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## CAPACITY BUILDING

Training Workshop for Board of Governors & Executive Committee on their “Roles & Responsibilities” and Enhanced Cooperation between Association and Local Government Department



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February 12-14, 2019  
Hospitality Inn, Lahore

## Contents

<b>1. INTRODUCTION:</b>	<b>3</b>
1.1 Support to Local Governance Program	3
1.2 Background of the Training Workshop	3
1.3 Objective of the Orientation Workshop	3
<b>2. PROCEEDINGS:</b>	<b>4</b>
2.1 Day one:	4
2.2 Day two:	5
2.3 Stage play:	6
2.4 Distribution of notifications:	7
2.5 Concluding remarks:	7
<b>3. DAY THREE:</b>	<b>8</b>
3.1 Executive Committee meeting:	8
3.2 Session one:	9
3.3 Session two:	10
<b>Annex A</b>	<b>12</b>
<b>Annex B</b>	<b>13</b>
<b>Annex C</b>	<b>14</b>

## **1. INTRODUCTION:**

### **1.1 Support to Local Governance Program**

Germany and Pakistan are partners since more than 54 years in the area of cooperation and development. GIZ has been working in Pakistan on behalf of the German Government, mainly the German Federal Ministry for Economic Cooperation and Development (BMZ) and Federal Foreign Office. GIZ provides technical and financial support to Government Institutes and Non-Government Organizations of Pakistan to create excellence in selected thematic areas.

Good governance is one among the key issues in Pakistan where GIZ is supporting to create enabling environment for development. In December 2016, GIZ launched a project “Support to Local Governance” (LoGo) in collaboration with Swiss Agency for Development and Cooperation (SDC) for Khyber Pakhtunkhwa and Punjab provinces.

The project focuses three thematic areas; 1) Strengthening Local Governance, 2) Revenue Generation and 3) State-Citizen Dialogue. Under result area 3, GIZ is supporting to Local Councils Associations in both provinces to develop their institutional capacity, strengthening their voices to combat with emerging challenges to local governments, and to make Associations a hub of knowledge and information.

### **1.2 Background of the Training Workshop**

The elections for local governments were held in 2015 in Punjab and elected representatives resume their offices in January 2017. Being a united voice of local governments in the province, Local Councils Association of the Punjab (LCAP) struggled a lot for holding the local government elections.

Once elections were held, it was mandatory for LCAP to hold its own elections to replace various existing bodies and board of governors which were held during 2018. On August 18, 2018, the general body of LCAP met in Lahore where Board Members, Presidency and various statutory committees were elected. They resumed their offices and started work on different areas. It was felt that there is immense need to provide training to board and executive committee on their roles & responsibilities to better respond to challenges facing member local governments.

Thus three days training workshop was organized for board and executive committee members on their roles and responsibilities with the technical and financial support of GIZ.

### **1.3 Objective of the Orientation Workshop**

The objectives of the training workshop were to;

1. Orientation on vision, mission, structures, membership, roles and responsibilities of LCA Punjab;
2. Enhance connectivity with local government key officials;

3. Brain storming to provide stuff for future long term planning for Association.

## 2. PROCEEDINGS:

The Local Councils Associations of the Punjab (LCAP) in collaboration with GIZ under local governance program organized three days long training workshop on February 12-14, 2019 at Hotel Hospitality Inn Hotel Lahore. The overall objective was to orient the BOG on their roles & responsibilities and to promote coordination and cooperation between LCAP and local government and community development department to enhance effective local governance by working together.

For more information please see;

**Annex A** for agenda of the training workshop and **Annex B** for information on participants.

### 2.1 Day one:

The training workshop was started with the recitation of Holy Quran. Ms. Fozia Khalid, President LCA Punjab, welcomed the participants and thanked to GIZ and the consultant for being organized such a timely training workshop. She hoped that after the training, the board members shall be well equipped to perform their responsibilities and meet the expectations of members.

