



Government of Punjab

WASH Capacity Needs Assessment and
Human Resource Development

Plan for Punjab Province, Pakistan
Strategic Roadmap to Ensure Technical Capacities of
Human Resources in WASH

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unicef 



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Foreword

WASH is being increasingly viewed as a crucial component of service delivery sectors in developing countries throughout the world. Government of the Punjab is also fully cognizant of centrality of WASH themes within the broader development and governance discourse of the province. It is for this reason, that Provincial Government has already approved WASH Sector Development Plan covering the period 2014- 2024. Ambitious WASH sector plan by Government of the Punjab is an embodiment of the political vision and commitment of the Chief Minister to ensure quality and equitable service delivery across all WASH themes to the population of the province on fast-track basis. Provincial budgets and ADP allocations have already been aligned with this ambitious WASH sector vision of the provincial government which is ultimately geared to make timely progress and strides on actualization of several SDG targets within the provincial context.

Development of a Strategic HR Roadmap also needs to be seen as an integral part of the sector-wide reform strategy that has been unfurled by provincial government through collaboration with UNICEF. The HR roadmap was one of the requisite actions of the WASH sector Plan and can be seen as a crucial step for making progress on WASH sector objectives for the province. I am happy to note that collaborative work undertaken by UNICEF and HUD-PHED through the team of consultants from Oxford Policy Management has resulted in development of a quality document which enjoys across the board stakeholder consensus. Finalization of WASH HR roadmap has also come on a most opportune moment as provincial government is fully geared to facilitate smooth transition of a new local governance regime in the province. I am hopeful that the Strategic HR Roadmap will go a long way towards filling capacity gaps with WASH institutions at the provincial level and contribute to improved quality and accessibility of WASH services in the province.

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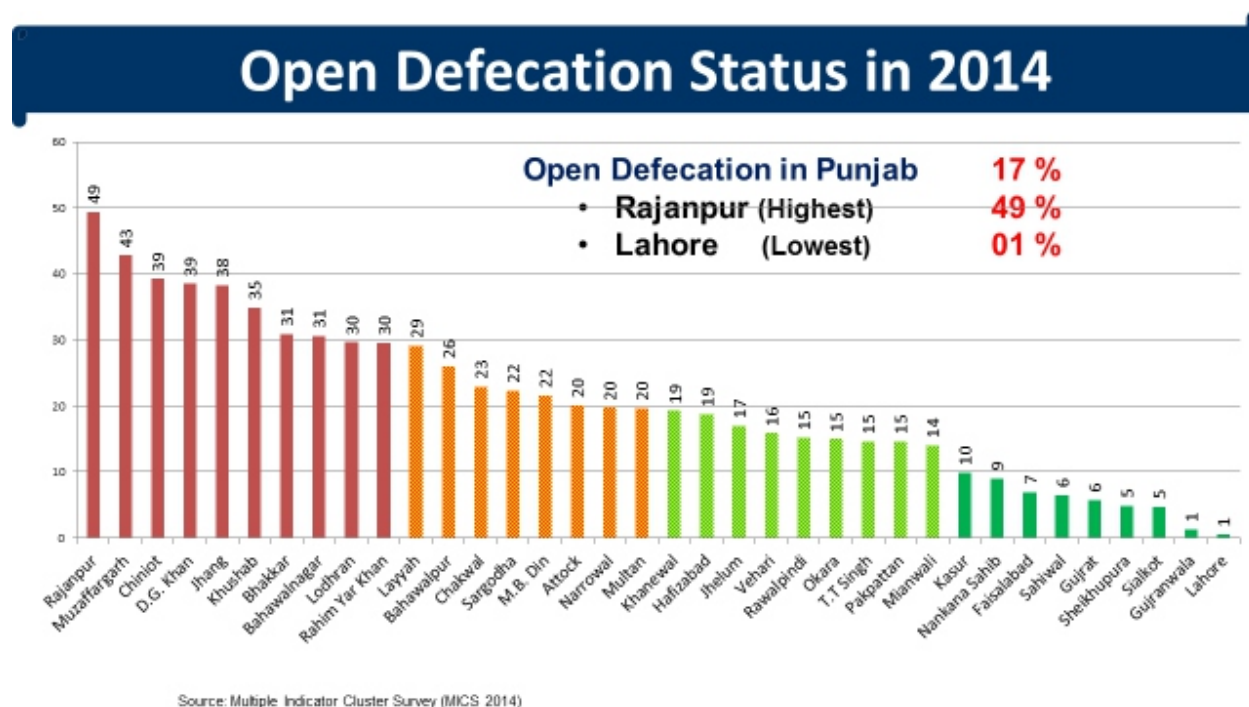
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List of abbreviations

