



Project Number: PICIIP-Cons_05A

CAPACITY DEVELOPMENT OF LOCAL GOVERNMENT AND COMMUNITY DEVELOPMENT DEPARTMENT FOR PUNJAB INTERMEDIATE CITIES IMPROVEMENT INVESTMENT PROJECT COMMUNICATION AND OUTREACH STRATEGY

DELIVERABLE 15 – PROVINCIAL LEVEL STAKEHOLDER ENGAGEMENT WORKSHOP

February 2024



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ABBREVIATIONS

ADB	Asian Development Bank
CB	Capacity Building
EIA	Environmental Impact Assessment
LG	Local Government
LG&CDD	Local Government & Community Development Department
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PLGA	Punjab Local Government Academy
PLGB	Punjab Local Government Board
PMU	Project Management Unit
PICIIP	Punjab Intermediate Cities Improvement Investment Project
R&D	Research and Development
SWM	Solid Waste Management
WMC	Waste Management Company

ACKNOWLEDGMENT

The Capacity Development team is extremely grateful to Ms. Maria Tariq (Additional Secretary Development) and Ms. Maleeha Rashid (Additional Secretary Admin LG&CDD) who were kind enough to grace the occasion with their presence. We feel greatly encouraged with their participation and support.

We extend our sincere appreciation to the Punjab Intermediate Cities Improvement Investment Program (PICIIP) Program Management Unit. We would like to express our heartfelt gratitude to Mr. Hamza Salik, Program Director of PMU, Mr. Hafiz Umar Tayyab, Deputy Program Director (Project Readiness Financing), Mr. Talha Zubair, Deputy Program Director (PICIIP), Mr. Sajawal Bhatti, M&E Director, Ms. Nosheen Tahir, Deputy Director Communications, Ms. Eesha Murad, Law Compliance Officer and Ms. Syeda Arooj Fatima, Project Support Officer (PMU PICIIP) for their encouragement, facilitation and continuous support to conduct Provincial Level Stakeholder Engagement Workshop.

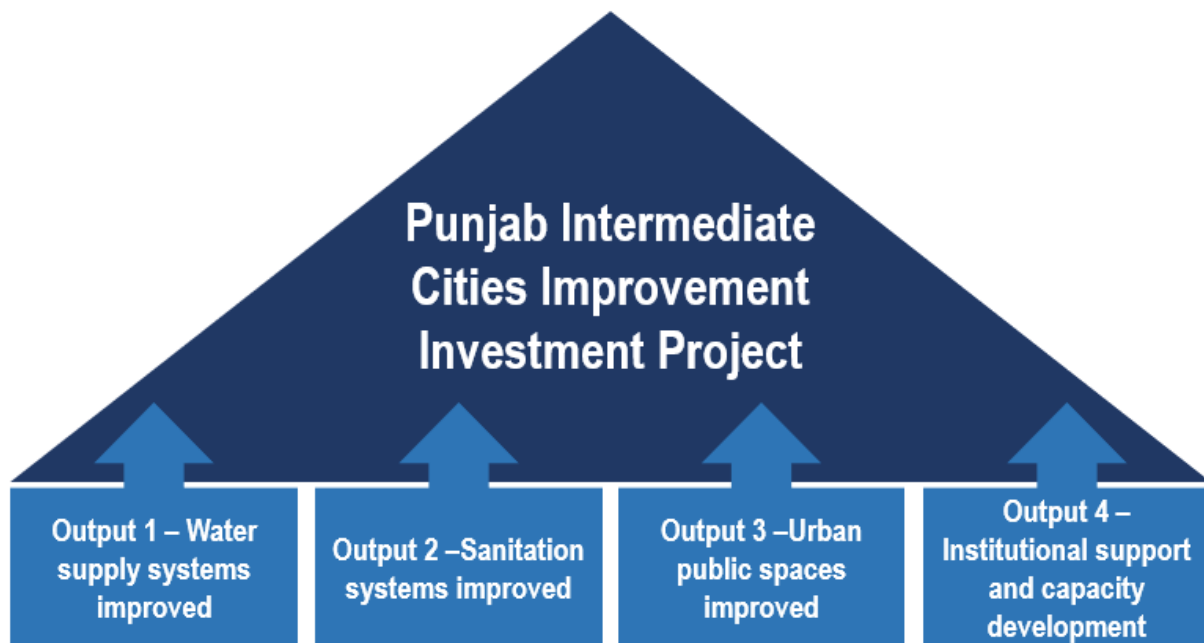
Finally, we owe greatly to PLGA management and staff for their valuable contribution in the proceedings and sharing their thoughts on the CB deliverables presented during the workshop.

We look forward to continuous engagement of concerned stakeholders including LG&CDD, PLGB, Directorate General, PMU and PLGA during the implementation phase of the project.

1.0 INTRODUCTION

The Punjab Intermediate Cities Improvement Investment Program (PICIIP) is a local government project co-financed by the Asian Development Bank (ADB) and the Government of Punjab (GoPb). The broader objective of the Program is to improve the efficiency and financial sustainability of cities and the effectiveness of urban services, including water supply, sanitation, solid waste management, urban transport, open space, and the capacity development of local government, including the Punjab Local Government Academy (PLGA). Three of the four outputs, which commenced in 2018 are nearing completion. This project relates to the fourth and final output under the *PICIIP: Institutional Support and Capacity Development*.

Figure 1: PICIIP Outputs



1.1 Objective and Scope of Institutional Support and Capacity Development

As per the Terms of Reference (TORs), a provincial level exercise is to be undertaken to strengthen the institutional and organizational setup and training and capacity development provisions of PLGA under Institutional Support and Capacity Development component of the PICIIP. The reformed PLGA is envisioned to fill the capacity gaps amongst the officials of local government and elected representatives for improved service delivery aligned with the objectives of the relevant *Punjab Local Government Act*.

More specifically, the Capacity Development consultant has designed, developed and will implement an academic and institutional and organizational structure for the training and development of local government officials and elected representatives of local governments in Punjab. The consultant has conducted a detailed Situational Analysis and Training Needs

Assessment (TNA) to identify and analyze the current training and development systems and institutional arrangements in place for the capacity development of local governments in Punjab, conducted a gap analysis based on best practices, expert opinion and existing knowledge of the field and propose viable solutions. The consultants have also developed and implemented an effective training and capacity development mechanisms as well as institutional and organizational structures most suited to the capacity development needs of the local government (LG) system in the province.

1.2 Overview of IBF International Consulting Joint Venture Activities under PICIIP

IBF International Consulting Joint Venture (IBF, TTT, FHC, I Consult) have been appointed to implement Output 4-Institutional support and capacity development, the fourth component of a broader local government improvement project, the Punjab Intermediate Cities Improvement Investment Project (PICIIP). The overall objective of the Institutional Support and Capacity Development component of the PICIIP Program is that a provincial level exercise be undertaken to strengthen the institutional and organizational setup, training, and capacity development provisions of Punjab Local Government Academy (PLGA).

The reformed PLGA will support the officials of local government and elected representatives to develop their capacity to improve service delivery standards required by the relevant *Punjab Local Government Act*. The outcomes of Output 4 contribute to:

- a) Supporting institutional reforms in local government through the establishment of urban service standards, understanding capability needs, embed workforce planning, enhancement of the customer service function, and development of new tariff structures.
- b) The ongoing delivery of various capacity development programs—including key urban services, urban policy and planning, financial management, and tariff policy—to council staff and elected representatives.
- c) Increased impact of the PLGA Lala Musa and establishment of the PLGA Lahore.

The Project clearly identifies four main elements for output 4 Institutional support and capacity development with details related to the tasks, activities, and key deliverables.

Table 1: CD Outputs and Tasks

Output A: Planning (5 months)	Output B: Design (5 months)	Output C: Implementation (18 months)	Output D: Institutionalization (3 months)
Task 1: Inception/Work Plan Task 2: Methodological Design/Capability Framework/TNA Situation/Sector Analysis of Capacity Gaps	Task 1: Conduct of the TNA Academic and Training Design Task 2: Institutional Framework and Organizational Design Task 3: Change Management and Sustainability	Task 1: Support implementation of Organizational Setup Task 2: Implementation of Academic Activities Task 3: Establishment of R&D Unit	Tasks: Succession Planning and Consolidation

1.3 Objectives of Provincial Level Stakeholder Engagement Workshop

The CB consultants have completed most of the deliverables of the design phase of the project including the training modules, new institutional governance model for Punjab Local Government Academy (PLGA), Change Management Program and Communication Strategy. At the critical juncture of design and implementation phases, a provincial level stakeholder workshop was arranged at Four Points Hotel in Lahore on Thursday 25th of January.

The objective of the workshop was to present the key deliverables of the design phase before wider audience of primary and secondary stakeholders and get their buy-in and support for the Implementation phase of the project. The workshop served as a platform to present the new academic/ training design and institutional framework before their finalization and approval by the competent authorities. This may be regarded as the culmination of the consultation process which has been started since the project inception. The discussion and comments received during the workshop will be incorporated in the respective deliverables and the final reports will duly be submitted to the Project Management Unit (PMU).

The relevant officials from local government institutions including Local Government & Community Development Department (LG&CDD), Punjab Local Government Board (PLGB), Directorate General Local Government, PLGA, PMU and local government (LG) officials from districts were invited besides the high-ups of other local training academies.

The workshop helped apprise the LGs on the progress being made on the PLGA transformation and reform into a world class training and capacity building institution and explore possibilities of mutual learning and collaboration with other training academies.

1.4 Proceedings

The workshop started with the recitation from the Holy Quran. Mr. Sajawal Shahzad Bhatti, Director Monitoring and Evaluation (M&E) from PMU moderated the workshop and welcomed the worthy participants. Professor Roberta Ryan, Team Leader Capacity Building (CB) briefed the forum about the objectives of the workshop. She also briefed the participants about the CB team's on-going and completed deliverables for the institutional capacity building of the Local Government Department.

Immediately after that Mr. Habib-ur-Rehman Gilani (Technical Expert for Capacity Building Consultants) remarked that the Punjab Intermediate Investment Improvement Program (PICIIP) is the flagship initiative of the Government of Punjab for improved local governance through institutional strengthening. The program is co-financed by the Asian Development Bank (ADB) and the Government of Punjab (GOPb).

Opening Session – Project Overview and Progress Review

The workshop proceedings were formally started by inviting the Deputy Project Director, Project Management Unit (PMU), Mr. Umar Tayyab to the podium. In his opening remarks, he discussed the main reasons of less-than-optimal results and impact of development projects in Pakistan. He lamented, "Unfortunately, in the development projects in Pakistan, the capacity development component is often given the least importance. Punjab Intermediate Cities Improvement Investment Program (PICIIP) shifted the paradigm and capacity development was given equal importance with the infrastructure development and other important interventions.