The consultant, Mr. Javaid Hassan took the floor and shared the objectives of the training workshop and three day plan. He then asked the participants to introduce themselves. After the introduction, he briefly shared the history of the LCA Punjab, and then explained the structures and processes of elections. Then he shared the roles and responsibilities of the board members according to the constitution of the Association. He read one by one, given examples and answered the questions of the participants. The following were the main topics covered during the first session;

1. Unified and influential voices
2. Co-ordination-cooperation among local governments
3. Joint actions to resolve the common problems
4. Good working relationship with province and federal governments
5. Sharing of best practices, knowledge and experiences
6. Enhanced linkage with international and national forums

He shared the structure of the Association which was as follow;

1. Executive committee
2. Board of governors
3. General body

The next session was on the roles & responsibilities and following were discusses;

1. Promote-foster co-ordination, cooperation, good practice and participatory governance
2. Development-implement policies, strategic directions, and multiyear plans
3. Ensure implementation of annual priorities, plans and budgets
4. Approve-adopt annual reports and submit to committees and others
5. Review functioning -performance of the secretariat and submit reports to general body

6. Ensure timely payment of membership fees
  7. Approve-ensure enforcement of rules, procedure, guidelines and code of conduct, appoint committees, delegate functions and provide directions
  9. Nominate professionals, experienced persons as advisors, resource persons or committee members to meet the objectives of the Association
- (for more information please visit Association web page; [www.lcap.org.pk](http://www.lcap.org.pk))

## 2.2 Day two:

The day second was started with the recap of the day one and he gave answers to many of questions raised by participants. Then the facilitator shared some key questions with the participants to work on. He asked the participants to split into four groups and enlist their insights and vision around each question given to them.

Following groups were formed to work on the key questions;

Group 1	Group 2	Group 3	Group 4
Ms. Kahlida Iqbal	Ms. Fozia Khalid Warraich	Mr. Malik Imran Noul	Mr. Shaheen Arif
Mr. Asghar Shah Gillani	Ms. Zaib un Nisa	Ms. Sajida Parveen	Mr. M Khalid Gujjar
Mr. Pirzada Rajan Sultan	Mr. Babar Shafiq	Ms. Farzana Abbas	Ms. Zarina Sheikh
Mr. Zafar Alam Gormani	Mr. Asif Nawaz	Mr. Shabbir Hussain	Mr. M Ali Rehmani Adv.
Ms. Ome Kalsoom Sial	Mr. Mansoor Chakrani	Ms. Rabiya Zahid	Ms. Beenish Qamar Dar
Ms. Sahar Gul	Mr. Shabbir Bhatti	Mr. Zahid Iqbal	Mr. Ikram Abbas
Mr. Anwar Hussain	Mr. Jameel Kals	Mr. Rana Attiq Anwar	Ms. Tabana Imran

Outcomes of the working groups;

Group #	Responsibilities	Activities	Time Line	Responsibility
1	Awareness-involvement of DECs	1.Monthly Meetings 2.Identification of Issues 3.Media outreach	Monthly Monthly Within 2 weeks	BOG LCA LCA
2	Coordination - cooperation between L.Gs	1.Coordination committee of LGs Head 2.Information sharing between LGs 3.Cross-participation In council sessions	Monthly Weekly Monthly	BOG-LCA BOG BOGS/LCA
3	Participatory Governance	1.Public committees 2.Public meetings 3.Participation in implementation	Soon Weekly-monthly Month	BOG LCA LCA



4	Membership Expansion-fee collection	1. Monthly meeting 2. Visibility-usefulness of LCA 3. Development of ownership 4. WhatsApp group for information Sharing	Monthly Monthly Yearly	LCA LCA LCA LCA-BOG
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Each group nominated one member to explain their proposals and insights which were appreciated, and few questions were also asked by other participants. Ms. Sahar Gul proposed that social media is best way to share information on Association and its work. Mr. Babar Shafiq asked that newspapers and media channel is the best way. The suggestions were taken on board.



### 2.3 Stage play:

A street theatre was also arranged by Center for Communications Programmes Pakistan (CCPP) in collaboration with GIZ to showcase the role and responsibility of LCAP. It was a great stage play that promoted the positive role of Qasim, the councilor and explained the role of LCA and problems of Councilors and local Governments. This also highlighted that how Association is solving the day to day issued of the councils.

## 2.4 Distribution of notifications:

Mr. Hussain requested the ex-president of the Association to come on the stage to award the notifications to the executive committee and board members. Similarly, he requested to Ms. Fozia, president of the Association, Mr. Rajan Sultan, president ADLG and other key EC members to distribute the notifications among board members.



## 2.5 Concluding remarks:

At the end Mr. Rajan Sultan concluded the workshop and thanked the GIZ and board members for their active participation. He showed that he had learned a lot through the two-day training and hoped that colleagues also have the same views. He suggested that a follow up training workshop may be needed in future which shall be taken care by the Association.

