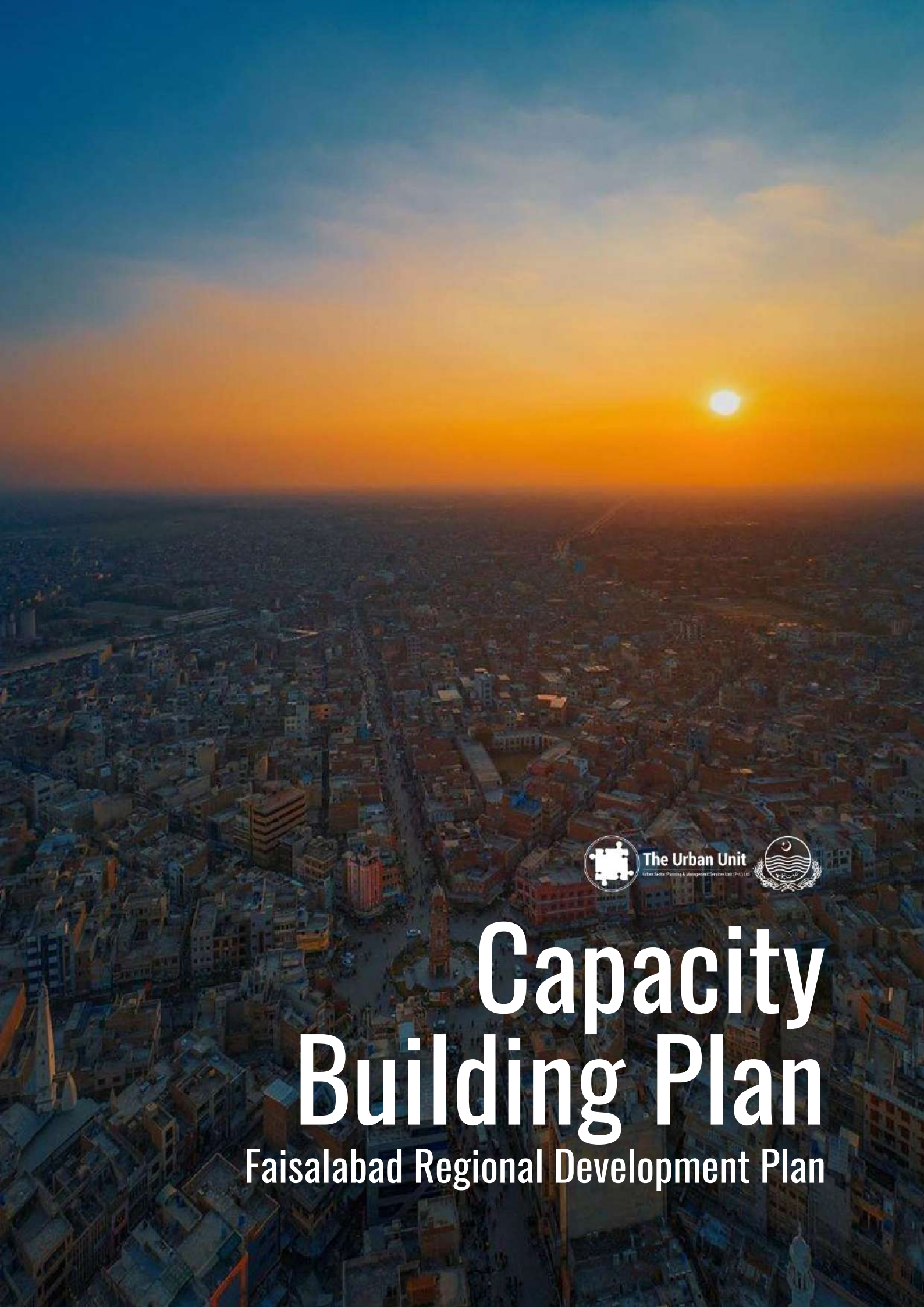


The Urban Unit

Capacity Building Plan

Faisalabad Regional Development Plan

Executive Summary

This section presents the results of the Institutional & Capacity building component of Faisalabad Regional Plan with focus of WASA and PHA by conducting of Training Needs Assessment (TNA). The objective of this exercise was to assess these and other associated institutions' capacity development needs to meet future challenges to deliver services. The TNA was also aimed at identifying a comprehensive list of knowledge, skills and attitudes required for the future state of these departments.

The TNA process was carried out by the Urban Unit bringing by relevant TNA Experts with following scope and assumptions starting with essential baseline research to understand the human resource dynamics

- identification of a sample of employees to conduct the TNA
- segregation of the TNA into various areas keeping in mind the future
- focus on mandate and needs of the organization

A total of one TNA session was held with approximately 15-20 participants of each department, including WASA & PHA. TNA process included survey and assessment of both gazette and non-gazette officers of the departments. Some of the areas discussed in the chapter describes the current state, however some additional elements were added to cater to the future state of these departments as part of strategic recommendations.

The data for the TNA was gathered using specially designed questionnaire. The questionnaire aligned with the relevant sectors each department had in common. Further, open ended discussions were carried out at the start of every TNA session and participants were asked about the key issues and challenges they faced while performing their jobs. This helped set the tone for the rest of the session. The participants were very enthusiastic and provided valuable input related to the institutional governance framework in place, including suggestions for improvement and better integration/linkages among government bodies for transparent monitoring and enforcement of laws and functions in the province of Punjab. These discussions were followed by questionnaires filling activity for which a two-stage approach was adopted.

- The first part of this included a role analysis to understand what the responsibilities of the person filling the questionnaires entails.
- This was followed by identification of gaps focusing on the knowledge, skills and attitudes of the different participants, in terms of relevance and also competence.

The second part consisted of identifying the training requirements focusing on the relevance of the training required, the target competence to be acquired, and finally prioritizing which elements should be focused on first

- The final part of the questionnaire focused on the learning style as to what would be the best way to deliver the desired trainings.

The analysis that follows shows the responses on areas identification where the most focus is required.

SECTION 1

OVERVIEW OF THE DEPARTMENTS

Overview of Punjab Horticulture Authority: PHA as an Agency of Faisalabad Development Authority was Established on 01-07-2009. The Parks & Horticulture Authority Faisalabad was established on 04-08-2014. Present Operational Area of PHA is up to Municipal Limits of Faisalabad for Administrative purpose, the territorial Area of Parks & Horticulture Authority has been divided into four towns and Rakh Branch Canal. PHA is an Autonomous Body, having a Board of Directors (BOD) headed by a Chairman for making Regulations and providing policy guidelines.

Vision & Mission of PHA: PHA is Developing and Maintaining Faisalabad City for healthier environment through Tree Plantation, City Beautification & Monitoring / Regulation of Outdoor Advertisement.