This program aims to enhance the efficiency and financial sustainability of cities, improve the effectiveness of urban services, and bolster the capacity of local governments, to improve the lives of citizens.

PICIIP aims to build both the infrastructure and institutional capacity development of the Punjab Local Government Academy (PLGA). New blocks have been constructed in the Lala Musa Campus and a new state-of-the-art campus is being constructed in Lahore.

The overarching goal of the capacity development component is to conduct a comprehensive provincial-level exercise to fortify the institutional and governance structure, introduce advanced training methodologies, and academic design, and research and development of the Punjab Local Government Academy (PLGA). The capacity development approach is to enhance the capacity of the local governments at individual, organizational, and institutional levels. The reinvigorated PLGA is poised to address capacity gaps among local government officials, ultimately leading to improved service delivery in the province of Punjab.

The capacity development project is well advanced now and set for implementation. They have provided evidence of the training and development needs of the sector, developed new training modules, drafted a new law to establish an autonomous local government training institute and new service rules for PLGA. A business plan to ensure the financial sustainability of PLGA is underway. Today's Provincial Level stakeholders workshop is organized to present the project outputs to a worthy audience from different local government stakeholders and finalize the new academic design and institutional framework for Punjab Local Government Academy (PLGA).

We are privileged to have so many eminent local government officials under one roof today, which is a rare event. We expect to learn from your vast experience. Please be candid to share your thoughts and musings on the capacity development outputs and deliverables. With all of you on-board, I am sure the ambitious agenda of PLGA reforms will see the light of the day, for the benefit of the citizens of Punjab”.

Professor Roberta Ryan was invited to present the CB progress before the audience. In her presentation, she gave an overview of the project and explained the key features and process of key deliverables of the Design phase. She said that local government is a particular creature focused on improving lives of the people directly. Reforming local government is always an ambitious task given the large mandate and limited resources. She said that CB is the facilitator in the Punjab Government's agenda of local government reform. She added that PLGA is the knowledge holder of the local governments' training and capacity building needs in Punjab and enjoys a unique position as a training academy.

She responded to questions from the audience about the governance and institutional model of the reformed PLGA. She told that it would be an autonomous body and for that matter, new legislation is proposed. It would be a center of excellence for local governments with both physical and online training and knowledge sharing facilities.

Second Session – Training Modules

After the tea break, the second session of the workshop started with presentation of three modules development by CB consultants. Overall, 13 modules have been developed for PLGA under the project, which will be rolled out after their pilot testing in February 2024.

The first module on Leadership was presented by Professor Roberta Ryan, the CB Team Leader. Discussing the challenges in module development and other CB outputs, she said that frequent changes in the local government law posed serious challenge for the team. Since the start of the project, six local government laws have been promulgated. This unpredictability

greatly affects the functionality and performance of the local governments and ultimately the service delivery capacity gets affected.

Discussing the module further, she said that another challenge is the diffused goals of the public sector, which makes it difficult to measure the efficacy of development interventions. Therefore, local government leaders and decision makers need to have a very high level of emotional intelligence to deal with this fluidity of situation on-ground. The leadership module covers some of these challenges and focuses on their skills development for that matter.

The second module on Master Planning was presented by Dr. Atif Bilal from University of Engineering and Technology Lahore. He said that master planning in Pakistan is done based on administrative boundaries and not functionality. Further to it, important factors such as environmental considerations are not fully incorporated in the master planning besides ignoring the public participation in the development process of master plans of cities in Pakistan. He related some of the practical issues that were faced during development of master plans in cities like Peshawar and elsewhere in Pakistan due to overlapping administrative mandates and jurisdictions. He told that in developing the modules, these issues have been highlighted and international best practices incorporated.

The third module on Solid Waste Management was presented by Dr. Mahwish from UET Lahore who has developed this module. She said that municipalities around the world are aiming at zero waste policy. She apprised that the module covers all the three areas of solid waste management i.e. storage, collection and disposal. The module includes case studies and practical exercised from Pakistan and other parts of the world to ensure scenario based learning of the trainees who face similar challenges in field.

The participants took keen interest in this presentation and asked numerous questions. For instance, she told that biogas plants have been successfully installed in various districts of Punjab under a development project run by local NGOs. The communities and households are operating them by themselves and this case study has important lessons for upscaling at government level in Punjab.

Responding to another question on identification of landfill sites, she said that unfortunately we don't have a sanitary landfill site in Punjab. However, selecting a site would need meeting all the environmental requirements under EIA regulations and mitigating the environmental impacts on water, soil and air identified during the EIA. The mitigation of these impacts will be liable upon respective parties including the contractors, construction firm and municipality/ waste management company that operates the site.

Mr. Tahir Sheikh, Chief Engineer PMU commented that curriculum design and content of graduate level courses in our engineering universities are not meeting the field requirements of public service delivery. He opined that the presence of field practitioners in the workshop would have enabled the module developers to listen to their issues and suggestions. Professor Roberta responded that the modules have been developed for the decision makers and the purpose is to initiate change through their leverage.

Mr. Tahir Sheikh lamented that the presence of a very few LG high-ups in the workshop shows the lack of interest in the higher echelons of politics and bureaucracy in the LG reforms. He advised that the CB team should visit small municipality where all the functions are performed by a single entity unlike big cities where specialized solid waste management companies and water and sanitation authorities have been established. Professor Roberta apprised him that extensive consultations have been done with local governments in northern, central and

southern regions of the province. Besides that, we aim to develop collaborations with universities and R&D institutions to bring improvements in their curriculum as well.

A suggestion came from the hall that the revenue generation for municipalities through innovative schemes such as carbon markets may also be explored and these options may be included in the modules. Another important sector is the informal sector such as scavengers who are an important stakeholders in the solid waste management sector. Similarly, socio-hydrological component may be added in the SWM module. Dr. Mahwish told that the suggestions are well noted and received.

Third Session – Proposed Legal Structure and Governance Model of PLGA

The last session was conducted after the lunch. Professor Roberta, Mr. Zaki ur Rahman and Mr. Maqsood presented the new governance and institutional model of PLGA and the draft law and service rules.

A number of stakeholders provided input towards improvement of legal framework of the Punjab Local Government Academy (PLGA), some of which is given below:

The Chief Officer Municipal Committee (CO MC) Sialkot, Mr. Malik Muhammad Afzal suggested to:

- I. Align the nomenclature of positions at PLGA with other legal documents, which is recommended for inclusion.
- II. Board of directors of the PLGA should include a member (an officer of grade BS-19) from each functional unit of the Local Government Service as a co-opted member.
- III. Nomination of Vice chairperson for the Board may also be included in the draft to allow the assumption of the role of Chairperson by Vice Chairperson in his absence.
- IV. Designating the Principal as the Chief Executive as well as the Principal Accounting Officer of the Academy.

The Capacity building consultants appreciated the feedback and assured that necessary changes would be made in the final draft of the proposed law and service rules in consultation with PMU.

Ms. Arfa Komal – Assistant Director Trainings – Lala Musa suggested that Lala Musa should have been declared as the main campus as it holds a long history of training and a spacious campus. She further stated that the new governance model had not been officially shared with to seek their comments and reservations. She was told that the first thing related to policy matters and the second thing had already been well taken care of and the ex-director and deputy director of PLGA was taken on-board throughout the development of modules, governance model and services rules. She also expressed concern regarding the proposed collaboration with research institutions and its modality. She proposed PLGA board may be given power to collaborate with institutions for Research and management purposes. The CB team assured that PLGA would have autonomy in its operations including its outreach and collaboration functions.

Ms. Esha Murad – Legal Expert from PMU PICIIP proposed that:

- I. PLGA collaborations with other institutions procedure to be outlined - preferred such proposals be approved by the board and taken straight to P&D without requirement of LG&CDD interference.

- II. Commercial agreements to be included under powers but exact nature of such commercial agreements the Board can enter should be clearly specified in Establishment Manual and remain only to the extent of immovable assets (rent etc.).

She was assured that the concerned CB experts would incorporate the comments and get the draft vetted from PMU.

Closing Session

Mr. Tahir Sheikh, Chief Engineer from PMU was invited to give his closing remarks. He appreciated the CB consultants to hold a successful workshop and comprehensive presentations. He said that the comments of the audience must be duly addressed and incorporated in the respective final outputs of the project accordingly. He expressed his gratitude to all who attended the event with active and meaningful participation.

He added that “We are set to enter into the implementation phase of the project in 2024. There were many takeaways from the workshop on how local governments can steer the development of the process in the country, which has traditionally hesitated to do so in seven decades of its existence. We have rightly learned that with a renewed focus on the capacity development of individuals and institutions simultaneously, we can improve service delivery in large and intermediate cities of the province”.

He added that the workshop has been very effective in meeting its purpose and special thanks are reserved for the eminent participants from Local Government Board, Directorate General, PLGA, PMU and municipalities for their valuable contributions today.

In the end, the workshop participants were presented mementos in appreciation of their participation in the workshop.

The presentations of all the sessions are attached as Annexure-C.

1.5 Way Forward

The CB team will incorporate the comments and suggestions received during the workshop in the final versions of the deliverables. The CB team will facilitate and handhold PLGA in the implementation of the new training curriculum and change management program. As the process of PLGA reform completes by the end of 2024, PLGA will become the center of excellence to provide the skilled staff catering the emerging needs and challenges of the local governments in Punjab. However, the continuous support and engagement of stakeholders will remain crucial during and after the transitioning phase for sustainability of the reforms and etching the PLGA brand in the education and training market.

1.6 Media Coverage

The workshop received a well-deserved attention from the local print and electronic media. Below are the details of media coverage;

Newspapers:

The workshop proceeding were covered by prestigious English and Urdu newspapers such as **Daily Sama**, **Daily Awaz** and **Daily Pakistan** besides a number of other local newspapers. A few clips are pasted here.





یہ سب کے زیر اہتمام کوشی بلڈنگ ورکشاپ کے موقع پر پروفیسر درابر ناریمان، پروفیسر عاتق جلال خطاب کر رہے ہیں
ایڈووکیٹ شاہد ظہیر، انا، مہا دل مہا دل، ارشد عثمانی، مجیب الرحمن خان، سردار نصیر بیٹے ہیں (فونو پاکستان)



Online Platforms:

The news item was published in online platforms of;

1. CPEC News
<https://cpec-news.com/piciip-consultants-arrange-stakeholder-engagement-workshop/>
2. Islamabad Mirror
<https://islamabadmirror.com/piciip-consultants-arrange-stakeholder-engagement-workshop/>
3. Daily the Business
<https://dailythebusiness.com/piciip-consultants-arrange-stakeholder-engagement-workshop/>
4. Dubai News. TV
<https://dubainews.tv/piciip-consultants-arrange-stakeholder-engagement-workshop/>

Electronic Media

The workshop was covered by local TV channels including;

1. Lahore Rung (Video clip available)
2. City 42 (Video clip available)



ANNEXURE- A: INVITATION LETTER & CARD

January 18, 2024

Dr. Ahmad Javed Qazi,
The Honourable Secretary,
Local Government & Community Development Department,
Government of the Punjab.

