head of the administration of a local government including Officer in-charge of a sub-office of a local government, and official in-charge of Village Council and Neighbourhood Council as may be notified by the Secretary;”</p> <p><b>S.185.</b>(1) Every local government shall have such number of Chief Officers from amongst the officers of prescribed service and such number and description of other officers and servants as the Secretary may from time to time determine.</p> <p>(2) All officers of a local government shall be appointed by the Secretary in the prescribed manner.</p> <p>(3) All servants of a local government shall be appointed by that local government in the prescribed manner and subject to such general directions and conditions as the Secretary may, from time to time, consider appropriate.</p> <p><b>S.187.</b> The Local Government Service constituted under Act XIII</p>	<p><b>S.3.</b> (1) (xi) “Chief Executive” means the Municipal Commissioner, Chief Municipal Officer, Chief Officer, Town Officer or Secretary, as the case may be;</p> <p>(xii) “Chief Municipal Officer” means the Officer Incharge of the Administration of a Municipal Committee;</p> <p>(xiii) “Chief Officer” means the Officer Incharge of the Administration of a District Council;</p> <p><b>S.121.</b> (1) There shall be constituted a service known as the Sindh Councils Unified Grades comprising such posts in Council in such scales of pay as may, from time to time, be specified.</p> <p>(2) Appointments to the Sindh Councils Unified Grades shall be made by such authority and in such manner and on such terms and conditions as may be prescribed.</p> <p>(3) Save in so far as inconsistent with the provisions of this Act, the Sindh Councils Unified Grade Service, Rules, 1982, shall</p>