ADP	Annual Development Plan
CBOs	Community-based organisations
DSD	Directorate of Staff Development
HRD	Human Resource Development
IPH	Institute of Public Health
LG&CD	Local Government and Community Development Department
M&E	Monitoring and Evaluation
MPDD	Management & Professional Services Department
ODF	Open Defecation Free
OPM	Oxford Policy Management
P&D	Planning and Development Department
PATS	Pakistan Approach to Total Sanitation
PHED	Public Health Engineering Department
SDGs	Sustainable Development Goals
SED	School Education Department
SWM	Solid Waste Management
TMA	Tehsil / Town Municipal Administration
WASA	Water and Sanitation Agency
WASH	Water, Sanitation and Hygiene

Figure 2: Summary of open defecation outcomes

1.4 Objectives of the Roadmap in this document

Vision: A fully functional and capable WASH sector in Punjab, providing strong leadership through enhanced human and institutional capacities for achieving provincial, national and global WASH sector targets and commitments.

Goal: Prepare and implement a strategic roadmap to ensure the technical capacities of human resources, institutional arrangements and a system by which to improve quality and effectiveness in the WASH sector with a focus on PHED and its tiers (including ODF).

Strategic objectives of the Punjab WASH Capacity-Building Roadmap:

1. To revisit and improve the WASH HR policy framework in PHED through an enabling policy and regulatory regime covering induction, career progression and performance measurement of sector HR.
2. To strengthen and improve WASH service delivery in Punjab by building upon existing strengths and bridging gaps in WASH HR / institutional capacities.
3. To integrate and synergise the performance of WASH capacity-building institutes in Punjab for optimisation of the WASH training regime.

2 Implementation principles

The development of the WASH Capacity Development Roadmap for Punjab has been predicated upon six inter-related and mutually complimentary principles. What follows is a list of these guiding principles with a brief description given for each.

1. **Acting as catalyst for achieving Punjab WASH strategic objectives:** The Roadmap has been designed and is fully geared to support the provincial government in its WASH sector targets as enunciated in the Punjab WASH Sector Plan 2014–2024, PATS (Pakistan Approach to Total Sanitation) for ODF Punjab, SASCON 2013 and High Level Meeting 2014 as well as relevant provisions of Punjab 2016–2019 MTF.
2. **Actualising the political vision and leadership role of the Punjab Government:** Given the fact that more than half of Pakistan's population resides in Punjab (with the population of the province being more than 185 out of the 195 countries in the world), its sectoral challenges in water, sanitation and hygiene are of immense proportions. It is for this reason that the highest level political priority has been assigned by the political leadership to WASH sector reforms – something that has been appropriately reflected in the budget enhancement patterns for the WASH sector during the last decade. The WASH Sector Roadmap is accordingly fully geared toward this broad-based political ownership of WASH objectives through preparing a cadre of professional leadership through targeted capacity development interventions in the short to medium term.
3. **Responding to the emerging 'decentralisation' scenario in the province:** The history of earlier decentralisation reforms and their impact on WASH service delivery has been fully considered during the preparation of this Capacity Development Roadmap. Efforts have been made to ensure that the fallout from the complete operationalisation of the Punjab Local Government Act (PLG) 2013 may be appropriately catered for and responded to at least in the areas of bridging capacity gaps to ensure uninterrupted WASH service delivery. The less-than-ideal prior experience of the introduction of an earlier local government system (PLGO 2001) for HUD-PHED in Punjab has been fully kept in focus so as to avoid any repetition of the earlier issues. The Capacity Development Roadmap is designed to reposition HUD-PHED and other WASH sector institutions in terms of improved capacities to respond to the altered institutional reconfiguration resulting from the full-scale roll-out of the PLG Act 2013. Addressing the technical, administrative and managerial capacity constraints of HR within newly formed local government institutions (municipal/town committees, *zila* councils, municipal corporations, etc.) has been a high-priority consideration in the present Roadmap.
4. **Building on existing strengths of staff and institutions:** It would be unfair to suggest that existing HR in WASH service delivery institutions are lacking in various sets of professional capacities on the whole. Notwithstanding the well-documented capacity limitations, the existing manpower and HR assets in PHED and the Local Government and Community Development (LG&CD) departments in Punjab as well as rural communities working on WASH issues possess a number of implementation strengths