Functions of PHA: The functions of PHA Faisalabad are:

- Develop and maintain public parks, green belts and green areas
- Regulate the use of public parks, green belts and green areas
- Regulate the installation of billboards, sky signs, out-door advertisements on private or public property
- Establish and maintain botanical gardens
- Organize shows and exhibitions pertaining to horticulture, aviculture and cultural entertainment
- Protect trees and other vegetation
- Create awareness about horticulture and promote gardening
- Acquire land for the development of any public park, green belt, or green area
- Procure machinery, equipment or material as may be required for the proper discharge of its functions
- Grant a service contract for the maintenance of public parks, green belts or green areas to a company owned by it or to any other private or public limited company
- Constitute committees for performing specific functions of the Authority

Major Challenges Faced by PHA:

- Financial Constraints, Grant in Aid for salaries needs to be enhanced from 250 Million to 620 Million.
- Non-availability of Special Judicial Magistrate,
- Deficiency of Technical Engineering Staff,
- In spite of 4 attempts, Auction for Outsourcing of Outdoor Advertisement Regulatory fee could not be Finalized yet.
- No dumping site is available for PHA Faisalabad in all over the city for dumping green waste.
- Extra Liability of Expressway for maintenance of Green Area of 25 km since 2017, Which is beyond the jurisdictional limits of PHA-Faisalabad. Horticulture work along both sides of Expressway was carried out by PHA-FSD through deposit work in the year 2017.

Overview of Water and Sanitation Agency

WASA Faisalabad was created in 1978 as an Agency of Faisalabad Development Authority (FDA) under Punjab Development of Cities Act 1976. The Chief Minister Punjab or his notified Representative is Chairman of FDA. Being an autonomous Agency, WASA Faisalabad is authorized to collect service charges to meet its budgetary requirements. However, the Govt. of the Punjab is liable to pay the budgetary deficit of the Agency under Section 26(5) of Punjab Development of Cities Act 1976, that states "in case of deficit revenue of the Authority (WASA, FDA in our case), the Government shall provide from its own revenue or from any other source**,** such sum as may be necessary for the efficient performance of the Authority".

Vision & Mission: The Agency is responsible to plan, design, construct, operate & maintain water supply, sewerage & drainage facilities for the City.

Functions of WASA: WASA is responsible for planning, designing and construction of water supply, sewerage & drainage facilities for:

- Rehabilitation and augmentation of the existing system.
- Operation and maintenance of water supply, sewerage & drainage system.
- Billing and collection of all rates, fees and charges for the services provided to its consumer.
- Undertaking bulk production, filtration/treatment, transmission and retail distribution purifying of water.
- Collection, pumping, treatment & disposal of sewage & industrial waste.
- Enforcement against defaulters and unauthorized connections etc.
- Short term and long- term planning for tapping additional water sources & its implementation to meet water supply and sewerage demand projected.

Major Challenges Faces by WASA:

- Well-defined tariff structure not in place
- Limited revenue/arrears collection
- High electricity costs and dependency of services on electricity
- Limited government subsidy
- High operation & maintenance, salaries and electricity costs
- Existence of private owned wells

SECTION 2

TRAINING NEED ASSESSMENT

What is a training needs analysis?

A training needs analysis takes a bird's eye view of a department and its overall goals before drilling down into various types of concrete training that a department needs. Based on this assessment, the department could require more comprehensive trainings or on-demand mobile training according to the risk profile of an employee or other important growth/success factors.

Before we begin creating a training programme, conducting a training needs assessment is an essential step in order to create more effective training material and making the greatest use of productive time.

The TNA is used for:

1. Analyzing what training needs are vital/prerequisites for effective training programs; simply conducting training for individuals may miss priority needs, or even cover areas that are not essential.
2. Identifying a comprehensive list of the required Knowledge, Skills and Attitudes (KSA) needed for each job role.
3. Enabling the channeling of resources into the areas where they will contribute the most to employee development, enhancing morale and organizational performance.
4. Providing a baseline for preparation of a training plan to develop required KSAs and ensure that staff have the best capacity to deliver desired results.

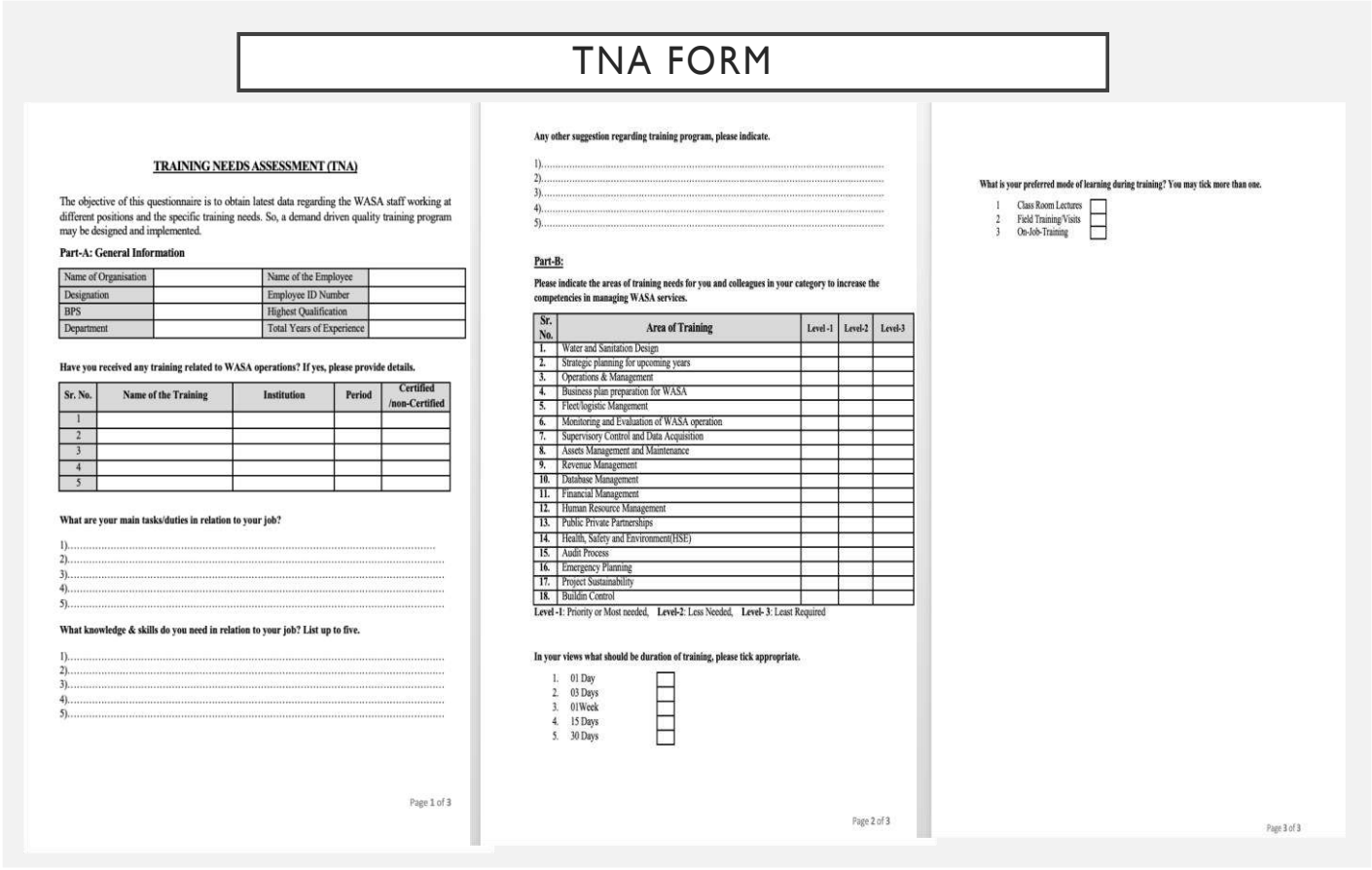
For optimal functioning, the workforce of all three departments and related agencies need to be equipped with the necessary level of professional knowledge and skills. As per requirements