Subject: Stakeholder Engagement Workshop to Finalize and Approve the Academic and Training Design and Institutional Framework and Organizational Design of PLGA

The Punjab Intermediate Cities Improvement Investment Program (PICIIP) is a local government project co-financed by the Asian Development Bank (ADB) and the Government of Punjab (GoPb). The broader objective of the Program is to improve the efficiency and financial sustainability of cities and the effectiveness of urban services and the capacity building of local government.

The overall objective of the Institutional Support and Capacity Development component of the PICIIP is to carry out a provincial level exercise to strengthen the institutional and organizational setup, training, and capacity building provisions of the Punjab Local Government Academy (PLGA). The reformed PLGA will fill the capacity gaps amongst local government officials and elected representatives for improved service delivery aligned with the objectives of the relevant local government legislation.

The Capacity Building Consultants of PICIIP have successfully completed Output B, the Design Phase of the Institutional Support and Capacity Development component of the PICIIP program. To finalize and approve the Academic and Training Design, as well as the Institutional Framework and Organizational Design of PLGA (design phase outputs), a **Provincial Level Stakeholder Engagement Workshop** has been planned for **Thursday, January 25th, 2024, at Four Points by Sheraton, 25 Egerton Road, Lahore.**

The workshop agenda is attached for your kind information and perusal. You are requested to kindly attend the workshop on **January 25th, 2024, at 09.00 am at Four Points by Sheraton, 25 Egerton Road, Lahore.**

For confirmation or queries, please feel free to reach out to Ms. Syed Arooj Fatima, Project Support Officer at the Program Management Unit (PICIIP) at 0303-6677887 or via email at arooj1718@gmail.com, or Ms. Sadaf Iqbal, Research Assistant at CB Consultant at 0300-2273067 or via email at sajidaiqbal120@gmail.com.

Sincerely,



Professor Roberta Ryan
Team Leader
CB - PICIIP







PUNJAB INTERMEDIATE CITIES IMPROVEMENT INVESTMENT PROGRAM

(Institutional Capacity Building)

Invitation for Participation

Provincial Level Stakeholder Engagement Workshop

On
Thursday, 25 January 2024
9 am to 4:30 pm
At
Four Points by Sheraton,
25 Egerton Road, Lahore

RSVP:
Miss Sadaf Iqbal
Cell: +92-300-2273067
Email: sajdaiqbal120@gmail.com






AGENDA

Time	Activity
09:00	Registration of Participants
09:30	Recitation from Holy Quran
09:35	Brief on Program and Introduction of Participants
09:40	Opening Remarks Mr. Muhammad Hamza Salik – PD PMU PICIIP
09:50	Scope of Capacity Building Component Prof. Roberta Ryan- Team Leader CB Component of PICIIP
10:00	Training Modules and Curriculum i). Selection of Modules Topics ii). Module Development Process iii). Next step Professor Roberta Ryan- Team Leader CB Component of PICIIP and Module Developer
10:15	Tea Break
10:30	Module 1 – Leadership, management, and strategy – to improve local service delivery - Professor Roberta Ryan
11:00	Module 2 – Master planning (Land use and cities planning) - Professor Dr Alif Bilal Aslam (UET)
11:30	Module 3 – SWM Planning and Operations – Associate Professor - Dr Mehwish Anis (UET)
12:00	Institutional and Governance Framework of Punjab Local Government Academy (PLGA) i). Current situation, Comparative Analysis, preferred option, and functional distributions of both campuses - William Pitkin – D12 ii). Punjab Local Government Academy Act 2023 – Mr Zaki ur Rahman iii). Proposed service rules – Mr. Maqsood Ahmed
13:00	Consultation on proposed Institutional and Governance Framework
13:30	Lunch and Prayer Break
14:30	Communication and Outreach Strategy
15:00	Consultations on Communication and Outreach Strategy
15:30	Tea Break
15:45	Change Management Program - assessment of readiness for change and acceptability of new roles and ownership. Prof. Roberta Ryan- Team Leader CB Component of PICIIP – D16
16:05	Consultations on Proposed Change Management Program
16:15	Key decisions and agreements Prof. Roberta Ryan- Team Leader CB Component of PICIIP
16:30	Closing Remarks

ANNEXURE- B: LISTS OF INVITEES & PARTICIPANTS

List of Invitees

Secretariat LG&CDD			
Sr.#	Name	Designation	Contact Details/Emails
01	Dr. Ahmed Javed Qazi	Secretary LG&CD	99210013 secretarylgcd.punjab@gmail.com
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08	Mr. Zulfiqar Ali Aslam	Section Officer Coordination	99212947 chaner786@gmail.com
09	Maleeha Rashid	Additional Secretary Admin Local Government	
Directorate General LG&CDD			
01	Mr. Shafaat Ali	Director General LG&CD	99213460
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Punjab Local Government Board			
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Project Management Unit (PMU) PICIIP			
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08	Ms. Arooj Fatima Rizvi	Project Support Officer – PICIIP	0303-6677887 arooj1718@gmail.com
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Al- Jazari Water and Sanitation Academy (AJWA) Urban Unit			
01	Abid Hussaini	Principal	0321-2116765
02	Dr. Nobuyuki		
Management Professional Development Department (MPDD)			
01	Anjum Naveed	Additional Secretary	99205625
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02	Mueen Ahmad	Director Academics	
Quaid e Azam Academy for Educational Development (QAED)			
01	Tajammal Abbas Rana	Director General	99260071
02	Zaria Amber	Course Coordinator (Academic & Research)	

Punjab Judicial Academy (PJA)			
01	Mansoor Ahmad Khan	Director Academic and Program	99214055-8
02	Ashtar Abbas	Acting Director General	
Modules Developers			
01	Roberta Ryan		
02	Dr. Atif Bilal		03334381244
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CO (MC) Sahiwal & Sialkot			
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68	Uswa	Media Anchor	Media	

ANNEXURE- C: PRESENTATIONS

Punjab Intermediate Cities Improvement Investment Project

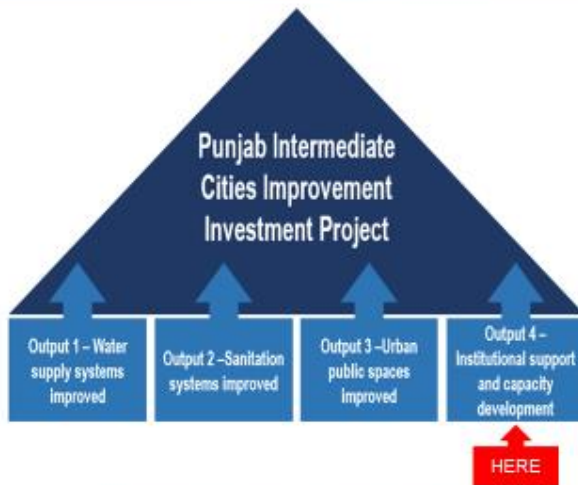


Capacity development for local governance for improving outcomes for citizens in Punjab

January 2024



Capacity development of local government



- The project corresponds to Output 4 of the PICIIP: Institutional support and capacity development
- The objective is to improve the planning, delivery and financial management of urban services and citizen engagement in the public service delivery
- It will be achieved in synergy with the other 3 PICIIP components

2

Scope of Work



ADB



1. Output A: Planning	<ul style="list-style-type: none"> ▪ Task 1: Inception/Work Plan ▪ Task 2: Situation Analysis of Capacity Gaps and TNA
2. Output B: Design This phase develops the evidence base for The academic and organizational design of the PLGA 15 deliverables	<ul style="list-style-type: none"> ▪ Task 1: Academic and Training Design – PLGA ▪ Task 2: Institutional Framework and Organizational Design PLGA ▪ Task 3: Change Management and Sustainability (Business Plan)
3. Output C: Implementation	<ul style="list-style-type: none"> ▪ Task 1: Implementation of Organisational Setup ▪ Task 2: Implementation of Academic Activities ▪ Task 3: Design and Establishment of R&D Unit
4. Output D: Institutionalization	<ul style="list-style-type: none"> ▪ Task: Succession Planning and Consolidation

3

Institutional Support and Capacity Development OBJECTIVES



ADB



- *Provincial level exercise to strengthen the institutional and organizational setup, training, and capacity-building provisions of Punjab Local Government Academy.*
- *The reformed PLGA intends to fill the capacity gaps amongst the officials of local government and elected representatives for improved service delivery aligned with legislative requirements.*

The team is responsible for:

1. The design of a capacity development framework for Punjab local government
2. Development of a training strategy, policy, and communications plan
3. Sustainability planning of Punjab Local Government Academy, Lala Musa & Lahore
4. Academic and training design /curriculum development and delivery



Output B: Deliverable 15

Purpose: The purpose of Institutional Framework and Organizational Design is to develop an institutional/organizational structure most suited to the capacity development needs of the LG system.

Presentation of the academic/training design and institutional framework and organizational design to the relevant stakeholders in a provincial-level stakeholder engagement workshop to be convened in Lahore.

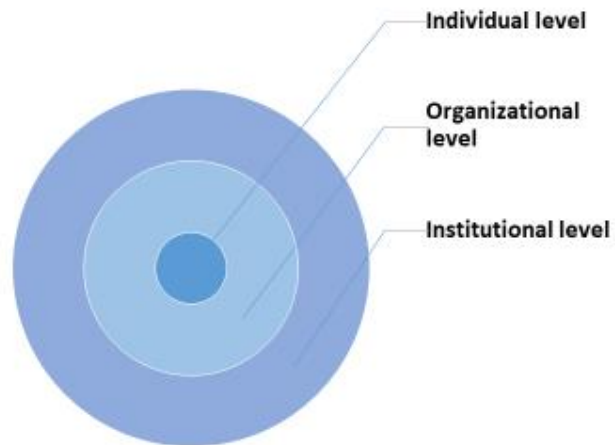
This workshop will present the legal and institutional arrangements, as agreed by the Secretary LG, and the training modules as outlined. We are seeking sign-off to enable implementation.