### **3. DAY THREE:**

#### **3.1 Executive Committee meeting:**

The Local Councils Associations of the Punjab (LCAP) in collaboration with GIZ under local governance program organized a day long training workshop for Executive Committee (EC) members and roundtable with key personals of the local government department on **February 14, 2019** at Hotel Hospitality Inn Lahore. The overall objective was to orient the Executive Committee on their roles & responsibilities and to promote coordination and cooperation between LCAP and local government and community development department to enhance effective local governance by working together (agenda attached as annex C).

Following were the participants;

##### **Local Government & Community Development Department;**

Capt. (R) Mr. Said Anjum, Secretary to Local Government,  
Mr. Malik Mukhtar Ahmad Noul, Special Secretary to Local Government,  
Mr. Shahid Zaman, Additional Secretary to Local Government,  
Mr. Javaid Mahmood Bhatti, Director General to Local Government,

##### **Local Councils Association of the Punjab;**

Ms. Fozia Khalid Warraich. President LCAP and Chairperson District Council Toba Take Singh,  
Mr. Imran Ali Khan Malik, Convener and Chairman Union Council Kasur  
Mr. Malik Jameel Ahmad Khan Kals, Vice President LCAP and Chairman Union Council Kasur  
Mr. Nawab Babar Khan Sial, Vice President LCAP and Chairman District Council Jhang  
Mr. Zahid Iqbal Chaudhary, Vice President LCAP and Chairman Union Council Vehari  
Mr. Major (R) Arif Shaheen, Information Secretary LCAP and Chairman Union Council Gujrat  
Mr. Asif Nawaz, Finance Secretary and Director SWAB Welfare Organization Sahiwal  
Mr. Syed Muhammad Asghar Shah Gillani, Board Member LCAP and Chairman Union Council Lodhran  
Mr. Anwar Hussain, Executive Director LCAP  
Mr. Mian Rajan Sultan Pirzada, President Association for Development of Local Governance (ADLG-National Association of LGs) and Chairman District Council Lodhran,

##### **GIZ-Local Governance Program;**

Mr. Marcel Haessler, Team Leader State-Citizen Dialogue LoGo  
Mr. Atif Mahmood, Deputy Team Leader State-Citizen Dialogue LoGo  
Mr. Mushtaq Ahmad, Advisor to LCAP State-Citizen Dialogue LoGo

##### **Consultants;**

Mr. Javaid Hasan, Development Consultant  
Mr. Imran Anwar (Note Taker)



### 3.2 Session one:

The meeting was started with the recitation of Holy Quran. Ms. Fozia Khalid, President LCAP formally welcomed the participants and hoped that all the members of EC would have good understanding on their roles and responsibilities after the training workshop. She also expected that there would be a good chat with key officers of the local government department on effective local government agenda and to promote cooperation and coordination. She thanked the GIZ and its staff for their continuous support. After the formal introduction, Mr. Javaid Hasan took the floor and shared that there were seven statutory working committees under the constitution of LCAP. Following were the names of the working committees;

1. Executive Committee
2. Nomination & Management Committee
3. Presidential Commission
4. Women Development Committee
5. Finance Committee
6. Nomination & Election Committee
7. Membership Development Committee

He explained the roles and responsibilities of each committee and discussed the major points. He said that Executive Committee was supreme committee and responsible mainly to make policy decisions and to work on behalf of the board. It was mandatory for committee to share its work and decisions with the board of governors and to get necessary approvals. The committee was also responsible to oversee the day to day affairs of the Association and to provide support and guidance to secretariat to implement the decisions. He suggested that it would be better if committee met at least once in a month to see the business of the Association.

He shared that nomination and management committee was mainly responsible to enhance coordination among member local governments and structures of LCAP. The presidential commission was responsible to undertake lobbying, advocacy and negotiations on behalf of members to resolve common issues, financing and decentralization. He appreciated that women development already developed three years strategic plan which would be part of the LCAP strategic plan. He said that women councilors were marginalized and had less spaces and opportunities to prove themselves as leader and contribute meaningfully. Therefore, the plan would serve the 9000 women councilors across Punjab where LCAP might be able to build their capacity.

The finance committee was overall responsible of the financial matters of the Association and responsible to present all receipts and spending to the board of governors and get necessary approval and advice. He said that committee was also responsible to make the annual financial audits of all the accounts for Association. He explained that membership development committee roles was very critical and important as committee was responsible to expand membership and to collect membership fees from all members. It was suggested that committee must visit along EC members to each district to collect the membership fees and enhance confidence and trust of members on Association. Mr. Hussain presented the membership fees policy which was 5000 rupees for union councils, 10000 for municipal committees and 20000 for district council and metropolitan corporations per annum. He said that about 70% board members already paid their membership fees while others were committee to pay very soon. Mr. Javiad said that nomination and election committee role was to conduct mobilization and elections for all statutory bodies of the Association. At the end of the session, it was decided that in coming days a separate training session on

roles & responsibilities would be held for membership development committee, nomination and election committee and finance committee.