that need to be further improved. An effort has therefore been made to simultaneously benefit from existing capacities within the WASH sector alongside targeting missing areas and filling major capacity gaps. Recourse to this dual approach in the present Roadmap is designed to boost the confidence of existing HR within the WASH sector in Punjab, ensuring their existing strengths are duly acknowledged while still suggesting measures for capacity enhancement to address areas of professional weakness.

5. **Boosting synergies across sub-sectors and institutions:** The WASH agenda is being implemented in Punjab by a mix of stakeholders and institutional actors. There are water and sanitation agencies (WASAs) and *tehsil* / town municipal administrations (TMAs) that are responsible for WASH services in urban areas. Similarly, the maintenance of water supply and the ODF agenda under PATS is being led by a mix of government employees and community activists in the rural areas of the province. Across all these institutions, people from diverse organisational backgrounds (e.g. PHED, the Local Government Department, Local Council Service, WASA employees, employees of service delivery companies, etc.) are performing WASH service delivery functions according to their respective mandates. The importance of promoting organisational synergies through the Capacity-Building Roadmap assumes the highest priority in order to ensure mutually beneficial and complementary progress on WASH sector capacity-building measures as a whole.
6. **Institutionalisation and quality assurance:** A review of earlier capacity-building interventions in Punjab related to WASH undertaken under the present assignment provides an abundance of evidence that efforts toward institutionalisation of a capacity-building regime have largely been absent. Training and capacity-building programmes have continued to be implemented in a sporadic manner. Depending upon the willingness of individual donor agencies or sudden availability of training funds, capacity development courses have been delivered to a seemingly random body of participants. A coherent policy and approach to link capacity-building in WASH sector functionaries with their career planning and progression seems to be missing in these efforts. The present Roadmap gives the utmost priority to the sustainable institutionalisation of a capacity-building regime within WASH HR institutions. Similarly, the Roadmap also seeks to incentivise ongoing capacity-building of WASH HR in the province by highlighting linkages between capacity-building and career progression and mobility prospects. Lastly, the Roadmap also puts the highest premium upon donor coordination that systematically addresses capacity gaps in the WASH sector through a well-debated and mutually acceptable framework for investing donor resources into clearly identified capacity-building themes and disciplines.

sporadic short-term capacity-building opportunities. A limited number of mechanical and civil engineers are also provided with elementary pre-induction training at the Engineering Academy. The present Roadmap makes an effort to bring about complementarities in supply and demand for staff and supply and demand for capacity building interventions.

Third pillar of the Roadmap focuses on **building the pedagogical and practical training capacities within two key WASH institutions in Punjab** – the Punjab Local Government Training Academy (PLGA), Lala Musa, and the WASA Academy, Lahore. Alongside suggesting targeted interventions for boosting the institutional capacities of these WASH training outfits in Punjab, the Roadmap also envisages the formulation of a **Provincial WASH Capacity-Building Caucus**. The approach behind the establishment of this WASH capacity-building caucus is to provide an **institutional twinning platform** for nurturing forward and backward linkages that encourage sustained improvements within these two flagship training organisations.

The last of the overarching approaches employed in developing the Roadmap pertains to the introduction of a culture of **‘Match & Mix’** during the implementation phase. Capacity-building interventions will cover the whole gamut of solutions, including structured training courses, exposure visits, on-the-job training, certification and accreditation, promotion-linked training and community-based learning. Such an approach will ensure the appropriateness of the proposed Roadmap to fully cater to the diverse capacity-building needs of WASH stakeholders in accordance with the likely constraints of resource availability and challenging timelines. In addition, the proposed Roadmap is designed with in-built flexibility to conform to individual sector priorities and preferences as well as domain specialisation among various international development partners. It would be possible for various donor agencies and civil society organisations to pick and choose from a wide capacity-building interventions menu so as to best suit their own priorities and resource flow situations.