<p>administration of officers and officials of the Local Councils Service shall continue to function under relevant Board Rules.</p> <p><b>S.72.</b> (1) A Local Council may, with the prior approval of Government and if so, required by Government shall, on the prescribed terms and conditions, employ such servants as are deemed necessary for the efficient performance of its functions under the Act: Provided that Government may classify certain posts as tenure posts and the term of such posts shall coincide with the term of the office of a Local Council.</p> <p>(2) If in the opinion of Government, the number of servants employed by a Local Council under sub-section (1) or the remuneration fixed for any of them, is excessive, the Local Council shall on being required by Government to do so, reduce the number of its servants or the remuneration of any of them, as the case may be.</p> <p><b>S.75.</b> (1) Unless and until the rules are framed by the Government, the services of</p>	<p>The Local Council Board shall, shall provide for service structure of the Local Council Service and the Servants of Local Councils including specification of posts to be filled through Khyber Pakhtunkhwa Public Service Commission</p>	<p>of 2019 shall continue, and be called the Local Government Service and their terms and conditions of service shall be governed under the Punjab Civil Servants Act, 1974 (VIII of 1974) and the rules made thereunder.</p> <p><b>S.188.</b> (1) There shall be a separate service cadre for the servants of the local governments called the Local Council Service.</p> <p>(2) For the sake of uniformity, the Secretary may specify functional groups within the Local Council Service in view of qualifications, experience and skills required for effective undertaking of various functions assigned to the local governments under this Ordinance, and may also specify the method for their recruitment and general terms and conditions of their service.</p> <p>(3) No local government shall employ servants in excess of the number specified under section 185 of this Ordinance.</p> <p><b>S.189.</b> (1) The Punjab Local Government Board, hereinafter called the Board, continued under section 298 of the Punjab</p>	<p>continue to remain enforce, until and unless repealed or amended by Government: Provided that all appointments to posts in BS-17 and above shall be made through Sindh Public Service Commission.</p> <p>(4) The members of the Sindh Councils Service constituted under the repealed enactment shall, on the coming into force of this Act, be deemed to be the Members of the Sindh Councils Unified Grade: Provided that the terms and conditions of their service shall not be less favourable than the terms and conditions applicable to them immediately before the coming into force of this Act.</p> <p>(5) Government may transfer a person belonging to the Sindh Councils Unified Grades from one Council to another Council.</p> <p>(6) A person belonging to the Sindh Councils Unified Grades shall be liable to such disciplinary action and penalties in accordance with such procedure as may be prescribed.</p> <p><b>S.123.</b> (1) A Council shall prepare a Schedule of Establishment showing the numbers of posts in</p>
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<p>Local Councils Service and the servants of Local Councils shall be governed under the provisions of –</p> <p>(a) West Pakistan Local Councils and Municipal Committees (Service) Rules, 1963;</p> <p>(b) West Pakistan Local Councils (Service) Rules, 1969;</p> <p>(c) a schedule of establishment and schedule of qualification for the staff that shall be employed by a Local Council shall be framed by the Local Council and approved by the Government;</p> <p>(d) Appointment of various posts shall be made subject to following the provisions for recruitments under the prescribed service rules and policy of the Government framed from time to time.</p> <p>(2) Disciplinary action shall be initiated as per prevailing rules and guidelines circulated by the Government.</p>		<p>Local Government Act, 2019 (XIII of 2019) shall continue.</p> <p><b>S.190.</b> (1) The Board shall consist of following ex-officio members:</p> <p>(a) The Secretary as Chairperson;</p> <p>(b) An officer of the Pakistan Administrative Service or the Provincial Management Service appointed by the Chief Minister as Secretary of the Board;</p> <p>(c) A representative of Finance Department not below the rank of Additional Secretary;</p> <p>(d) A representative of Regulations Wing of Services and General Administration Department, not below the rank of Additional Secretary;</p> <p>(e) A representative of Law Department, not below the rank of Additional Secretary.</p> <p><b>S.191.</b>(1) In addition to any other function or duty assigned to it under any other law for the time being in force, the Board shall, among any other things:</p> <p>(a) deal with service matters of the officers and servants of the Board, Local Government Service and such servants of the Local Council Service as may be prescribed;</p> <p>(b) set up and maintain common services for all the local</p>	<p>each grade which are deemed necessary for the efficient performance of its functions under this Act and submit the same within three months of the coming into force of this Act to Government for approval.</p> <p>(2) if, in the opinion of Government, the number of posts in the Schedule of Establishment or the remuneration fixed for any post included in it is excessive, the Council shall, on being required by Government for doing so, reduce the number or the remuneration, as the case may be.</p> <p>(3) A change in the Schedule of Establishment approved by the Government under sub-section (1) shall be made in the same manner as the Schedule of Establishment.</p> <p><b>S.124.</b>(1) Appointment to a schedule post shall be made by such Authority, in such manner and on such terms and conditions as, may be prescribed and the person so appointed shall be the employee of the Council.</p> <p>(2) An employee of a Council shall be liable to such disciplinary action and penalties in</p>
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		<p>governments, including those relating to the training of officers and servants of local governments;</p> <p>(c) undertake research and policy work relating to any aspect of the local governments;</p> <p>(d) support the Government and local governments in adherence to this Ordinance and other relevant laws; and in fair, just and transparent working of the local governments;</p> <p>(e) set up and operate an employee's fund for the receipt of contributions in respect of pension and other post-retirement benefits of officers and staff of the Board, Local Government Service, investment of such receipts and payment of pension and other post-retirement benefits;</p> <p>(f) set up and operate one or more other funds as may be required in relation to its work; and</p> <p>(g) perform such other functions as may be prescribed.</p> <p>(2) All expenditures of the Board shall be contributed by local government in the Punjab in accordance with their share</p>	<p>accordance with such procedure as may be prescribed; provided that the Council shall have power to impose the penalty on such employees.</p> <p><b>S.128.</b> (1) There shall be constituted a Board to be called the Sindh Local Government Board.</p> <p>(2) The Board shall consist of a Chairman, Vice Chairman and such number of Members as may be appointed by Government.</p> <p>(3) The Chairman and Vice Chairman of the Board shall perform such functions and exercise such powers as may be prescribed.</p> <p><b>S.129.</b> (1) The Board shall perform such functions and maintain funds in respect of employees as may be prescribed.</p> <p>(2) The Board shall with the approval of Government employ such number of employees as may be necessary, on such terms and conditions and they shall be liable to such disciplinary action and penalties as may be prescribed.</p> <p>(3) Government may, from time to time, specify that a post in the Board shall be filled by person belonging to the Sindh Council</p>
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		<p>apportioned by the Government from time to time.</p> <p>(3) The business of the Board shall be conducted in the prescribed manner.</p>	<p>Unified Grades or any other service.</p> <p><b>S.130.</b> The expenditure on the maintenance of the Board shall be borne by the Councils by making contributions at such rate as may, from time to time, be fixed by Government.</p> <p><b>S.131.</b> (1) Government may appoint Divisional and District Local Government Boards to exercise such functions and powers under this Act as may be delegated to them by Government.</p> <p>(2) The Divisional and District Local Government Boards shall, with the approval of Board, employ such number of employees as may be necessary on such terms and conditions and they shall be liable to such disciplinary action and penalties as may be prescribed.</p>
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Centre for Peace and Development Initiatives(CPDI) is an independent, non-partisan and a not-for-profit civil society organization working on issues of peace and development in Pakistan. It is registered UNDER SECTION 42 of the Companies Ordinance, 1984 (XLVII of 1984). It was established in September 2003 by a group of concerned citizens who realized that there was a need to approach the issues of peace and development in an integrated manner. CPDI is a first initiative of its kind in Pakistan. It seeks to inform and influence public policies and civil society initiatives through research-based advocacy and capacity building in order to promote citizenship, build peace and achieve inclusive and sustainable development. Areas of special sectoral focus include promotion of peace and tolerance, rule of law, transparency and access to information, budget watch and Legislative Watch and Development.



Centre for Peace and  
Development Initiatives

 +92 51 831 27 94, 831 27 95

 +92 51 844 36 33

 [info@cpdi-pakistan.org](mailto:info@cpdi-pakistan.org)

 /cpdi.pakistan

 /cpdi\_pakistan

 /cpdi\_pak

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[www.cpdi-pakistan.org](http://www.cpdi-pakistan.org)