### 3.3 Session two:

The second session was started again with the formal introduction, and President LCAP **Ms. Fozia Khalid** welcomed the Secretary, Special Secretary, Additional Secretary and Director General Local Governments and Community Development.

She generously offered the entire support of the Association for better local governments, mitigate the current challenges and to contribute in policy legislation. She cleared upon the participants that Association was not like an opposite or a pressure group but supporter to government to establish local democracy according to the provisions of constitutional obligations. She said that her demand was nothing expects to implement the Article 140-A of the constitution in true latter and spirit.

She shared the current issues of Local Governments affecting the lives of common citizens essentially of blockage of development funding to councils. She said that own source revenue generation was a challenge for councils due to legal bindings. She explained that it became amazing for her when the deputy commissioner shared with them that there 13 housing schemes in her district, but she have the date of around 200 house colonies paying nothing to the government. She also shared that government land was getting barren and if councils were given authority to make proper use of the land that could enhance the revenue of the councils. She said, "The rent of the government properties is very low as compared to the market, which is needed to enhance". She also mentioned the bad handling of cattle market which was being managed by the district bureaucracy. Property tax could be increased from 1% to 3% this was also the best way of revenue generation.

**Secretary to Local Government, Cap (R) Mr. Said Anjum** thanked the Association and its leadership for inviting them to a very timely and important roundtable. He said that he fully recognized the Association and endorsed the vital role of Association in making local governments a champion of service providers. He said that this was a unique and important forum having big outreach and representative of all local councils across Punjab so they would love to work with Association in future.

He appreciated the ideas of Ms. Fozia that local councils must be independent to generate their own resources to feed local development agendas. He said that the taxation situation was poor everywhere in Pakistan, but however the local government department would soon initiate a tax revision and modern tools to collect local taxation where the support of Association would be vital.

He shared that Urban Immoveable Property Tax (UIPT) and Tax on Transfer of Immoveable Property (TIP) were major contributor of revenue generation, but due to several reasons, we were unable to collect where government was getting 30% more revenue on stamp papers after making it digital. He said that soon these taxes would be collected through digital interventions. He asked to Association to make proposals in this regard.

He informed the participants that very soon there would be reforms in local government where union councils might be further divided into village and neighbor council and would get direct funding from provincial government. He also told that municipal committees would remain the same but the number of committee might be increased. In big cities, there would be municipal corporations. It was obvious that there shall be no district councils in the new reform package. The elections shall be on non-party base and more importance shall be given to "Punchayat" to resolve the petty local issues.

He asked the Association for suggestions, proposals and recommendations which might be given space in the reform package. He had the view that Association could help the government in identifying issues and building the capacity of newly elected councilors.

LCAP Information Secretary Mr. Arif Shaheen had his views that the district council role is not effective to support the union councils, therefore investment and empowering the union councils would be good step. He highlighted the gap of coordination among local councils as there is no mechanism where rural and urban councils sit together and have common planning. He suggested that the head of urban councils must be part of the district council.

Special Secretary to local government Mr. Malik Mukhtar Ahmad Noul said that free and effective communication among local governments and line departments would be ensured in the reform package and the Association may play its role on behalf of their members. He also welcomed the role of the Association in improving communication among local government department and local councils. LCAP president highlighted the issue of not having magistrate which is making local councils unable to deal with encroachments and many other petty issues. Mr. Saif Anjum shared that the human resource current mechanism shall also be revised and more professional staff shall be provided to councils.

President ADLG, Mr. Mian Rajan Sultan Pirzada suggested that councils must be encouraged to use latest technologies to deal with municipal issues and to provide efficient services to communities. He highlighted the areas of revenue generation, environment, waste management, water & sanitation and transport issues.

Executive Director LCAP, Mr. Anwar Hussain shared his experience that village councils were working well in Khyber Pakhtunkhwa by getting direct funding from provincial governments. However, village councils needed more professional staff to support councils to improve services.

At the end, Ms. Fozia Khalid handed over a letter on behalf of councils to Secretary Local Government where request was made to defreeze the council funding and issue guidelines on maintenance and repair work.