Non-technical job categories (financial managers, planning experts, office administrators, audit & accounts experts, social development experts, office support staff, accountants)

Components of the WASH service delivery pathway intended to be covered by the Roadmap:

Design and construction of new WASH infrastructure

Operation, maintenance, management

Community participation for management and outreach activities for WASH and WASH in Schools (WinS)

Hygiene promotion, PATS, WinS and ODF activities

5 Recommendations and Roadmap

This section provides the main recommendations of this study and the proposed Roadmap. It sets out recommended actions in a number of different ways to clearly set out across sub-sectors, institutions and time. It is structured in three parts as follows:

1. Specific recommendations by WASH sub-sector
2. Structured framework for objectives of these recommendations, so the logic is clearly understood by all stakeholders.
3. Time-bound Roadmap, which sets out proposed activities alongside which institutions should be responsible for implementing them, as well as monitoring indicators.

The total interventions recommended can be summarised as follows:

Total interventions = 26

- Policy dialogue and stakeholder consultations = 8
- Consulting studies = 2
- Training events delivery = 7
- Communication and outreach = 3
- MoU for institutionalisation of capacity development regime = 6
- Duration of Capacity Development Roadmap interventions = 36 months
- Duration of Capacity Development Roadmap strategic actions = 7 years

5.1 Specific recommendations by WASH sub-sector

I- Rural sanitation

- a) Institutionalising PATS/ODF trainings in WASA Academy, MPDD and PLGA Lala Musa through collaboration between PHED (CDU), LG&CD and S&GAD.
- b) MoU and roll out of PATS & 3 Star Approach for WASH in Schools trainings for teachers at DSD (Directorate of Staff Development) through collaboration between PHED (CDU) and School Education Department.
- c) MoU and roll out of orientations and trainings covering PATS/ODF for health sector professionals (School Health & Nutrition Supervisors, LHVs, LHS, LHWs and Sanitary Inspectors) through collaboration between IPH (Institute of Public Health), Nursing Training Academy in Department and of Health and PHED (CDU).

- d) Development of PATS training modules with a focus on union and district council employees and selected elected representatives under PLG Act 2013 for promoting PATS/ODF in rural local council jurisdictions; MoU for roll out of these training sessions to be agreed with LG&CD.
- e) Policy dialogue and possible institutionalisation agreements with Provincial Social Welfare Department for formalisation of the roles of village WASH committees/clubs (comprising CDOs, CB Motivators and community resource persons) so that the demand-side component of ODF reforms is mainstreamed in the government's demand-side regulatory system (Social Welfare Department).
- f) Design of a locally contextualised media campaign to be delivered through local cable operators covering promotional and extension-based components of ODF and PATS.

II- Rural water supply

- a) Module development and roll out of training for members of existing CBOs managing rural water supply schemes.
- b) Policy dialogue forums for agreement with soon-to-be-established rural local councils (*zila* and union councils) regarding future ownership and maintenance responsibilities in regard to rural water supply schemes that have been or are being developed by HUD & PHED.
- c) Policy dialogue and MoU for putting in place a mutually complementary and reciprocally supportive training regime between Punjab Saaf Pani Company and PHED to cover community groups involved in initiatives for the management and operation of completed rural water supply schemes. In the case of HUD & PHED, these will be CBOs while in the case of Punjab Saaf Pani Company these will be community groups, forming the third pillar of the tripartite institutional arrangements at village level (the other two being government and contractors).
- d) Outsourcing arrangements for a periodic water quality assessment regime covering rural water supply schemes to ensure rural populations are provided with optimum quality water.
- e) Module development and training roll-out for union council secretaries (with engineering backgrounds) for technical handling of rural water supply equipment and systems.