Project approach – ensuring success



1. Why this project is important
2. The objectives of PICUP-CD
3. The role of Capacity Development

- ENSURING SUCCESS



Situational Analysis - evidence



ADB



Provides evidence to support two of the key objectives of PICIP:

- a) Design of a capacity development approach for the local government sector
- b) Develop and implement an organizational structure and academic program for the PLGA

Situational Analysis Report has 5 Chapters: - evidence base for curriculum and PLGA organizational design:

1. Introduction
2. Legislative Arrangements and Organizational Structure of Local Government in Punjab
3. Local Government Services
4. Learning and Development Organizations
5. Conclusion and lessons from other jurisdictions

TNA Process



ADB



Rationale for Reformed PLGA



ADB



Situational Analysis demonstrated the need for reform if the PLGA was to successfully support the Punjab LG&CD Department in meeting current and future challenges:

- Financial constraints
- Inadequate infrastructure and equipment
- Lack of management autonomy
- Insufficient qualified staff
- Low capacity of local government officers to deliver municipal services
- Lack of PLGA training capability in
 - Training design and implementation
 - Curriculum design
 - Training module development
 - Sector engagement.
- Absence of any research and development functions.

9

Institutional Framework and Organizational Design – the reformed PLGA will be:



ADB



1. The **primary** academy for capacity development for local government in the Punjab
2. **Resourced** and have appropriate governance to deliver and facilitate the learning and development needs of the sector
3. **Responsible** for understanding the capacity development needs of the sector and using this information to facilitate, coordinate, and inform appropriate delivery by others
4. **Facilitate**, inform and source expert training needs from others such as solid waste and engineering academies when they are working with LG
5. **Specialize** in the key delivery for LG leadership that is the priority for learning and development for LG for officers and councilors to be a **Centre of Excellence**
6. Establish **key partnerships** with universities, other training academies, and provinces.

Key principles of good governance – Training Institutions



ADB



- High level of autonomy
- Independent strategically aligned governance mechanism – empowered board with sector experts
- Financial sustainability

Modules and Curriculum Development



ADB



Topics and number of training modules/manuals and curriculum were finalized in a meeting chaired by the Secretary LG&CD on **November 11, 2022**.

1. Leadership, management, and strategy – to improve local service delivery
2. Performance monitoring and evaluation, and accountability (Benchmarking and KPIs) – to improve the local service delivery
3. Financial management (Covering budget and planning, local government finances and taxation, audit and accounts)
4. Project Management, procurement, and contract management (including PPRA rules)
5. Master planning (Land use and cities planning)
6. Building Control and other regulatory functions
7. Human resource management (covering performance review and how to deal with underperformers, grievances & complaint handling (PEEDA Act 2006), and harassment)

Module development priorities – TNA and consultation outcomes



ADB

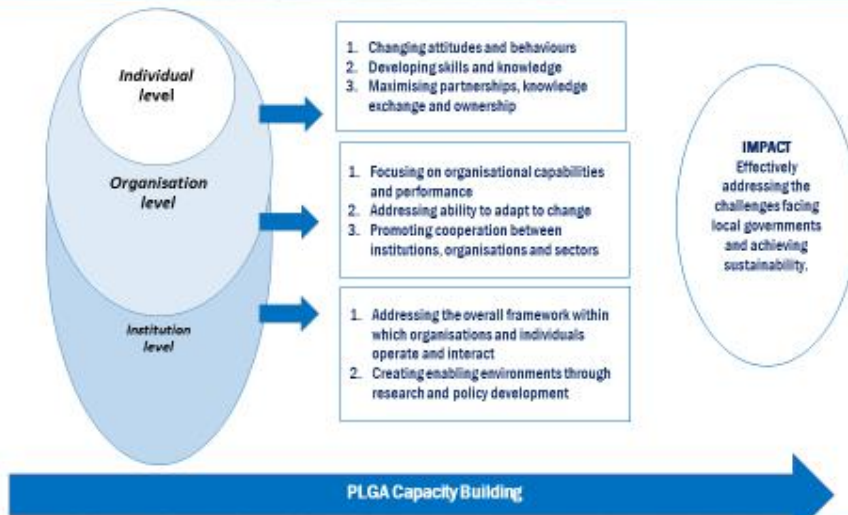


8. Teaching, learning, evaluation of learning and module development – PLGA-specific training – training the trainer to undertake induction, promotion, and service training
9. Councillor Training including - Local government rules, regulations and responsibilities
10. Evidence-based policy and reform (Data-driven decisions for local policies) – Directorate of LG&CD and LG Board-specific training.
11. SWM Planning and Operations – in collaboration with a technical academy
12. O&M of water distribution and wastewater collection system – in collaboration with a technical academy
13. Infrastructure and asset management of local authorities – in collaboration with a technical academy

Capacity development – 3 levels



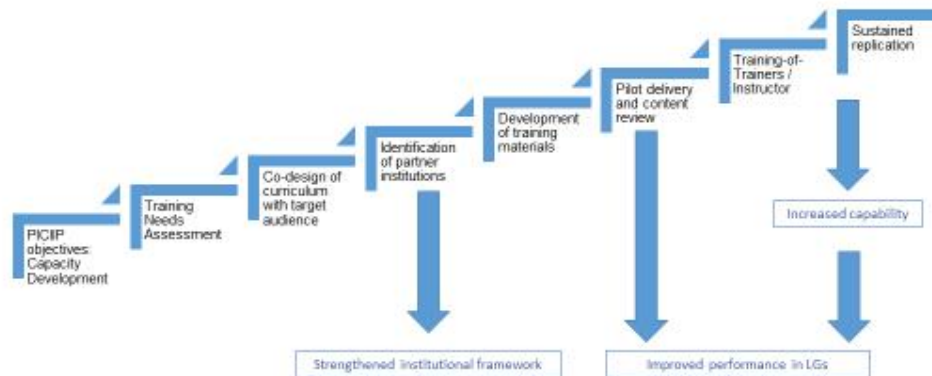
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Module co-design process



ADB



Purpose/Mission of the PLGA



ADB



15

Develop a clear vision for the PLGA for:

1. Local government capacity development at all levels in Punjab
2. Local government research which informs policy and practice
3. High quality, sector responsive delivery
4. Accessibility of training and development for all local government staff regardless of gender, location or ability
5. Lead understanding of sector training needs
6. Collaborate to deliver across key areas of technical expertise

Punjab Intermediate Cities Improvement Investment Project



ADB



Capacity Building – leadership module

January 2024



TRAINING
AND
TECHNOLOGY
TRANSFER



RHC



iCONSULT
INTEGRATED TECHNICAL ASSISTANCE

Module 1



ADB



Leadership, Management, Strategy
(PICIP1)

Overview of Module



ADB



- This module provides a professional development experience for senior managers and aspiring senior managers working in local governments throughout Punjab. The Module can also be undertaken by Councillors.
- Learners undertake this intensive three-day training so that they can better contribute to improved local service delivery in the province by drawing on evidence-based approaches towards leadership, management and strategy within a local government context.

There are 4 Integrated Themes in this Module



ADB



These Themes are Further Divided into Topics



ADB



- | | |
|---|--|
| Theme 1: Local service delivery | <ul style="list-style-type: none"> • Why local government?: Basics of fiscal decentralisation • The service delivery function of local government in Punjab • Legislative requirements • Best practices for local service delivery |
| Theme 2: Leadership and management | <ul style="list-style-type: none"> • Political and administrative leadership at the local level • Political and administrative leaders working together • Management in the public sector • New Public Management (NPM) – compared with other paradigms in public administration • Best practices for local government managers |
| Theme 3: Strategy | <ul style="list-style-type: none"> • Strategic processes in public organisations • Strategy context – external and internal environments |
| Theme 4: Application | <ul style="list-style-type: none"> • Developing as a professional • Effect of changing legislation on leadership, management and strategy in local government in Punjab • Strategy to improve service delivery • Where to from here? |

Teaching/ Learning Approach



ADB



- Applied teaching/learning approach based on principles of adult education
- Learners exposed to modern scholarship on the themes and encouraged to read further
- Methods used in the classroom encourage learner participation, interaction and theory-practice integration. There is a **strong focus on working together in pairs and small groups, which mirrors the team work of their work contexts**
- Through active participation, learners will discuss, debate and develop skills and behaviours needed to lead and achieve change in local government in Punjab

Guidance for Trainers



ADB



The module description includes a comprehensive guide for trainers on planning, implementing and managing the training program for PICUP1 effectively. The topics covered include:

- Adult learners
- Learning in organisations
- Employee training
- Designing the training
- Session conceptualisation and planning
- Delivering the training

Situation in which Adults Learn More Effectively



ADB



Examples of Class-room Based Activities and Exercises that are Scheduled within each Theme in this Module



ADB



- Brainstorm
- Small group activity
- Pair work

Theme 1: Local Service Delivery



ADB



Brainstorm – The service delivery function of local government

The functions and powers of the different local government structures in Punjab are outlined in Chapter VII of the Punjab Local Government Act 2022 (or as revised).

On a slide and handout learners are provided with a table that outlines some of the respective functions and powers of Metropolitan Corporations and District Councils on the one hand, and Union Councils on the other.

Prompts for the discussion include:

- What are the key changes related to local government service delivery as envisaged in the 2013, 2019, 2021 and 2022 Local Government Acts?
- Consider what makes for 'good' public service delivery. What stance, attitudes, and behaviours should a public officer take when working with citizens as consumers and clients?

Theme 2 – Leadership and Management



ADB



Group activity – Political and administrative leaders working together

- Participants sort themselves into small groups based on the type of local government that they work in. They consider similarities and differences with regards to the ways in which political and administrative local leaders (elected representatives and senior staff) work together, including mechanisms for communication and decision-making.
- They identify potential strengths and challenges of differing approaches to cooperation.
- Around 10 minutes should be given for the group discussion, and the trainer then encourages feedback to the group as a whole, and facilitates discussion of key themes raised by the participants.

Theme 3: Strategy



ADB



Pair work on strategic thinking

In pairs, please consider the following: Nuntamanop et al (2013) have identified seven **characteristics of strategic thinking** which have an impact all of the strategic processes we have discussed to now: Conceptual thinking ability; Visionary thinking; Analytical thinking ability; Synthesising ability; Objectivity; Creativity; Learning ability

- Can you think of examples where these traits and competences have impacted on your own work, especially when you and your team are working on longer-term goals and strategies?
- Please write down your five key insights, which you will feed back to group as a whole. The feedback and discussion can focus in particular on the links among strategic thinking, strategic planning, strategy implementation and strategic management.

Theme 4 – Application



ADB



Pair work – Outlining a strategy to improve service delivery

- Culminating class-based activity
- Also provides a means for the trainer to assess the learning that has taken place
- Learners devise a ‘Strategy Outline’, a very early draft strategic plan for improving service delivery in their LGAs. They work in pairs, and assume that they are colleagues responsible for strategic planning in a given LGA.
- Making use of the format provided, each pair submits their draft Strategy Outline to the trainer.
- Once all have submitted, the group as a whole discusses and provides feedback on the activity.
- The exercise is wrapped up by encouraging the sharing of ideas for how they could do similar drafting and working together exercises in their own workplaces.