Mian Rajan Sultan thanked the officers and hoped that mutual communication would continue in future for better local democracy.



## **Agenda**

### **Board of Governor's Training**

#### **Feb 12:**

- 12:00 - 13:00 Registration of participants
- 13:00 - 14:00 Lunch
- 14:00 - 14:05 Recitation from the Holy Quran
- 14:05 - 14:15 Participants Brief introduction
- 14:15 - 14:30 Introduction of Training Program and objectives
- 14:30 - 15:30 LCAP Objectives, Structure and Functions
- 15:30 - 15:45 Tea Break
- 15:45 – 17:00 Board of Governors' Role and Responsibillites

#### **Feb 13:**

- 09:00 - 09:15 Street Theatre
- 10:15 - 10:45 Board of Governors' Role and Responsibillites (cont)
- 10:45 - 11:00 Tea Break
- 11:00 - 13:00 Board of Governors' Action Plan
- 13:00 -14:00 Lunch
- 14:00 – 15:30 Board of Governors' Action Plan (cont.)
- 15:30 - 16:00 closing and tea



### List of Participants

#	Name	Designation
1	Ms. Fozia Khalid Warraich	President LCAP
2	Mr. Imran Ali Khan Malik	Convener and Chairman Union Council Kasur
3	Mr. Malik Jameel Ahmad Khan Kals	Vice President LCAP
4	Mr. Nawab Babar Khan Sial	Vice President LCAP
5	Mr. Zahid Iqbal Chaudhary	Vice President LCAP
6	Mr. Major (R) Arif Shaheen	Information Secretary LCAP
7	Mr. Asif Nawaz	Finance Secretary LCAP
8	Mr. Syed Muhammad Asghar Shah Gil-lani	Board Member LCAP
9	Mr. Anwar Hussain	Executive Director LCAP
10	Mr. Mian Rajan Sultan Pirzada	President ADLG
11	Ms. Beenish Qamar Dar	Member D.C Sheikhu Pura
12	Ms. Farzana Abbas	Member M.C Sahiwal
13	Mr. Zafar Alam Khan Gurmani	Member M.C D.G.Khan
14	Ms. Tabana Imran	Councilor MC Hafizabad
15	Ms. Sumaira Mirza	Councilor MC Vehari
16	Ms. Khalida Iqbal	Member DC R.Y khan
17	Mr. Ihtsham Ul Haq Laika	VC District Council Bahwal Nagar
18	Mr. Ch Shabbir Hussain	Chairman UC Vehari
19	Mr. Abid Ali	Councilor MC Nankana Sahib
20	Mr. Shahd Ul Hassan	Chairman UC Mandi Bahaudin
21	Mr. Sadam Hussain	Youth DC Councilor Sargodha
22	Ms. Sajida parveen	District Council Member Toba Take Singh
23	Ms. Zarina Sheikh	Councilor MC Jhang
24	Mr. Ch khalid mehmood	Chairman UC Khushab
25	Mr. Rana Atiq Anwar	Chairman DC Sheikhpura
26	Mr. Marcel Haessler	Team Leader State-Citizen Dialogue LoGo
27	Mr. Atif Mahmood	Deputy Team Leader State-Citizen Dialogue LoGo
28	Mr. Mushtaq Ahmad	Advisor to LCAP State-Citizen Dialogue LoGo
29	Mr. Javaid Hasan	Development Consultant
30	Mr. Imran Anwar	Note Taker

## **Annex C**

**14 February, 2019**  
**Hospitality Inn Lahore**

### **Agenda**

#### **Executive Committee Meeting**

09:00 - 09:20	Registration of participants
09:20 - 09:30	Recitation of Holy Quran
09:30 - 09:40	Objective of the meeting
09:40 - 10:30	Recognition and facilitation of LCAP as appropriate stakeholders in local governance
10:30 - 10:40	Perspective of LCAP about local government in Punjab
10:40 - 11:20	How best the department can use LCAP platform to further strengthen local governments e.g. two-way communication, identification/resolution of common issues, capacity building
11:20 - 12:20	Representation of local governments through LCAP on relevant policy forums and oversight the monitoring and oversight role
12:20 - 12:30	Closing remarks
12:30 - 13:30	Lunch
13:30 - 13:45	Introduction of training program and objectives
13:45 - 14:15	Executive Committee role and responsibilities
14:45 – 14:50	LCAP strategic plan – review and update
14:50 - 15:40	LCAP communication strategy
15:40 - 16:00	Closing and tea