III- Urban water supply

- a) Provision of technical assistance to major WASAs for developing commercially viable business plans for smooth and sustainable capacity-building plans at the level of WASA HR.
- b) Capacity-building of senior administrative and financial management tiers of WASAs for understanding and putting in operation a sound tariffing and water rate regime that

ensures the financial viability of quality water and sanitation services within their jurisdictions.

- c) Exploring avenues of collaboration with the WASA Academy for diversifying their capacity-building focus to include rural water supply systems through new module development and training roll-out.
- d) Policy dialogue forums to bridge institutional gaps between WASAs and allied WASH institutions (health, education, LG&CD, etc.) for transforming a purely technical (WATSAN) focused institutional outlook in WASAs to broader WASH themes so as to mainstream WASH principles and themes in urban municipal jurisdictions.

IV- Urban sanitation

- a) MoU and policy dialogue with provincial LG&CD departments for capacity-building of technical staff at urban local councils other than metropolitan cities (municipal and town committees) in the areas of provision of water and sanitation services.
- b) MoU with school education and health departments for institutional capacity-building of tehsil education and health department officials to understand and mainstream themes of PATS, 3 Star Approach for WASH in Schools and other WASH themes in smaller urban centres after the introduction of PLG Act 2013.
- c) Policy dialogue forums and orientation sessions with solid waste management companies in the large cities of Punjab for agreeing on mainstreaming relevant WASH themes in the urban sanitation and SWM sectors.
- d) MoU with MPDD and PLGA for module development and training roll-out for elected representatives of new local councils to ensure the smooth implementation of WASH sector interventions in urban municipal areas of Punjab.
- e) MoU with P&D Department for agreement on capacity-building framework and training roll-outs focusing on water quality laboratories across all districts of Punjab.

V- Cross-cutting Capacity Building

- a) MoU with PLGA Lala Musa for short training courses for strengthening enforcement and regulatory capacities in urban and rural local council employees on taking cognisance of offences and violations relating to ODF/WASH service delivery.
- b) Development of user-friendly communication material for dissemination among communities/students/elected/public officials covering draft/approved policy documents including the Municipal Water Act, Sanitation Policy, Behaviour Change Communication Strategy, Waste Management Act, etc. for inculcating overall awareness about relevant WASH themes in Punjab.

- c) Outsourcing study for analysing and clarifying institutional and legal/policy/regulatory/tariffing mandates of WASH service provider institutions and consequent capacity gaps, especially in the light of PLG Act 2013.
- d) Policy dialogue forums for establishing 'twinning arrangements' between existing WASH sector HR institutes (PLGA, WASA Academy, MPDD) and tertiary education institutions (engineering universities, TEVTs, etc.) on collaboration and apportionment of responsibilities for addressing various aspects of identified capacity needs in sector actors.
- e) Establishment of caucus of relevant training institutions, WASH and municipal sector think-tanks and lead donor interventions for agreement on putting in place long-term and sustainable institutional arrangements for establishing centres of excellence in WASH/ODF disciplines.
- f) Legal and policy review of existing job descriptions and rules of business regime covering WASH HR in WASAs, PHED and LG&CD for mainstreaming notions of performance measurement, re-orientation of job descriptions as per modern WASH academic notions and for aligning the HR policy framework with WASH sector targets and goals at provincial and national levels.

5.2 Framework for capacity development

The above specific recommendations should be implemented within a structured framework so their objectives are clearly understood by all stakeholders. The following table provides this, as well as tentative timelines with respect to WASH Capacity-Building Reform vision implementation at the strategic level, covering major actors and players in the province along with a suggested timeframe.