PICIIP 1 - Highlights



ADB



- Strongly recommended Module for all senior staff to take
 - Useful foundation for other Modules
- Strong focus on application and the applied nature of the content
 - Solid appreciation of the local government context in Punjab
- Case studies draw on real-world examples of managerial practice in Punjab local government

Punjab Intermediate Cities Improvement Investment Project
(PICIP)



ADB



Master Planning Module

January 25, 2024

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Module Overview



ADB



- Primarily aims at the capacity development of the local government officials for better management of the master planning projects.
- Target recipients of this training are:
 - District management executives
 - Planning officers of the local government department
 - Local government staff deputed on master planning-related development sectors, such as infrastructure
 - Technical staff of line departments.

Module Purpose



ADB



- To better facilitate and manage the master planning projects
- An opportunity for the learners to engage in a meaningful dialogue to discuss the current master planning practices, issues involved, and the possible way forward
- A refresher course for urban planners to revive their knowledge of master planning with current innovative practices
- To equip non-planners with the theoretical basis of the subject for their better performance aligned with the objectives of the master planning.

Module Features and Approach



ADB



- A robust design to customize as per the needs of any special cadre of local government staff
- A mix of various teaching methods and pedagogies to keep the learners' interest intact
- Focus on a continuous active engagement of the learners
- Learning by doing exercises and workshops
- Multidisciplinary explanations of the key concepts
- Research oriented case-study based teaching
- Learners' assessment

Learning Outcomes



ADB



- On completion of this module, learners should be better able to:
- understand the concept of master planning better which will help in bridging the large gap that exists in its conceptual understanding across various actors and stakeholders involved in the process of master planning,
- clearly differentiate among various terms applied locally such as master plan, structure plan, spatial plan, land use plan, outline development plan, site development zones, etc.

Learning Outcomes



ADB



- grasp the emerging concepts within the domain and at the interface of master planning such as inclusive planning, climate-sensitive planning, etc.
- identify key sectors for their integration into, and devising synergies with, the master planning exercise,
- delineate the planning area boundaries concerning administrative viz-a-viz scientific criteria,
- learn the fundamentals of master plan preparation to better facilitate and manage the master planning projects.

Module Themes



ADB



- For learners to achieve the learning outcomes, the themes and the underlying teaching content are finalized through a series of consultative sessions with the client and the key stakeholders including:

1. Project Management Unit (PMU), Local Government & Community Development Department;
2. Punjab Local Government Board; and
3. Punjab Local Government Academy, Lalamusa

Module Themes



ADB



- The identified module themes are:
 1. Conceptualization
 2. Planning area boundaries delineation
 3. Master planning fundamentals
 4. Multi-sectoral integration

Theme 1: Conceptualization



ADB



- This theme mainly revolves around the theoretical basis, master planning approaches, scope and geographic coverage, and various other master planning-related terms to bring clarity.

Theme 1: Conceptualization



ADB



Title	Learning objectives	Summary description	Teaching/learning methods
1. Conceptualization	To bring clarity to the master planning concept with respect to its definitions, coverage, scope, affiliated terms, and emerging new approaches/ concepts	<ul style="list-style-type: none"> The theoretical basis of the master plans Traditional vs emerging approaches/ concepts Scope and geographic coverage Various terms related to Master Plans Real-world application of master planning concepts 	<ul style="list-style-type: none"> Lectures Interactive discussions World Café Workshop - Case studies - Group work - Open dialogue

Teaching/ Learning Sessions



ADB



Date	Hours	Content	Teaching/learning Method	Core Readings
Day 1	9.00 to 10.30	<ul style="list-style-type: none"> Welcome and Introduction The theoretical basis of the master plans Traditional vs emerging approaches/ concepts 	<ul style="list-style-type: none"> Ice-breaking Lecture Interactive discussion 	<ul style="list-style-type: none"> Al Waer (2014) Hameed & Nadeem (2008) Todes et al. (2010) World Bank (Online Document)
	11:00 to 12:30	<ul style="list-style-type: none"> Scope and geographic coverage Various terms related to Master Plans 	<ul style="list-style-type: none"> Lecture Interactive discussion 	
	13:30 to 15:00	<ul style="list-style-type: none"> Real-world application of master planning concepts 	<ul style="list-style-type: none"> World Café workshop - Case studies review - Group Dialogue and work - Open Dialogue 	

Theme 2: Planning Area Boundaries Delineation



ADB



- This theme defines various terms that are increasingly being used in the master planning exercises such as urban daily system, functional urban area, urban agglomeration, etc.
- It also describes the criteria for delineating planning area boundaries based on:
 - administrative/jurisdiction mandates,
 - functionality, and
 - environmental aspects

Theme 2: Planning Area Boundaries Delineation



ADB



Title	Learning objectives	Summary description	Teaching/learning methods
2. Planning area boundaries delineation	To learn various criteria for identifying planning boundaries for the master plans	<ul style="list-style-type: none"> • Defining urban and understanding various terms; such as urban agglomeration, functional urban area, daily urban system, etc. • Administrative/jurisdiction-based planning area boundaries • Boundaries based on functionality • Environmental aspects-based criteria • Application of boundaries delineation criteria in Pakistan 	<ul style="list-style-type: none"> • Lectures • Interactive discussions • Review of Terms of Reference • Group work • Presentations

Teaching/ Learning Sessions



ADB



Date	Hours	Content	Teaching/learning Method	Core Readings
Day 2	9.00 to 10.30	<ul style="list-style-type: none"> Follow-up to Day 1 learning Defining urban and understanding various terms; such as urban agglomeration, functional urban area, daily urban system, metropolitan area, conurbation, etc. 	<ul style="list-style-type: none"> Key points deliberation Lecture Interactive discussion 	<ul style="list-style-type: none"> Arif (2011) Organization for Economic Cooperation and Development (2012) Pacione (2009)
	11:00 to 12:30	<ul style="list-style-type: none"> Administrative/Jurisdiction-based planning area boundaries Boundaries based on functionality Other criteria based on environmental aspects 	<ul style="list-style-type: none"> Lecture Interactive discussion 	
	13:30 to 15:00	<ul style="list-style-type: none"> Review of ToR for various master planning projects in Pakistan for identification of boundary delineation criteria, scope, approaches, and deliverables 	<ul style="list-style-type: none"> ToR review Group work Presentations 	

Theme 3: Fundamentals of Master Planning



ADB



- The important topics covered under this theme are:
 - vision development
 - population projection
 - master planning studies and surveys, and
 - public participation

Theme 3: Master Planning Fundamentals



ADB



Title	Learning objectives	Summary description	Teaching/learning methods
3. Master planning fundamentals	To learn the basics of master planning exercise for the better management/facilitation of master planning projects	<ul style="list-style-type: none"> • Vision development • Population projection • Studies and surveys • Public Participation • Review of case studies • Population Projection exercise 	<ul style="list-style-type: none"> • Lectures • Interactive discussions • Case studies • Group and individual exercises • Submission

Teaching/ Learning Sessions



ADB



Date	Hours	Content	Teaching/learning Method	Core Readings
Day 3	9.00 to 10.30	<ul style="list-style-type: none"> • Follow-up to Day-2 learning • Vision development • Population projection 	<ul style="list-style-type: none"> • Key points deliberation • Lecture • Interactive discussion 	<ul style="list-style-type: none"> • Cities Alliance (2006) • EDCM Consultants (2021) • Lehtonen (2005) • Wates (2000)
	11:00 to 12:30	<ul style="list-style-type: none"> • Studies and surveys • Public participation 	<ul style="list-style-type: none"> • Lecture • Interactive discussion 	
	13:30 to 15:00	<ul style="list-style-type: none"> • Review of case studies • Population projection exercise 	<ul style="list-style-type: none"> • Case studies • Group and individual exercises 	
			• Submissions for evaluation	

Theme 4: Multi-sectoral Integration



ADB



- The special emphasis of this theme is to sensitize the learners about the main challenges of integrating the related sectoral development planning into the master planning exercise.
- The theme also covers the very important topic of housing sector demand analysis and planning approaches.

Theme 4: Multi sectoral Integration



ADB



Title	Learning objectives	Summary description	Teaching/learning methods
4. Multi-sectoral integration	To identify the key relevant sectors and their integration into the master planning exercise for devising synergies	<ul style="list-style-type: none"> • Relevant sectors & demand analysis • Participatory multi-sectoral integration • Issue of scale for integration • SWOT Analysis for identifying important thematic sectors • Prioritization and synthesis 	<ul style="list-style-type: none"> • Lectures • Interactive discussions • Visioning Workshop - Case study • Group work • Submission

Teaching/ Learning Sessions



ADB



Date	Hours	Content	Teaching/learning Method	Core Readings
Day 4	9.00 to 10.30	<ul style="list-style-type: none"> Follow-up to Day-3 learning Relevant sectors & demand analysis Participatory multi-sectoral integration Issue of scale for integration 	<ul style="list-style-type: none"> Key points deliberation Lecture Interactive discussion 	<ul style="list-style-type: none"> De Chiara (1969) Ministry of Housing & Works, Govt. Of Pakistan (1986) Ryerson City Building Institute (2020)
	11:00 to 12:30	<ul style="list-style-type: none"> SWOT Analysis for identifying important thematic sectors Prioritization and synthesis 	<ul style="list-style-type: none"> Visioning Workshop through Role Plays <ul style="list-style-type: none"> - Case Study - Group work - Presentation 	
	13:30 to 15:00	<ul style="list-style-type: none"> Summary of Module Learner Assessment Feedback Wrap-up and Looking ahead Certificates distribution and group photos 	<ul style="list-style-type: none"> Presentation Active Participation Submitted/ completed Assignments Survey questionnaire 	

Feedback and Assessment



ADB



Item	Description	Date for completion
Attendance requirements	Minimum 90% attendance in all sessions to qualify for "Certificate of Participation".	At the end of Day 4
In-class activities/ presentation	In a session each day assigned with group work/ presentation	The same day when presentation is made
Graded assignment	All submitted assignments are graded with minimum passing marks of 40%.	At the end of Day 3
Learner feedback	Learners' form to be filled up by the learners	At the end of Day 4
Trainer feedback	Trainers' form to be filled up by the Trainer	At the end of Day 4

List of Core Readings



ADB



- Al Waer, H. (2014). Improving contemporary approaches to the master planning process. *Proceedings of the Institution of Civil Engineers-Urban Design and Planning*, 167(1), 25-34
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Punjab Intermediate Cities Improvement Investment Project
(PICIP)



ADB



Capacity Building – PICIP-11: Planning
and Operations of Solid Waste
Management

January 2024



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1

Consultative Sessions



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2

Overview of Module



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Target Audience

- Municipal Officers (Services and Infrastructure)

Duration

- 5 days

Learning Outcomes of Module



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To address the challenges of solid waste generation and storage

To analyse and operate various types of collection systems

To identify best management practices for the collection staff and system.