TNA was carried out with the following aims:

1. Carrying out an assessment of the required competencies for the future state of the institutions
2. Conducting an evaluations of the staff member's existing competencies
3. Devising a training plan to upskill the competencies of the staff
4. Proposing the curriculum based on the TNA exercise conducted

Quantitative Data Collection:

To determine the current competency levels of the target group, data was gathered through a questionnaire with in relation to the desired outcome (future state) and task & competency analysis. Questionnaire attached as Annex A.



TNA FORM

TRAINING NEEDS ASSESSMENT (TNA)

The objective of this questionnaire is to obtain latest data regarding the WASA staff working at different positions and the specific training needs. So, a demand driven quality training program may be designed and implemented.

Part-A: General Information

Name of Organisation		Name of the Employee	
Designation		Employee ID Number	
BPS		Highest Qualification	
Department		Total Years of Experience	

Have you received any training related to WASA operations? If yes, please provide details.

Sr. No.	Name of the Training	Institution	Period	Certified /non-Certified
1				
2				
3				
4				
5				

What are your main tasks/duties in relation to your job?

1).....
2).....
3).....
4).....
5).....

What knowledge & skills do you need in relation to your job? List up to five.

1).....
2).....
3).....
4).....
5).....

Page 1 of 3

Any other suggestion regarding training program, please indicate.

1).....
2).....
3).....
4).....
5).....

Part-B:

Please indicate the areas of training needs for you and colleagues in your category to increase the competencies in managing WASA services.

Sr. No.	Area of Training	Level -1	Level-2	Level-3
1.	Water and Sanitation Design			
2.	Strategic planning for upcoming years			
3.	Operations & Management			
4.	Business plan preparation for WASA			
5.	Fleet/logistic Mangement			
6.	Monitoring and Evaluation of WASA operation			
7.	Supervisory Control and Data Acquisition			
8.	Assets Management and Maintenance			
9.	Revenue Management			
10.	Database Management			
11.	Financial Management			
12.	Human Resource Management			
13.	Public Private Partnerships			
14.	Health, Safety and Environment(HSE)			
15.	Audit Process			
16.	Emergency Planning			
17.	Project Sustainability			
18.	Buildin Control			

Level -1: Priority or Most needed, **Level-2**: Less Needed, **Level- 3**: Least Required

In your views what should be duration of training, please tick appropriate.

1. 01 Day ☐
2. 03 Days ☐
3. 01Week ☐
4. 15 Days ☐
5. 30 Days ☐

Page 2 of 3

What is your preferred mode of learning during training? You may tick more than one.

1 Class Room Lectures ☐
2 Field Training/Visits ☐
3 On-Job-Training ☐

Page 3 of 3

Aforementioned questionnaires acted as a backbone for carrying out the assessment. This questionnaires were aimed at assessing the required KSA including technical and behavioral components. A two-stage approach was adopted for the questionnaires (copy blank questionnaire is attached in annexures) which is set out below; along with an additional General Information at the star.:

Section A: This section started with the head of general information seeking details related to designation, grade, section, and education, overall experience/experience with relevant department and employment status.

Section B:

Participants were then asked to list down trainings required and their level of

importance to their job ranging from ‘most important to least important’ with level 1 being at the top priority to least priority at level 2.

Second section was divided into two main categories i.e. knowledge and skills.

- Knowledge part of the questionnaire was designed to evaluate the understanding and body of knowledge of the respondent against identified components in their respective thematic area (e.g. Basic Concepts, Analytical Tools etc.).
- Skill was designed with an aim to check the ability of the participant to perform a particular task

Last section of the questionnaires was designed to understand the preference of training delivery options i.e. number of days and mode of training required. Furthermore, it also aimed to prepare a pool of opinion regarding participants’ preferences related to training and employee development in their relevant department.

Qualitative Data Collection:

Followed by quantitative data collection, qualitative data were also gathered through two different means:

1. Open Ended Discussions

This was carried out at the start of every TNA session followed by introduction; participants were asked about the key issues and challenges they faced while performing their jobs. Session was carried out by a moderator and a facilitator who was responsible for taking notes.

2. Thematic Area Group Discussions

It was carried out at the last of every TNA session; total participants were divided into thematic areas (refer to thematic group approach). Each group was led by respective thematic area expert who triggered discussion regarding understanding of knowledge/skills required to perform their job in line with the future state. Followed by discussion, the activity ended by concluding courses/training they require to perform their job. The results were concluded on a chart paper under requested training topics and a collective SWOT analysis.

Stakeholder Consultative Session

To make the training proposal more holistic and to meet future requirements we consulted with the MD WASA, Director PHA and Director PHED Faisalabad. Considered expert opinions of sector specialists within WASA, PHA and PHED and capacity needs were identified by other assessments, benchmarking reports, and international best practices.