Table 1: Punjab WASH Capacity Development Framework – Strategic goals

WASH stakeholders	Strategic interventions' thrust and timeframe		
	Short term (1–2 years)	Medium term (3–4 years)	Long term (5–7 years)
Provincial government	Pronouncing and reiterating WASH reform and SDG attainment agenda as part of Transition Phase to PLG Act 2013	Regular stock-take of progress on Capacity Development Roadmap	Report on successful achievements and compliance with HLM, SASCON and SDG targets relevant to WASH in Punjab
P&D Department	Resource mobilisation / financing WASH Capacity Development Roadmap / Filling of existing vacancies/ Revision of schedules of establishment (PLG Act 2013)	Fully activating provincial WASH coordination committees for regular monitoring of Capacity Development Roadmap	Lead the process of periodic (annual, bi-annual and post ante) review of progress on Punjab WASH Capacity Development Roadmap and Sector Plan 2014–2024
Housing, Urban Development & Public Health Engineering Department	Filling of vacant positions in HUD-PHED field formations and development / approval of PC1 for financing WASH Capacity Development Roadmap	Reorganisation of HUD-PHED field formations in line with revised institutional landscape after enforcement of PLG Act 2013	Re-defining role of PHED as WASH sector reform leader and catalyst for WASH behaviour change to fully respond to WASH sector goals at provincial as well as national levels
LG&CD Department	Ensuring uninterrupted WASH service delivery in newly formed local government institutions during PLG Act Transition Phase and timely HR placements in various local government tiers under PLG Act 2013	Institutional capacity-building at Lala Musa through time-bound and comprehensive training programmes and permanent faculty induction	Reorganisation of local council service cadres in engineering, financial and generalised streams to fully cater to HR needs of municipal service delivery, including WASH services at <i>tehsil</i> and council levels
School Education Department	WASH themes integrated in teacher training modules/school curricula	All schools ensure provision of safe drinking water, sanitation and Hygiene for students	WASH in School mainstreamed in relevant government policies/practices
Health Department	WASH themes integrated in primary/preventive/promotional health care systems, including in prospective DHAs in districts	Effective disease surveillance mechanism operationalised in collaboration with local government	Collaboration for fully functional and quality water, sanitation services in health facilities communities

Elected local government institutions	Orientation and capacity-building of newly elected representatives on WASH/ODF themes	Development of district WASH/ODF reform agenda and its approval	Full activation/ownership district WASH coordination committees
WASH training provider institutions	PC1s approved and implemented for physical development and conduct of crash training on WASH themes under PLG Act 2013	Faculty/module/course development/training of trainers in WASH subjects; Institutional twinning with training institutions for improved training delivery	Transforming WASA Academy and PLG Academy into centres of excellence for WASH Pre and in-service training – Capacity-building – Capacity Development Caucus
CBOs/Civil partners	Pursue CBO/CSO capacity-building for PATS/ODF/O&M for rural water supply and ODF agenda	Mainstream WASH reform agenda including ODF at grass roots level	Lobbying and advocacy for sustained resource mobilisation for financing WASH Capacity Development Roadmap
Media	WASH themes awareness	Reporting on Punjab's progress on WASH reform agenda and SDG 6	Perform watchdog role over political and administrative leadership on implementation of WASH reforms
International development partners	Fast-track resource mobilisation for capacity-building for ODF and other WASH capacity development areas	Agreement on dedicated support to preferred areas of WASH Capacity Development Roadmap	Lobbying with government track progress on WASH/ODF related capacity-building work
Citizens	Lobbying/advocacy for quality WASH services through improved HR in the sector	Promotion of public accountability and citizen voice for provision of quality WASH services	Mainstreaming WASH reform agenda in political discourse by engaging with political leadership

5.3 Time-bound Roadmap

Following table provides a time-bound roadmap for WASH sector capacity building in Punjab in short to medium term.

Table 2: Intervention-based time-bound Capacity Development Roadmap for WASH Sector in Punjab (2016–2019)

Sr. No.	Activities	Implementation responsibility	Time frame	Monitoring indicator	Assumptions
<i>Objective 1: To revisit and improve WASH HR policy framework in PHED through an enabling policy and regulatory framework covering induction, career progression and performance measurement</i>					
1.	Legal and policy review of existing job descriptions and rules of business regime covering WASH HR in WASAs, PHED and LG&CD for mainstreaming notions of performance measurement, re-orientation of job descriptions as per modern WASH academic notions and for aligning HR policy framework with WASH sector targets and goals at provincial and national levels in light of PLG Act 2013	HUD-PHED/LG&CDD	2016, 2017	Approved policy review reports/ revised schedule of establishment	PLG Act is enforced during 2016
2.	Policy dialogue and institutionalisation agreements with Provincial Social Welfare Department for formalisation of the roles of village WASH committees/clubs (comprising CDOs, CB motivators, community resource persons) so that the demand-side component of ODF reforms is mainstreamed in government's demand-side regulatory system (Social Welfare Department)	HUD-PHED/Social Welfare Department	2017	Approved Rules or Guidelines for workings of CBOs, CBMs, community resource persons, etc.	Rural Water Supply provision and O&M functions re-assigned in light of PLG Act 2013
3.	Policy dialogue and MoU for putting in place a mutually complementary and reciprocally supportive training regime between Punjab Saaf Pani Company and HUD-PHED to cover community groups involved in initiatives for management and operation of completed rural water supply schemes. In the case of HUD-	HUD-PHED/Punjab Saaf Pani Company		Duly approved and mutually agreed MoU	Punjab Saaf Pani Company expands its mandate across divisions/provinces