To propose appropriate disposal option for the solid waste

Themes of Modules



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Details of Themes



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Theme 1: Planning and operations of Solid Waste Storage

- Challenges in SWM local and global perspective, Challenges of present and anticipated waste situations for planning of integrated solid waste management
- Importance of efficient on-site storage and its integration with other solid waste management components, storage requirement estimations, public health and aesthetics, Inspection, and maintenance of bins, Key concepts of source segregation and its relationship with efficient storage and management of waste.
- Approaches to enhance waste recovery and recycling , Use of recycled waste (plastic waste furniture manufacturing, construction of road through plastic waste, refuse derived fuel etc.) Developing a recycling plan, Zero waste policy

Details of Themes



ADB



Theme 2: Planning and operations of Solid Waste Collection

- Selection of sound collection services and systems. Factors to consider in SW collection
- Challenges of solid waste collection in different geographical setting, Analysis of collection systems
- Selection and maintenance of collection vehicles, Street Sweeping
- Collection and management of special, Evaluating Transfer station needs, Transfer station types and design considerations with and without material recovery facility
- Complaint redressal and staff attendance system, Management and safety of solid waste management staff: Planning, allocation of duties, Defining tasks, health and safety, training and supervision, Provision of necessary facilities (washroom, soaps, space etc.) for sanitary workers, health issues and diseases of sanitary staff, health insurance

Details of Themes



ADB



Theme 3: Planning and operations of Solid Waste Disposal

- Sustainable approaches of solid waste disposal
- Closure and management of existing dump sites, Landfill siting and design considerations
- Prediction and management of Leachate: Liner systems for leachate control
- Landfill Gas Management and Energy Recovery
- Operating the landfill, detect and exclude hazardous waste, Inspections, Air criteria, Personnel and safety, Quality control and record keeping, Community relations, Closing the landfill and providing post closure care,
- Composting process and approaches, Developing a composting plan & operational consideration
- Waste to energy Incineration of waste, Refuse Derived Fuel

Teaching/ Learning Approach



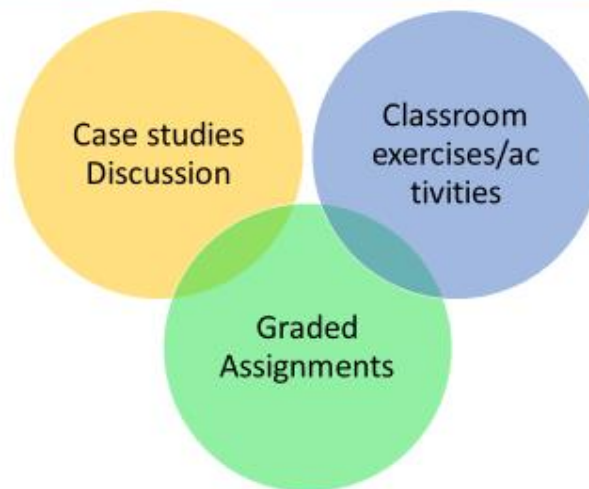
ADB



Activities and Exercises



ADB



Theme 1: Case Study



ADB



- Presentation and analysis of **case study of Trash Masti**.
- The objective for learners is to appreciate the involvement of private sector and technology for waste handling and recycling practices.

Theme 1: Exercises



ADB



Exercise-1

- ⑩ Interactive exercise for differentiating good and poor waste storage practices

Exercise-2

- ⑩ An interactive exercise related to identifying the reuse and recycling potential of solid waste

Theme 1: Group Assignment



ADB



- Learners will be asked to **develop a zero-waste plan** for a small community based on the principles discussed during the lecture.
- 2-3 Participants
- **Assessment:**
 - Presentation
 - Learners will be evaluated based on their *technical learning*, from the session as well as their *delivery of the content*.

Theme 2: Case Study



ADB



- Case studies related to;
 - Complaint redressal mechanisms/means
 - Effective management of the staff of solid waste management to reduce the number of complaints.

Theme 2: Exercises



ADB



Exercise-1

- ⑩ An interactive exercise to determine how many customers can be serviced by the available collection vehicle before it must make a trip to the landfill.
- ⑩ Comparison of the estimated number with the actual number of customers serviced in that area
- ⑩ Discussion on how to decrease this difference.

Exercise-2

- ⑩ An interactive exercise to design of the stationary container system for the collection of the solid waste for the respective municipalities of the participants.

Theme 2: Exercises



ADB



Exercise-3

- ⑩ An interactive exercise for assessing the need for transfer station with stationary and hauled container systems for collection.
- ⑩ An estimation of break-even points, based on economic principles, for directing hauling vs use of transfer station.

Theme 3: Case Studies



ADB



Case Study 1

- Case study of Lahore compost plant for identification of the issues and challenges in its successful operation.
- Deliberations will also be made by the learners to learn about the reasons why the project was discontinued.

Case Study 2

- Case study of Ahmedabad city; India where successful recovery of landfill gas was possible with industrial partners.
Discussion on methane gas production and electricity generation potential from municipal solid waste in major cities of Pakistan.
Discussion on the challenges and issues of its practical implementation on disposal sites in Pakistan.

Theme 3: Case Studies



ADB



Case Study 3

- Case study of **EKN-RSPN Pakistan Domestic Biogas Programme (PDBP)**.

Case study of biogas plants working in rural Punjab to learn from success stories and identify the issues and challenges.

Theme 3: Exercises



ADB



Exercise-1

- Discussion on existing waste disposal methods in different municipalities with their pros and cons.

Exercise-2

- Design of landfill for the given set of conditions.

Exercise-3

- Identifying the needs and requirements for developing a composting plan for their respective municipalities.

Theme 3: Assignment (Group of 3-4)



ADB



- Review guidelines by ADB and JAICA for landfill siting and design.
- Compare and contrast the two guidelines and prepare brief guidelines for the landfill of solid waste in Pakistan.
- **Presentation**
- **Assessment:** based on their *technical learning*, thorough literature review of these guidelines as well as their *delivery of the content*.

Punjab Intermediate Cities Improvement Investment Project



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Capacity Building Consultant - *Intitutional and Framework of PLGA*

January 25, 2024



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Rationale for Reformed PLGA



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Situational analysis demonstrated the need for reform if the PLGA was to successfully support the Punjab LG&CD Department in meeting current and future challenges in terms of:

- Financial constraints.
- Inadequate infrastructure and equipment.
- Lack of management autonomy.
- Capacity to manage donors to ensure relevance and capacity development.
- Insufficient qualified staff.
- Low capacity of local government officers to deliver municipal services.
- Lack of PLGA training capability in
 - Training design and implementation
 - Curriculum design
 - Training module development
 - Sector engagement.
- Absence of any research and development functions.

Rationale for Reformed PLGA – physical enhancements



ADB



LG&CD Department, through PICIP, is addressing inadequate infrastructure and equipment requirements. In this regard:

- PDWP approved PKR 537.468 million to upgrade the PLGA Lala Musa campus and provide equipment and machinery. This will significantly enhance training capacity, on-campus residential facilities, operationalize the R&D center, physical and e-library, and IT lab.
- Building a new main campus of PLGA in Lahore, which will have a training capacity of over 300 persons, 2 IT labs, a library, a screening hall with a capacity for 300 people, on-campus residential facilities for over 50 people, and other facilities.

[Link](#)

Benchmark Institutions



ADB



1. Al Jazari Academy (AJWA)
2. Government Engineering Academy (GEA)
3. Quaid-e-Azam Academy for Educational Development (QAED)
4. Punjab Judicial Academy (PJA)
5. Pakistan Institute of Management (PIM)
6. The Pakistan Institute of Management and Professional Development (PIMPD)
7. Institute of Rural Management (IRM), Pakistan
8. Local Water Utilities Administration (LWUA) Manilla, Philippines.
9. Local Government Academy Philippines

Legal Framework - Comparative Analysis



ADB



PLGA Lala Musa, Pakistan	Al Jazari Lahore, Pakistan	Government Eng. Academy Lahore, Pakistan	QAED Lahore, Pakistan
1 Legal Structure			
Part of LG&CD department	Part of Urban Unit	Autonomous - Statutory Body established under the Punjab Educational and Training Institutions Ordinance, 1960 (West Pakistan Ordinance XI of 1960)	Attached department
Under Directorate General LG&CDD	Urban Unit is a government owned company registered under Companies Act	Under administrative control of Irrigation Department of the Government of Punjab	School Education Department of the Government of Punjab
No board, under administration of DG LG&CD	No board, under administration of Urban Unit	Board – chaired by the Minister for Irrigation Punjab. 13 Members – 3 private sector members	Report to Secretary School Education Department
2. Management & Reporting			
Headed by Director, reports to DG	Headed by Principal Reports to CEO Urban Unit	Headed by Principal Reports to BOG	Headed by DG Reports to Secretary School Education Department
3. Sources of Funding			
100% Government funded. Training cost by the concerned local government/ council Donor funded trainings	Funded by the Urban Unit The training fee by the concerned department Donor	100% Government funded through Irrigation Department budgets. The training fee by the concerned department	100% Government funded through School Education Department budgets

5

Legal Framework- Comparative Analysis



ADB



Pakistan Judicial Academy Lahore, Pakistan	Pakistan Institute of Management Lahore, Pakistan	Punjab Institute of Management and PD Lahore, Pakistan
1 Legal Structure		
Autonomous - Statutory Body established through the Punjab Judicial Academy Act	Autonomous body	Attached department
Government of Punjab	Under Federal Ministry of Industries and Production	Under the management of Professional Development Department, Government of Punjab
Board – chaired by the CJ High Court 11 Members	Board - chaired by Additional Secretary MoIP. 9 Members	Reports to Secretary MPDD
2. Management & Reporting		
Headed by DG Reports to BoM	Headed by Director Reports to BoG	Headed by Chief Instructor Reports to Secretary MPDD
3. Sources of Funding		
100% Punjab Government funded	33% of the total budget by the Ministry of Industries and Production Rest generated from own sources - training and consulting services	100% Punjab Government funded

6

Legal Framework- Comparative Analysis



ADB



Institute of Rural Management, Pakistan	Local Water Utilities Administration Manila, Philippines.	Local Government Academy Philippines
1 Legal Structure		
Autonomous body - established under Section 42 (Not for Profit Organization) of the Companies Act.	Autonomous body created through The Provincial Water Utilities Act of 1973.	Autonomous body
Part of Rural Support Programme (RSP)	Government-owned and controlled corporation	Part of Department of Interior and Local Government (DILG)
Report to BOD 11 Members	Report to Board of Trustees 5 Members	Board of Trustees
2. Management & Reporting		
Headed by CEO Report to Board of Directors	Administrator Report to Board of Trustees	Executive Director Report to Board of Trustees
3. Sources of Funding		
Not-for-profit – fees and charges, donations, etc.	Own source, Government support, loan, donor and partner organizations	Government support, loan, donor and partner organizations

Legal Framework - Possible Options



ADB



1. Independent Company Under SECP – Section 42
2. Statutory Body
 - a statutory body established or set up under provincial law – e.g., Punjab Educational and Training Institutions Ordinance, 1960
 Or
 - a statutory body established a separate legislation
3. Oversight responsibility is transferred from DG LG&CD to PLGB
4. Strengthen existing setup

Honorable Secretary LG&CD on the 10th of November 2022 agreed in principle to establish PLGA as an autonomous statutory body.