Stakeholder consultation Session with PHA





TNA and Stakeholder consultation Session with PHED




TNA and Stakeholder consultation Session with WASA




Community engagement Session

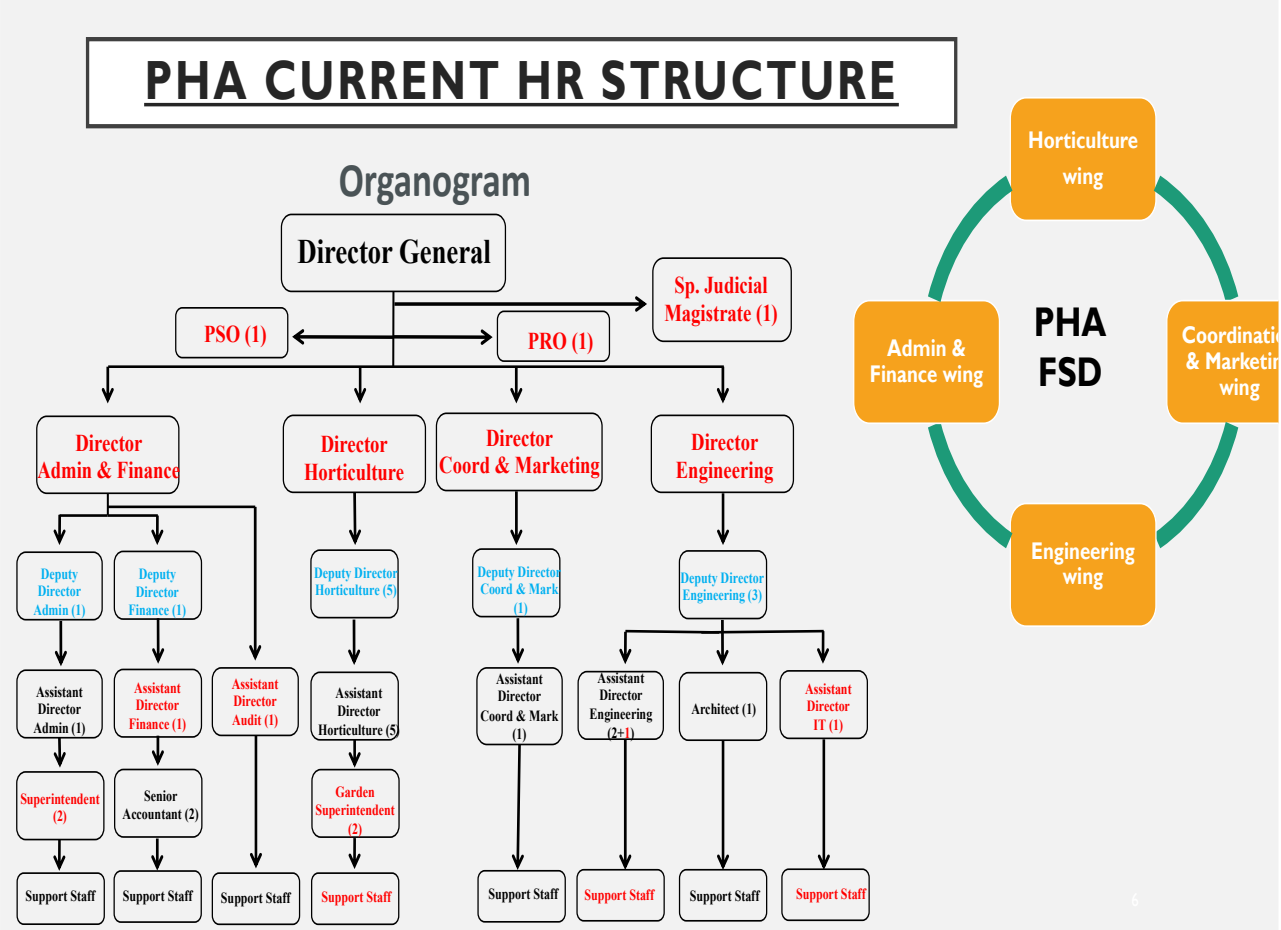
Training Areas Identified by each department during TNA

WASA	PHA	PHED
o Improvement of electrical equipment i.e transformers, electrical panels. o Practical studied on mechanical parts in field work. o Operations and management. o Need trainings from abroad for improving structure. o Management skills. o Human resource management o monitoring and evaluation o emergency planning. o Asset management, o Audit process, AutoCad o Estimation & preparation of pc-1, water distribution and maintenance of water supply. o Database management, SCADA System, o HRMIS system, o project management. o Design studies	o GIS Trainings o Landscape design software o Asset management and procurement. o Project management skills o Technical Software skills – Word, PPT, Excel o Nursery management & Registration – Record Keeping o Operation management. o Effective communication	o I.T related issues. o MPDD Standard trainings. o Civil Works technical skills o Water and sanitation related training. o Trainings about maintenance and sustainability of CBO. o Interaction with relevant departments. o Financial Analysis & Accounting

SECTION 3
GAP ANALYSIS

This section discusses the HR and Financial Gaps for PHA and WASA separately, while Knowledge, Skills and Attitudes assessment was done collectively. PHED as important department in the Region water and sanitation delivery and planning was also taken into consideration for consultations and feedback. These gaps were identified through a detailed understanding of the current structure of WASA & PHA. This was done by conducting a number of interactive sessions and interviews with the relevant stakeholders. The operating model for each of the Directorates was discussed in detail. Any gap analysis is done keeping in components that add value to the end-to-end process. Detail analysis of departments current issues are detailed below as per the KSA model.

HR Related Gaps - PHA



Currently, there are no regular director and majority are working on additional charge. Deputy Directors are also not on regular posts and are only on current charge. Only Additional Directors and staff under the AD's are regular while senior management is not regularized. The recruitments have been done twice, the AD's initially were on contract and were then

regularized. Due to the fulfilment of terms and conditions of their posts, they will be promoted in two - three years while the seats remain vacant without senior supervision.

Further, under the engineering wing posts, four sub engineer posts are vacant. These were hired before but they quickly became vacant again. PHA has submitted the PPSC case to fulfill these posts as well. When PHA was made, the corporation and FDA staff also came under the PHA Department, but the staff was near to retirement. Hence the seats became vacant frequently and hiring was a challenge due to financial constraints, then a ban was implemented. The huge deficit was also an issue in the hiring process. 1216 is the total strength of the department where 1000 employee are working in field. These include baildar, drivers, sanitary workers, gardeners, guards etc. The remaining is administrative staff.

• **Total Sanctioned Posts**		**1526 Nos**
• Regular Officer / Officials (Presently Working)		516 Nos
• Daily Paid Labor (Presently Working)		700 Nos
• **Total Working Staff (Regular + Daily Paid Labor)**		**1216 Nos**
• Total Horticulture Staff (Presently Working including Mali, Baildars, Drivers, Chowkidars, Sanitary Workers)		1000 Nos
• **Required Horticulture Staff as per Green Area (837 Acres)**	@ 2 Persons / Acre (As per PHA Lahore)	**1674 Nos**
• **Deficiency**	@ 2 Persons / Acre (As per PHA Lahore)	**674 Nos**

In addition to this, as per PHA Lahore, the total green area is 837 Acres, where two persons should be there per acre but currently there are 1216 including total working staff including regular and daily paid workers and total horticulture staff is 1000. As per PHA Lahore's criteria, PHA Faisalabad should have 1674 where deficiency is of 674. Whereas if we follow the International standards, 12-13 persons should be there. Hence shortage of staff and few field officers remains a challenge for PHA.

Financial Gaps:

Expenditure on salaries is Rs.620m (annually salaries for all). Non-Development fund is 150.550m the annual total expenditure is Rs.820.590m. The outdoor advertisement total income was 274.500M. However, trends of outdoor advertisement is becoming obsolete in today's time as there are other mediums of advertisements which includes media, social media etc. Since there is a depreciation in selling of advertisements in the year 2022, outdoor advertisements are not being bought by anyone resulting in a deficit.