	PHED, these will be CBOs while in the case of Punjab Saaf Pani Company, these will be community groups (forming the third pillar of tripartite institutional arrangements at village level, the other two being government and contractors)				
4.	Provision of technical assistance to major WASAs for developing and implementing commercially viable business plans for institutional and HR capacity-building for smooth and sustainable operation of water and sanitation facilities	HUD-PHED	2017	Approved business plans for WASAs	Roles of WASAs in urban areas are retained after enforcement of PLG Act 2013
5.	Module development and training roll-out for union council secretaries (with engineering backgrounds) for technical handling of rural water supply equipment and systems	LG&CDD	2016, 2017	Training modules and completion reports	Enforcement of PLG Act 2013
6.	Policy dialogue forums to bridge institutional gaps between WASAs and allied WASH institutions (health, education, LG&CD, etc.) for transforming the purely technical (WATSAN) focused institutional outlook in WASAs to broader WASH themes so as to mainstream WASH principles and themes in urban municipal jurisdictions	HUD-PHED, P&D Department	2017	Dialogue minutes /reports	-do-
7.	Outsourcing study for analysing, clarifying and re-defining institutional and legal/policy mandates of WASH service provider institutions and consequent capacity gaps, especially in light of PLG Act	HUD-PHED, LG&CDD	2017	Study reports	-do-
8.	Policy dialogue forums for establishing twinning arrangements between existing WASH sector HR institutes (PLGA, WASA Academy, MPDD) for collaboration and apportionment of responsibilities for addressing various aspects of identified capacity needs in sector actors	PLG Academy Lala Musa, WASA Academy Lahore	2017	Twinning MoU between training institutions	PLG Academy and WASA Academy agree twinning arrangement in principle
9.	Establishment of Caucus of relevant training institutions, WASH and municipal sector think-tanks and lead donor interventions for agreement on putting	HUD-PHED/P&D Department	2017, 2018	Notification of Caucus	WASH / ODF mandates redefined after PLG Act

	in place long-term and sustainable institutional arrangements for establishing centres of excellence in WASH/ODF disciplines			establishment	2013 enforcement
Objective 2: To strengthen and improve WASH service delivery in Punjab by building upon existing strengths and bridging gaps in WASH HR/institutional capacities					
1.	Policy dialogue forums and orientation sessions with solid waste management companies in large cities of Punjab for agreements on mainstreaming relevant WASH themes in urban sanitation and SWM sectors	HUD-PHED/LG&CD	2017	Dialogue reports/minutes	Enforcement of PLG Act 2013
2.	MoU with School Education and Health departments for institutional capacity-building of <i>tehsil</i> education and health department officials to understand and mainstream themes of CLTS, SLTS and other WASH themes in smaller urban centres after introduction of PLG Act 2013	HUD-PHED/SED/Health Departments	2017	MoUs	Enforcement of PLG Act 2013 and clarity on roles of District Health and Education Authorities
3.	Capacity-building of senior administrative and financial management tiers of WASAs for understanding and putting in operation sound tariffing and water rate regimes to ensure the financial viability of quality water and sanitation services within their jurisdictions	HUD-PHED/WASAs	2017, 2018	Training completion reports	Political leadership at provincial and district government levels agree to tariff rationalisation
4.	Capacity-building of district water testing laboratories for periodic water quality assessment regime covering rural water supply schemes to ensure rural populations are provided optimum quality water through district water testing laboratories	HUD-PHED/water testing laboratories	2017, 2018	Duly approved strengthening plans and resourcing evidence	P&D Department provides requisite resources for strengthening water testing laboratories
5.	Policy dialogue forums for agreement with soon-to-be-established rural local councils (<i>zila</i> and union councils) regarding future ownership and maintenance responsibilities on rural water supply schemes that have been or are being developed by HUD-PHED	LG&CD, CBOs	2017, 2018	Reports and minutes of dialogue forums	Enforcement of PLG Act 2013
6.	MoU with P&D Department for agreement on providing financial resources for implementing capacity-building framework and training roll-outs focusing on water quality laboratories across all districts of Punjab	HUD-PHED, P&D Department	2017, 2018	MoU and ADP allocations	Agreement by P&D Department