8

Proposed roles of the reformed PLGA



ADB



Corporate Role at Lahore

- Senior Management
- Co designing, planning and conducting/implementing – TNA, training plan and training and module development
- Design and updating of CD system and process- M&E and quality assurance frameworks, training management information system, knowledge management system etc.
- Training monitoring, evaluation, and quality assurance
- Policy and procedure review and recommendation
- Linkage and collaboration - international organizations, donors, training institutes and universities
- Marketing, communication, and outreach
- Design and maintain organizational systems – HR, finance, IT, procurement, admin, etc.
- Financial management
- Internal Audit
- Preparation of annual reports

Lahore Campus

- Deliver and coordinate training both internal, external and onsite
 - Leadership training for senior executives (19-21), mayors, deputy mayor, directorate, board, secretariat staff
 - Targeted short courses, workshops and seminars
- Implement annual training plan
- Assist in module development, TNA and training plan development
- Records management – training, evaluation, admin, HR and finance etc.
- Arrange field visits and onsite training
- Digital Library / IT Lab

Lala Musa Campus

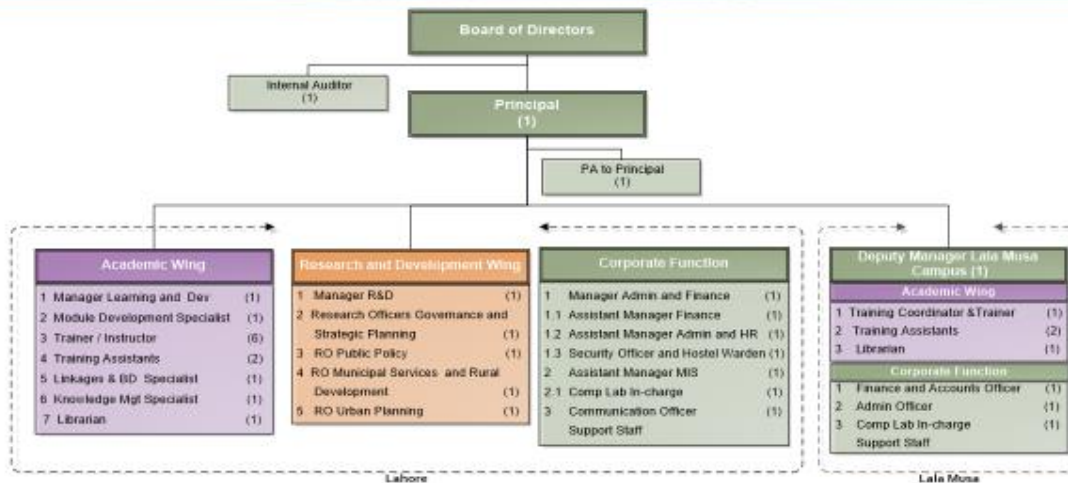
- Deliver and coordinate training both internal and external
 - Mandatory training - Induction and promotion
 - Targeted short courses – management and technical
- Implement annual training plan
- Assist in module development
- Records management – training, evaluation, admin, HR and finance etc.
- Arrange field visits and onsite training
- Maintain training facility
- R&D, Library and Digital Library

9

Proposed Organogram of Reformed PLGA



ADB



10

Staffing Requirements of Reformed PLGA



ADB



	Function	Number
A	Lahore Campus	
1	Principal Office	2
2	Audit Department	1
3	Academic Wing	13
4	Research and Development Wing	5
5	Admin and Finance Department	38
5.1	Finance and Accounts	2
5.2	Admin – Assistants (2), Receptionist (1), Driver (5), Office Boy (2), Janitorial Staff (6), Electrician and Generator Operator, Plumber (1), Gardner (1)	19
5.3	Formal Dining Hall / Mess Staff	5
5.4	Security and Hostel	10
6	Information Technology Department	4
7	Communication Department	2
	Sub-Total Lahore Campus	65
B	Lala Musa Campus	
1	Deputy Manager Lala Musa Campus	1
2	Training Department	5
3	Admin and Finance Department - Finance (1), Admin (17), Mess Staff (6), Security and Hostel (16)	40
4	Information Technology Department	3
5	Communication Department	1
	Sub-Total Lala Musa Campus	50
	Overall Staff Requirement	115

11

Approval and sign-off



ADB



The institutional and governance framework was submitted to the Secretary of LG&CD on August 29, 2023, and is pending approval to begin implementation.

It is requested to accord approval.

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Punjab Intermediate Cities Improvement Investment Project
(PICIP)



ADB



Capacity Building Consultant -
Proposed Draft of The Punjab Local Government Academy Act
2023

January 25, 2024



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Overview – Table Of Contents



ADB



- The proposed Act comprises 26 Sections.
- Section 1: Short title, extent and commencement
- Section 2: Definitions
- Section 3: Incorporation
- Section 4: The Board
- Section 5: Functions of the Academy
- Section 6: Chairperson
- Section 7: Principal
- Section 8: Disqualifications
- Section 9: Meetings of the Board
- Section 10: Committees of Academy
- Section 11: Delegation
- Section 12: Technical Experts
- Section 13: Staff
- Section 14: Fund
- Section 15: Budget
- Section 16: Bank accounts
- Section 17: Accounts
- Section 18: Audit
- Section 19: Annual report
- Section 20: Appeal
- Section 21: Public servants
- Section 22: Indemnity
- Section 23: Power to make rules
- Section 24: Power to frame regulations
- Section 25: Removal of difficulties
- Section 26: Act to override other laws

Purpose - Preamble



ADB



- Purpose is to establish the Punjab Local Government Academy as a body corporate (i.e., as a separate legal entity).
- This is expected to facilitate the provision of quality training and education in the field of local government in the province of Punjab.

Incorporation and Campuses



ADB



- The Academy shall be a body corporate having legal personality and all the attributes thereof.
- These include perpetual succession and a common seal, with power to enter into agreements, acquire, hold, manage, and dispose of property, and to sue and be sued in its name.
- The principal office of the Academy shall be in Lahore.
- There shall be a sub-campus at Lala Musa.
- There may be regional offices in other locations in the province for accomplishing the objectives of the Act.

Transfer of Assets and Liabilities



ADB



- All immovable and movable properties, rights, and assets held, used, or enjoyed by, or liabilities subsisting against, the Punjab Local Government Academy operating under the LG&CD Department shall automatically stand transferred to the Academy.

Board and its Membership



ADB



- The Board shall exercise all powers, perform all functions, and do all acts which may be exercised, performed, or done by the Academy.
 - 7-9 Members with 33 percent female members.
 - All Board members are to be appointed by the Government of Punjab.
- 5 Ex-officio members of the Board:**
1. Minister, Local Government & Community Development Department (Chairperson)
 2. Secretary, Local Government and Community Development Department (Vice Chairperson)
 3. Director General, Local Government and Community Development Department (member)
 4. Secretary, Punjab Local Government Board (member)
 5. Principal (member/secretary)
- Remaining members will be experts from the fields of local government academia and training, risk, and external audit.
 - Board members to be appointed for a term of 3 years which may be extended for another term of 3 years.

Meetings of the Board



ADB



- Board regulates the procedure for its meetings and shall finalize its terms of reference within three months of its establishment.
- Five members of the Board, including the Chairperson or the acting Chairperson, shall constitute the quorum for a meeting of the Board.
- A meeting of the Board shall be held at such time and place as the Chairperson or the majority of members of the Board may determine, but at least once every three months.
- The Board shall take decisions by the majority of its members present and voting, and in case of a tie, the person presiding over the meeting shall have a casting vote

7

Functions of The Academy



ADB



The Academy may:

- (a) coordinate with stakeholders such as the Directorate General of LG&CD Department, the Punjab Local Government Board and local governments constituted under the Punjab Local Government Act 2022;
- (b) provide local government training as it may deem fit to:
 1. officers and employees of the Directorate General of LG&CD Department;
 2. officers of the Punjab Local Government Board;
 3. elected local government representatives at all tiers;
 4. employees of the Punjab Local Government Service;
 5. servants of the Local Government Council; and
 6. other institutions, organizations and persons; any other persons notified by the Board in line with the purposes of the Act.

8

Functions of The Academy



ADB



- (c) design and develop training plans modules;
- (d) undertake research and development in the field of local government;
- (e) deploy information technology and management systems;
- (f) establish systems, processes and policies for monitoring and evaluation;
- (g) establish, operate and maintain new campuses and institutions;
- (h) establish and maintain halls of residence, lodgings or boarding places etc., and make arrangements for the health and general welfare of the trainees;

Functions of The Academy



ADB



- (i) collaborate with other institutions and organizations, national and international, such as universities, training institutions and donors;
- (j) enter into, perform, vary or cancel contracts and agreements;
- (k) appoint and prescribe the terms and conditions of employment of the officers, staff, and other employees of the Academy;
- (l) establish alumni association;
- (m) provide and support the academic development of the faculty of the Academy and promote academic and intellectual freedom and diversity in the workplace;
- (n) institute and award fellowships, scholarships, bursaries, medals and prizes;

Functions of The Academy



ADB



- (o) maintain order, discipline and security in the campuses and offices;
- (p) undertake marketing, communication and outreach;
- (q) organize conferences, workshops and roadshows;
- (r) sell, purchase, transfer, acquire, hold, hire, dispose of, give or take on lease, exchange or construct both moveable and immovable property;
- (s) hold, control and administer the property and assets;
- (t) charge and receive fees, rent, revenue or profit shares, and other charges;
- (u) perform such other functions as may be ancillary, or as may be prescribed by the rules or as may be assigned by the Government.

Functionaries and HR



ADB



- **CHAIRPERSON** The Minister, Local Government and Community Development Department of the Government.
- **Principal**
- **Committees Of The Academy**
- **Technical Experts**
- **Staff**

Principal: Qualifications and Terms



ADB



Appointment for 5 years and may serve 2 terms.