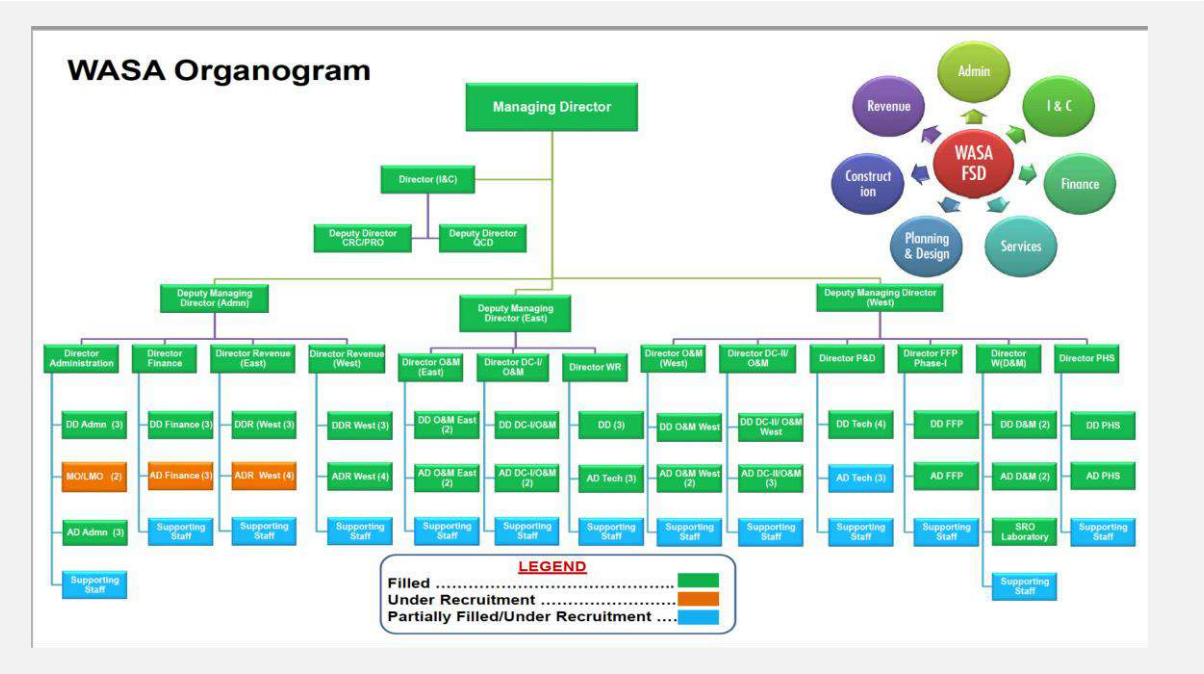
Description of Expenditures	
Salaries (Pay & Allowances)	**620.040**
Non Development (POL, Electricity, M&R etc.)	150.550
Operational Maintenance of Parks, green belts and for provision of missing facilities etc	50.000
Total Expenditure	**820.590**
Sources of Revenue Generation	
Outdoor Advertisement Regulatory fee	231.500*
Indoor activities etc. (Booking of Parks, auction of canteens etc.)	18.000
Miscellaneous i-e Bank Profit, Tender Fees, NOC Fees, Renewal Fees & Auctions etc	25.000
Total Income	**274.500**
Grant in Aid approved for salaries from Finance Department	**250.000**
Grand Total	**524.500**
Deficit required from Govt. as Grant in Aid	**296.09**

In addition to this, there is a ban implemented on outdoor advertisement by the supreme court on public places hence the public and contractors are not encouraged to buy the advertisement. In the past six months, so far no one has given a bid under the Rs.231,500 fee. PHA has now decided to reduce this amount in the upcoming months, in hopes of attracting more contractors. Further, booking of Parks, auction canteens i.e. Indoor activities cater to Rs.18m of profit. The grant in aid approved for salaries from the finance department is Rs.250M totaling to Rs.524,500M. This incurs a deficit of Rs.296,09M. In order to meet these requirements, Secretary HUD & PHED has been requested for Provision of Bail Out Package for PHA for its smooth functioning.

It is pertinent to mention here that the purpose of PHA was to be self-sustaining. This included three types of advertisement was hoarding boards, on site shop boards, and temporary activities. Currently there are 188 boards around the city under PHA and 350 small companies, and 30,000

shops. Temporary activities, banners, off gates, streamers, etc. The issue is that majority of the buildings made in the city are not billboard friendly which makes it difficult for contractors to sublet these boards. As for the PHA's own land, the potential sites were public, but under the supreme court's ruling on ban on public spaces, the revenue stream from that part is also not available anymore. When PHA was made in Faisalabad, the number of boards were 350, where advertisement business was generated from. However, with time, currently only 180 boards are left due to no proper building or land availability. There has been a decreasing trend in potential sites to frame the boards. In addition to this, there are also very few operational vehicles for PHA.

HR Gaps of WASA



WASA has positions that are under recruitment while some are partially filled. However, it is noticed that Existing Institutional Structure is not service delivery oriented and there are many possible wings missing which can help improve WASA's day to day functions. There is no HR for Design, Constructions, Hydrology essential for the department. Further, there are also no separate wings for Operations and management segregated to cater to different towns. There are also overlapping of tasks in many positions among directors and staff under operations and maintenance. A proposed organogram with a new structure is given in section 4 of this chapter.

Financial Gaps of WASA

WASA Faisalabad's tariff was freeze in 2006; in that year the electricity unit cost was Rs.6, however, currently, in the year 2022, the cost has soared up to Rs.55, yet WASA is still charging the same Rs. 6 since 2006. The government should either authorize WASA to revise its tariff on its own, or the bares its financial cost.

Another issue is of willingness of the general public to pay. Since the bill is so nominal, the consumers don't bother to pay Rs.55 monthly, which fits to barely Rs.3 per day (which is for both civil and domestic). There are challenges to gain local donors for funding and there is a need for international donors. Revenue collection is also a challenge and WASA Faisalabad feels handicap in terms of revenue generation. The expenses have been increased over time hence the bills have to be increased as well. Below is the detailed annual expenditure of WASA Faisalabad for the year 2022 which totals to Rs.3844.900. However, WASA's liabilities are Rs.1948M.

EXPENDITURES PKR in Million

Sr. No.	Description	Amount	%age
1	Electricity Charges	1200.000	31%
2	Salaries and Pensions	1741.300	45%
3	O&M Expenditures	354.400	9%
4	POL	100.000	3%
5	Pending Liabilities	300.000	8%
6	Other Expenditures	149.200	4%
	Total Expenditure	**3844.900**	**100**

LIABILITIES	
Operational Loan	350.000
FESCO Liabilities	953.000
Salary & Pension Liabilities	80.000
POL Liabilities	15.000
O&M Payments	20.000
Other Payments	20.000
Work Charge salary	10.000
Contractor Liabilities	500.000
Total	**1948.000**

Knowledge Gaps – WASA & PHA

The staff at WASA and PHA should have the relevant knowledge and also the right competence level to perform their duties. Knowledge revolves around the understanding of the different concepts that are needed to perform your day to day tasks in an effective manner. Based on the results from the TNA session, it is clear that the respondents were self-aware as they clearly marked the technical areas as highly relevant to their job.



However, the worrying aspect is that the current competence level for the technical areas is nowhere near expert level. It is clear that for the technical areas the competence level sits at Moderate level for the majority of the technical areas, which is not sufficient enough for an institution that should be the

expert in resolving water issues. This clearly highlights the need to arrange knowledge sessions on all of the technical areas to pull the majority of the responses to a more acceptable level. The areas which have been marked as highly relevant i.e. the technical areas lack the competence levels that are needed for an institution of this importance. The future training exercises need to be focused on the technical areas bringing the majority human resource up to at least the Fully Competent level. In addition to this, support functions are areas where quality human resource is easily available so even though the current competence levels are not up to the mark, it is an area that can be easily improved by hiring on unfilled positions and internal trainings.