7.	Design of a locally contextualised media campaign to be delivered through local cable operators covering promotional and extension-based components of ODF and PATS	HUD-PHED	2017, 2018	Dissemination material (hard copies and electronic versions)	Resource provision from provincial / district governments/donor agencies
8.	Development of user-friendly communication material for dissemination to communities /students/elected/public officials covering draft/approved policy documents including Municipal Water Act, Sanitation Policy, Behaviour Change Communication Strategy, Waste Management Act, etc. for inculcating overall awareness about relevant WASH themes in Punjab	HUD-PHED	2017, 2018	Communication products	-do-
<i>Objective 3 To integrate and synergise performance of WASH capacity-building institutes in Punjab for optimising WASH training regime</i>					
1.	Institutionalising PATS/ODF training in WASA Academy, MPDD and PLGA Lala Musa through collaboration between HUD-PHED (CDU), LG&CD and S&GAD	WASA Academy, MPDD, PLG Academy	2017, 2018, 2019	Calendar of training approved	Resource provision for capacity-building in budgets and ADP
2.	MoU and roll out of CLTS orientations and training for teachers at DSD through collaboration between HUD-PHED (CDU) and School Education Department	HUD-PHED, SED	2017, 2018	MoUs, training modules, training completion reports	ODF Agenda continues to enjoy priority ownership by provincial government
3.	MoU and roll out of orientations and training covering PATS/ODF for health sector professionals (School Health & Nutrition Supervisors, LHVs, LHS, LHWs and Sanitary Inspectors) through collaboration between IPH, the Nursing Training Academy in the Department of Health and HUD-PHED (CDU)	HUD-PHED, IPH	2017, 2018	MoUs and training completion reports	-do-

4.	Development of training modules in ODF/PATS with a focus on union council and district council-relevant employees and selected elected representatives under PLG Act for promoting PATS/ODF in rural local council jurisdictions; MoU for roll out of training to be agreed with LG&CD Department	HUD-PHED, LG&CD	2017, 2018	-do-	-do-
5.	Module development and roll-out of training for members of existing CBOs managing rural water supply schemes	HUD-PHED, CBOs	2017, 2018	Training modules and materials	Role of CBOs in O&M of rural water supply sector exists
6.	Exploring avenues of collaboration with WASA Academy for diversifying their capacity-building focus to include CBO members and government employees running rural water supply systems through new module development and training roll-out	HUD-PHED, WASA Academy	2016, 2017	Revised training calendar, training modules in new disciplines	Additional and sustained resource availability for WASA Academy
7.	MoU and policy dialogue with provincial LG&CD departments for capacity-building of technical staff of urban local councils other than large cities (municipal and town committees) in the areas of provision of water and sanitation services	PLG Academy, LG&CD	2017	MoU and minutes of dialogue forums	Enforcement of PLG Act 2013
8.	MoU with MPDD and PLGA for module development and training roll-out for elected representatives of new local councils for smooth implementation of WASH sector interventions in urban municipal areas of Punjab	LG&CD, management and professional development academy	2017, 2018	Approved MoU, training modules and training completion reports	Enforcement of PLG Act 2013
9.	MoU with PLGA Lala Musa for short training courses for strengthening enforcement and regulatory capacities in urban and rural local council employees for taking cognisance of offences and violations in ODF/WASH service delivery	LG&CD Department, PLG Academy	2017	MoU, training completion reports	-do-