The Principal shall be :

- (a) an officer of grade 20 and above, or equivalent thereof, in the service of Pakistan or service of any Provincial Government or a body or authority under a Provincial or Federal Government; or
- (b) an expert with at least fifteen years of management experience including at least four years of experience in the management of a training institute or academy or similar institution.
- chief executive of the Academy responsible for day-to-day affairs, management and administration of the Academy.
- shall hold office at the pleasure of the Government but shall not be removed without a hearing.
- shall be responsible to the Board;
- shall perform such functions as are assigned to him or her under the Act; and
- shall exercise such powers as are delegated by the Board or as may be prescribed.

13

Funding and Budget



ADB



- Punjab Local Government Academy Fund administered and controlled by the Academy.
- The Fund consists of:
 1. Fees, charges, fines, confiscations, shares in revenues or profits, rents or other charges from Academy property, donations, and gifts.
 2. Donations, grants, or other financial assistance from local governments;
 3. Donations or grants from any person, local, national, or international organization or agency
 4. Budgetary releases from the Government;
 5. Grants, other than budgetary releases, from the Government; and
 6. Grants from the Federal Government.
- The Principal shall prepare an annual budget comprising the expected income and expenditures for the upcoming financial year and submit it to the Board for approval.

14

Accountability Structure: Accounts, Audit and Annual Report



ADB



Annual report

- The Academy shall, within three months of the close of a financial year, submit to the Government an annual report.
- The report shall consist of –
 - a) the statement of accounts;
 - b) a comprehensive statement of the work and activities of the Academy during the preceding financial year; and
 - c) such other matters as may be prescribed and as the Academy may consider appropriate.

15

Delegated Legislation



ADB



- The Government may, by notification, make rules for carrying out the purposes of the Act.
- The Academy may frame regulations for the efficient performance of its functions.

16

Approval and sign-off



ADB



The draft of *The Punjab Local Government Academy Act 2023* was submitted to the Secretary of LG&CD on August 29, 2023, for approval and further processing.

It is requested to accord approval and process the Draft Act for the approval from Governor/Provincial Assembly.

Punjab Intermediate Cities Improvement Investment Project



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Salient Features of the Punjab Local Government Academy (Appointment & Conditions of Service) Rules and Regulations 2024 (Draft)



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1

Process to Formulate Draft Rules and Regulations for PLGA



ADB



- In order to formulate the rules and regulations for the reformed PLGA as an autonomous body to enable it to fulfill its mission and mandate, a number of autonomous bodies having similar functions were reviewed including Walled City of Lahore Authority, TEVTA, PIM, GEA, Punjab Judicial Academy, LDA.
- A review report was prepared and shared with all the stakeholders for comments/input. In light of the comments and discussions with the stakeholders, the review report was finalized and submitted.

Process to Formulate Draft Rules and Regulations for PLGA



ADB



- Keeping in view the best practices and features of the autonomous bodies, principles were drafted for the formulation of the rules and regulations for the reformed PLGA and shared with stakeholders.
- The principles were examined by the stakeholders, discussed, and amended where deemed necessary.
- Keeping in view the principles, the first draft of rules and regulations was prepared for the reformed PLGA and shared with the stakeholders in August, 2023. The draft was examined by the DTL, TL and other stakeholders and discussed in detail. The comments and suggestions received were discussed and incorporated where feasible. The draft rules and regulations so prepared were submitted in September 2023 for approval.

Process to Formulate Draft Rules and Regulations for PLGA



ADB



- The reformed PLGA should have maximum possible autonomy as public sector organization along with systems of checks and balances.
- The Academy be enabled to create, upgrade, abolish posts and change their nomenclature as and when necessary.
- The Academy is authorized to determine terms and conditions of employment of its employees as per need.
- The Academy is enabled to hire suitable officers/staff in pay scale or on special pay package as per need, to determine allowances, perquisites etc.
- A definite recruitment process is provided to meet all needs of the reformed PLGA along with appointing authorities and selection committees for different categories of posts.

Process to Formulate Draft Rules and Regulations for PLGA



ADB



- Principles determining eligibility for appointment against various positions are laid down clearly.
- The Academy is enabled to fire an employee after following due process as and when necessary. The employees are also enabled to resign from service following due process.
- Sufficient incentives are provided to the employees to serve PLGA with dedication and zeal including salary, allowances, leave, capacity building etc.
- As there are single posts of a category in the reformed PLGA, the posts shall be filled through initial recruitment and on contract basis in the beginning as per policy of the Government. However, the Academy is empowered to change the mode of appointment against a post by making amendment in the Schedule-I to the regulations.

Process to Formulate Draft Rules and Regulations for PLGA



ADB



- The Academy is enabled to transfer and post its employees anywhere and against any post, office or project of the academy on need basis.
- Rules governing conduct and efficiency and discipline are provided clearly.

Salient Features of PLGA (A&CS) Rules & Regulations



ADB



- **Appointing Authorities:** For the posts of Principal, Manager or equivalent and Internal Auditor, the remaining posts.
- **Constitution and Composition of Service:** As specified in Schedule I to the Regulations and such other posts as may be determined by the Academy.
- **Mode of Appointment:** The general mode of appointment against the posts of the Academy shall be by initial recruitment or as prescribed from time to time in Schedule-I to the Punjab Local Government Academy (Appointment and Conditions of Service) Regulations, 2024 against each post.
- The **appointment** to a post shall be made by the Appointing Authority on the recommendations of the relevant committee from amongst the eligible persons.

Salient Features of PLGA (A&CS) Rules & Regulations



ADB



- The Board may abolish, upgrade, downgrade or change nomenclature of any post. The Board shall have the power to create posts with the prior approval of the Government.
- Selection Committee-I for the post of Principal: Secretary LG&CD as chairperson, Member of Board (Local government and training), recognized industry/management expert as members.
- Selection Committee-II: under the Member
- Selection Committee-III

Salient Features of PLGA (A&CS) Rules & Regulations



ADB



- The standard **job descriptions** for each post shall be, prescribed by the Academy, for smooth running of its operations.
- **Eligibility for Appointment:** educational qualification, age, experience prescribed for the post, physically and mentally fit, character and antecedents verified in the prescribed manner.
- The **initial recruitment** shall be made to a post by the Appointing Authority on the recommendations of the committee from amongst the suitable candidates for the vacancy.
- **Contract appointment** to be the preferred mode of appointment for posts reserved for initial recruitment.
- All eligible persons including the existing employees of PLGA Lalamusa eligible to apply against the vacant posts of the reformed PLGA.

Salient Features of PLGA (A&CS) Rules & Regulations



ADB



- Monthly salary in the pay scale or as per pay package in accordance with the term and conditions of the contract or as determined by the Board.
- Annual increment: payable on the first day of December each year provided that he is appointed in a pay scale or annual increment is admissible to him as per terms and conditions of the contract and provided further that the employee has rendered at least six months service on that day.
- An employee shall take allowances, perquisites or benefits as may be admissible under the service regulations framed by the Academy.

Salient Features of PLGA (A&CS) Rules & Regulations



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- The competent authority may, at any time, after giving one month's notice, or on payment of one month's salary in lieu of that notice, terminate his service before completion of the period of contract.
- An employee may resign from his employment by giving one month's notice in writing addressed to the Appointing Authority or by surrendering one month's pay in lieu thereof.
- An employee shall be liable to serve anywhere and on any post, department, office, project of the Academy, if required by the appointing authority.

Salient Features of PLGA (A&CS) Rules & Regulations



ADB



- An employee of the Academy may be asked to undergo **training** or to train others in the Academy or in any other organization, for capacity building and to gain or deliver expertise in his respective field.
- An employee is required to observe a set of principles of **conduct** indicated in the Rules. Violation will constitute misconduct leading to disciplinary action against him.
- Employees shall abide by the rules and regulations made by the Academy and obey the orders issued by the competent authority and the officers under whose jurisdiction and supervision they are for the time being placed.
- **Efficiency and Discipline:** Terms and conditions of the contract along with service rules and regulations of the Academy shall be applicable to the contract employees of the Academy.

Other Features



ADB



- The Punjab Employees Efficiency, Discipline and Accountability (PEEDA) Act, 2006 shall be applicable, mutatis mutandis, to the regular employees of the Academy.
- Training facilities shall be provided to employees where necessary as per TNA conducted by reporting officer or as determined by the Principal.
- In case of death of a contract employee during service, terminal benefits shall be provided to the family of the deceased as per policy of the Punjab Government and as laid down in the reformed PLGA regulations.
- Performance evaluation reports: as per Schedule-II to the regulations.

ANNEXURE- D: PICTORIAL PROCEEDINGS











ANNEXURE- E: BRANDING MATERIAL

Standees

ADB LOCAL GOVERNMENT & COMMUNITY DEVELOPMENT DEPARTMENT PICIIP

PUNJAB INTERMEDIATE CITIES IMPROVEMENT INVESTMENT PROGRAM

Punjab Local Government Academy
Lahore Campus

Under Construction

After Completion

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PUNJAB INTERMEDIATE CITIES IMPROVEMENT INVESTMENT PROGRAM

Punjab Intermediate Cities Improvement Investment Project

Output 1 - Water supply systems improved

Output 2 - Sanitation systems improved

Output 3 - Urban public spaces improved

Output 4 - Institutional support and capacity development

HERE

- The project corresponds to Output 4 of the **PICIIP**: Institutional support and capacity development
- The **objective** is to improve the planning, delivery and financial management of urban services and citizen engagement in the public service delivery
- It will be achieved in **synergy with the other 3 PICIIP** components

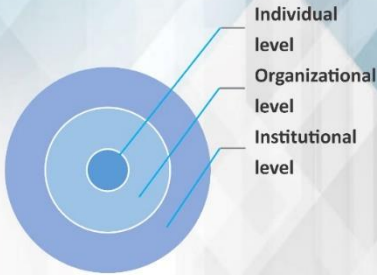
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ADB LOCAL GOVERNMENT & COMMUNITY DEVELOPMENT DEPARTMENT PICIP


PUNJAB INTERMEDIATE CITIES IMPROVEMENT INVESTMENT PROGRAM

Capacity Building Approach



Individual level
Organizational level
Institutional level

Ensuring Success




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PUNJAB INTERMEDIATE CITIES IMPROVEMENT INVESTMENT PROGRAM

THE REFORMED PUNJAB LOCAL GOVERNMENT ACADEMY WILL BE THE TRAINING HUB FOR LOCAL GOVERNMENTS DELIVERING IMPACTFUL AND IN-DEMAND TECHNICAL AND MANAGEMENT COURSES



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Memento



Backdrop