Skill Gaps WASA & PHA:

The staff at WASA and PHA institutions should also have the relevant skills and also the right competence level to perform their duties. Skills revolve around the ability to use the possessed knowledge through a set of activities to achieve efficient day to day results. Having looked at the knowledge levels in the preceding section it is not surprising to note that the skill levels follow pretty much the same pattern.



For all technical areas the Expert level competence was described as moderate, or participants requested for specific trainings as shown above. This clearly highlights the need to arrange skill development sessions on all of the technical areas to pull the majority of the responses to a more acceptable level. The areas which have been marked as high priority i.e. the technical areas lack the competence levels that are needed for an institution of this importance. The future training exercises need to be focused on the technical areas bringing the majority human resource up to at least the Fully Competent level.

It's notable that half of the respondents in most cases and in some areas during the consultation sessions stated the skill level for all technical areas as of are of medium or High relevance, however only about a third of the respondents stated that they are at fully competent or expert levels.

Trainings in future need to focus on areas that are highlighted as having low competence across the knowledge, skills and attitudes analysis. It's notable that majority of the respondents felt that Business Planning and Financial Management are two areas which are at the most relevance whereas Logistics and HRM at the least importance.

Support functions are areas where quality human resource is easily available so even though the current competence levels are not up to the mark, it is an area that can be easily improved by external hiring and internal trainings. However, the responses are pretty evenly spread when it comes to relevance which is not correct given these skills are key in the modern world where everyone needs to understand IT. It should have been rated as highly relevant as none of the technical areas can function without the use of IT in the current environment.

Attitudes – WASA & PHA

Even if the employees have the right level of knowledge and carry the skills needed to perform the duties, it cannot work without having the right attitude. Therefore, an analysis of the different behavioral competencies has been conducted which will be key for the future state of the organization.

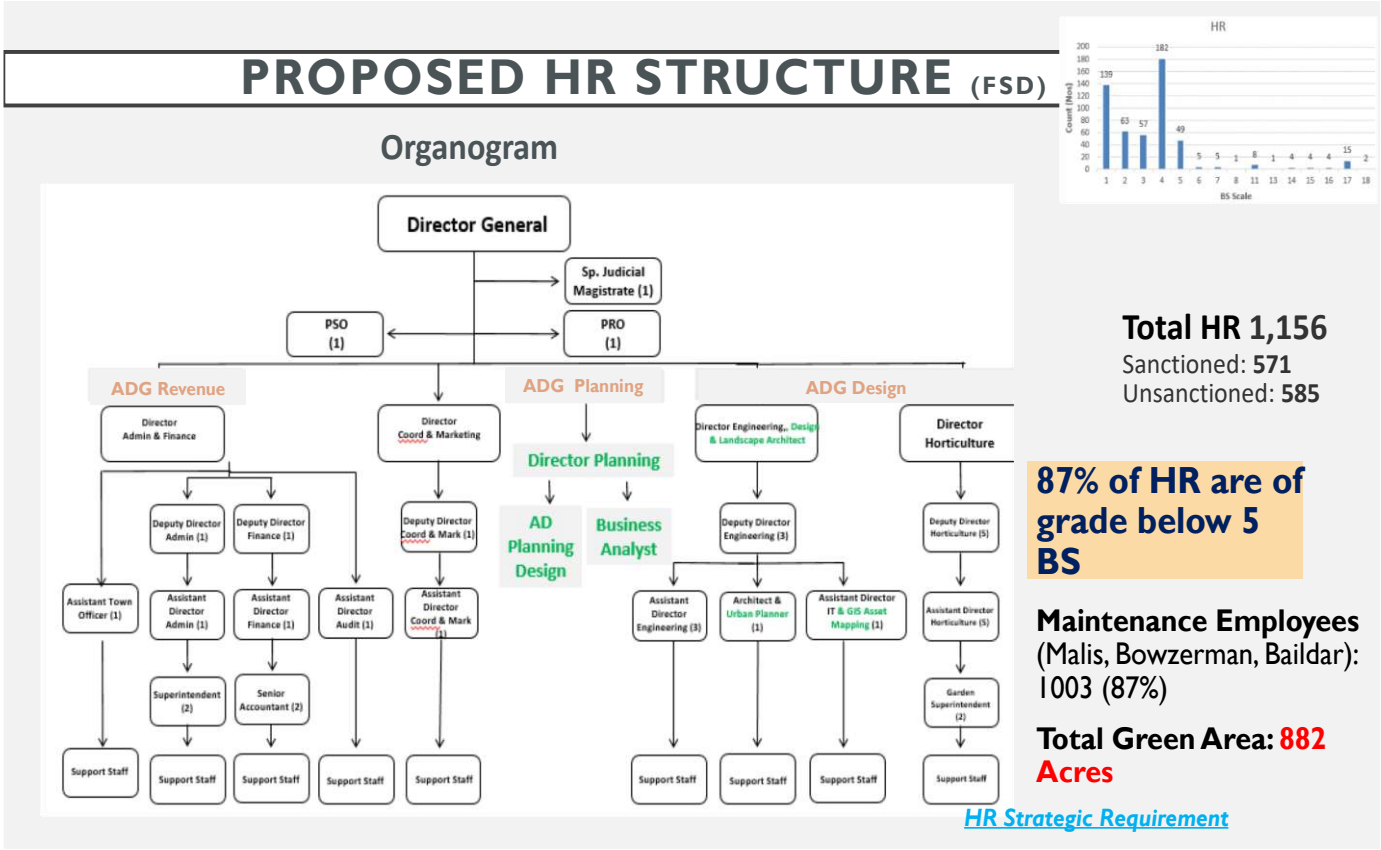
As per the responses collected in the consultative sessions, it was quite clear that the employees are well aware of the different soft skills that are needed for performing their jobs, ranging from accountability to team building, use of judgement to communications etc. It is strange to see responses which say that these skills are not applicable to them or are of low relevance, however for most behavioral competencies at least majority of the employees felt that these skills are either of Medium or High relevance to them.

SECTION 4

KEY STRATEGIC RECOMMENDATIONS

KEY STRATEGIC RECOMMENDATIONS FOR PHA

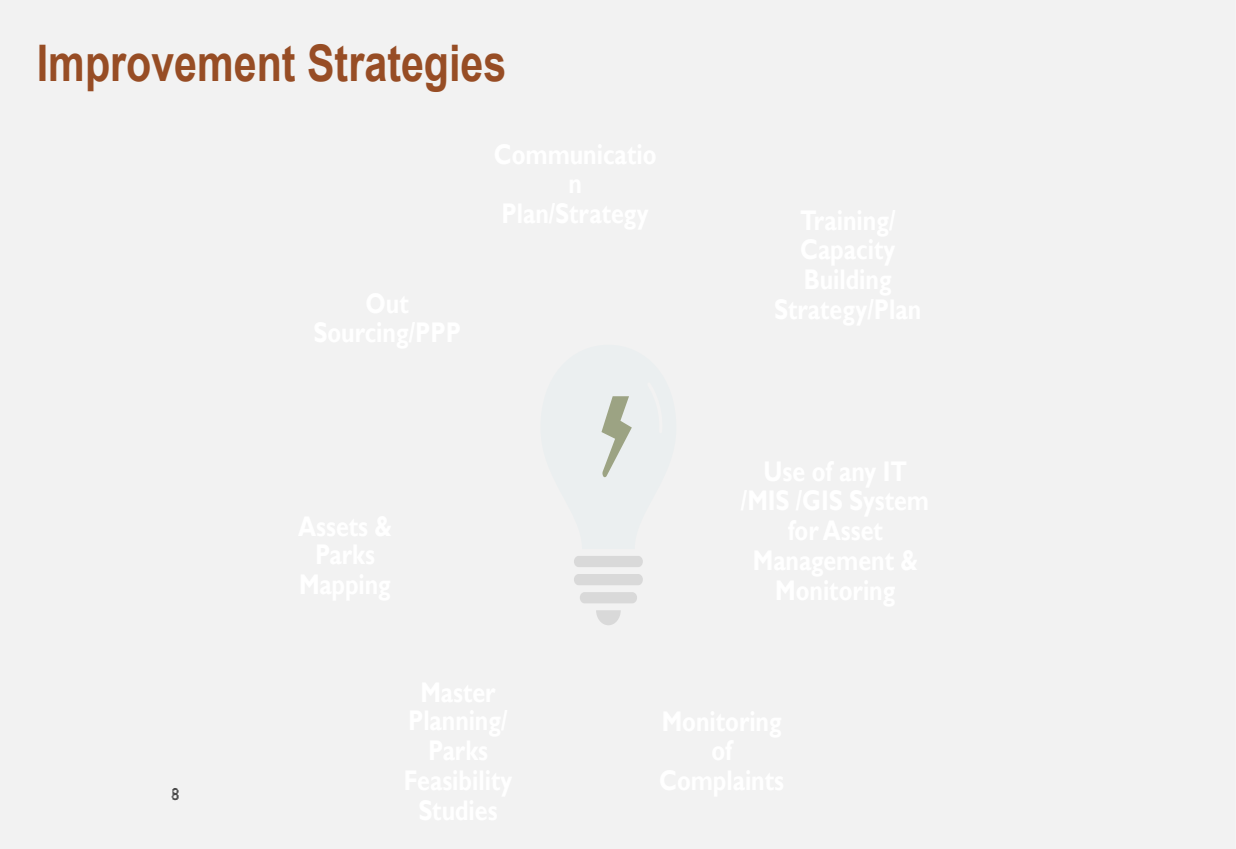
Most importantly, as discussed in the previous section, there is an utter need to fulfill vacant positions and in addition add new sections/HR in the overall structure. Below is the recommended organogram for PHA.



In addition to improvement of HR, the department also requires specific sectoral improvement strategies. These also include suggestions from the PHA staff mentioning requests for:

1. Capacity Building training
2. Asset Mapping and Mapping of Advertisement Sites
3. Development funds for Green Spaces
4. Immediate Hiring of critical mass
5. Conduct HR Audit
6. Resolve legal issue of Review Petition for Advertisement

7. Approval of new proposed post of Business Analyst, Planning, Arch & Marketing & Legal Advisor
8. Tariff Review and OSR Plan
9. Approval of Scenario 2 of Financial Modelling



Training/Capacity Building Strategy/Plan

1. Establishment of PHA Academy by HUD&PHED (Architecture design approved)
2. Sharing of Good Practices and work. An **e**xample of Course Outline from Australia can be taken where they implement:

    i. Planning and maintaining planting of private and public gardens, parks and streetscapes

    ii. Providing advice on plant care, selection and maintenance

    iii. Construction of garden beds and planted areas

    iv. Integrated pest, weed and plant health management

    v. Servicing clients and colleague

Training: Target Disciplines

1. Horticulture
2. Nursery – Production and Retail
3. Parks and Gardens
4. Landscape • Sports Turf • Production Horticulture
5. Conservation and Land Management
6. Work Health and Safety.

Communication Plan/Strategy for PHA:

1. Modes used for efficient communication between the officers & officials. These include active sue of WhatsApp groups; zoom application; Facebook; Twitter; Instagram; and Newspaper
2. Communication Strategy development & Marketing department
3. Engagement with community & school Environmental education clubs
4. Partnership with Corporate Sector for Green Development Programs.

Hence PHA can be expended on District Level, and expand their jurisdiction with regard to Advertisement Collection. In addition to this, there is a huge scope of Digital advertisement. Lastly, number of Revenue Sites can be developed through PPP mode.

Implementation of Business Plans:

Secretary HUD&PHED assigned the task to Urban Unit to prepare Business Plans (BPs) of PHAs on October 02, 2020. The Technical and Financial Data Acquisition format was shared with PHAs for which the Financial data (phase-I) was shared by PHAs. On the basis of the data provided gaps were identified and Financial data was shared and discussed with PHA Faisalabad. Under the Business Plan prepared by the Urban Unit, following models were presented:

- A Self-Sustaining model for PHAs
- Improve Service Delivery and Greening Cities

- A workable and accountable systems for PHA for Green & Livable Cities
- Strategic Recommendations for Business Plan Implementation, Tariff rationalization, & Capacity Building.

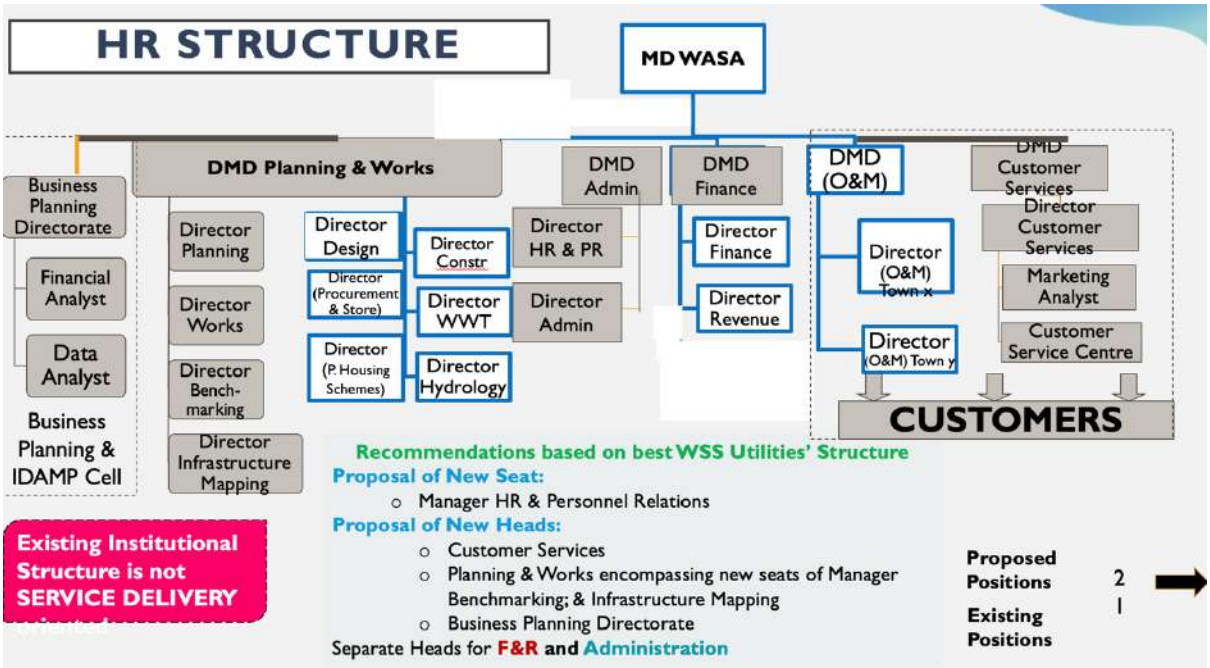
The business plan also included OSR Further Enhancement Recommendations & Analysis stating:

- that a detailed assessment of the parks may be conducted for categorization of parks and assets by development level to include additional criteria like condition of facilities etc.
- Capital development budgets be allocated accordingly on an organized pattern for full-scale development of under-developed and semi-developed sites over time
- Sampling surveys for footfall analysis maybe conducted for more robust projections of revenue from ticketing
- Investment in small-scale asset development on sites such as Gymnasiums, Sporting Facilities. Marquees and rides for children can result in lucrative revenue sources. Development may be undertaken under a PPP structure or sponsorships from the corporate sector
- Event based bookings should be promoted with a marketing effort to provide affordable event spaces for general public and a recurring revenue source for PHAs. Additional events like melas, trade-shows and festivals can become high value sponsorship opportunities as observed in case of PHA Lahore
- Profits from other OSR activities may be reinvested for upgradation of maintenance and equipment for promoting green development on a self-sustaining basis

The finalization and implementation of Business Plan is key for a targeted approach for institutional performance.

KEY STRATEGIC RECOMMENDATIONS FOR WASA

The Existing Institutional Structure is not service delivery oriented. The below organogram details the recommended/proposed HR structure for WASA's for improved institutional tasks. This is recommendations based on best WSS Utilities' Structure.



Proposal of New Positions:

- Manager HR & Personnel Relations
- Customer Services
- Planning & Works encompassing new seats of Manager Benchmarking; & Infrastructure Mapping
- Business Planning Directorate
- Separate Heads for F&R and Administration

Implementation of Business Plan:

The Secretary HUD&PHED assigned the task to Urban Unit to support in review and update Business Plans (BPs) of five WASAs in July, 2020. Consultation Sessions facilitated by HUD & PHED were organized by Urban Unit with WASAs leadership & officials, from July - August, 2020. The OSR Potential was calculated based on WASAs agreed Targets. The WASAs' Business Plan including the Resources Generation Plan was prepared and formalized by all five WASAs with Technical Assistance of the Urban Unit and HUD&PHED. WASAs'

3 Years Sustainable Business Plan was presented to RMC (Oct 2020), SC of Cabinet on Finance & Development (March 2021) which was approved by all forums.

In conclusion direction were given to phase out subsidy over the period of 5 years. The RMC gave a go-ahead to place the revised WASAs' 5 Years Sustainable Business Plan before Provincial Cabinet for approval in May 2021. A Non-Tariff Revenue Generation Plan/OSR of WASAs of worth PKR 7 Billion was approved to be monitored by HUD&PHED linked with Performance Improvement KPIs of 5 WASAs including Faisalabad. The OSR Enhancement Strategies were also provided in that business plan. Under this business plan, the Own Source Revenue yearly targets (PKR M) for Faisalabad are as:

Year	2021-22	2022-23	2023-24	2024-25	Total
OSR	192	265	326	409	**1,192**

Since the cost of services has significantly Increased Hence, WASA Faisalabad should implement this business plan. This will happen with the Creation of New Positions under:

- 2 Financial Analyst in HUD&PHED which is the parent department for WASA Faisalabad;
- 2 Financial Analyst in WASA Faisalabad
- A Marketing Analyst; and
- Data Analyst

This can be done with the help of Establishment of 'Business Plan Monitoring Unit' in HUD&PHED with Deputy and Assistant Directors Financial Analysis where Urban Unit may be assigned the responsibility for Business Plan Management Unit at HUD&PHED till creation of its own.

Further Each of the different training areas were evaluated and trainings were segregated into Technical and non-technical trainings. The recommendations focused on

- Identifying the relevance of training required for a particular sector
- Followed by the level of training required i.e. basic, intermediate or advanced

Technical training mainly focused on knowledge for:

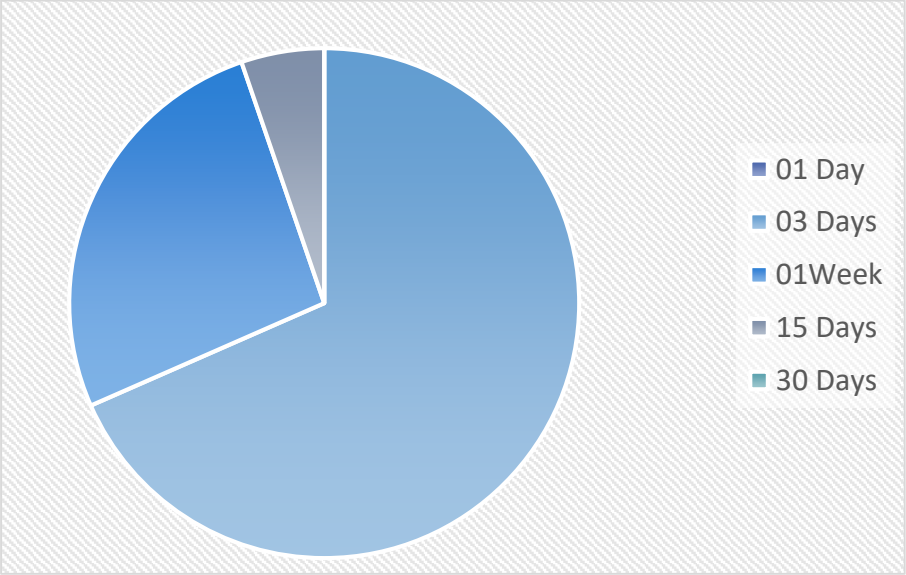
- Improvement of electrical equipment i.e. transformers, electrical panels, Database management, SCADA System, HRMIS system, Asset management, audit process, AutoCAD,

information technology, water distribution and maintenance of water supply, monitoring and evaluation

Non-technical training focused on:

- Governance, finance, HRM, general management, interpersonal skills, community participation and project management, Estimation & preparation of pc-1, emergency planning.
- Training needs is prioritized into immediate (priority 1) and medium-term (priority 2) training to Regional Plan Interventions

Lastly, under the TNA the participants were also asked in the last section on how long would they prefer these trainings. Majority of the respondents said they preferred a training of a maximum three days.



The next page shows tables for technical and non-technical trainings recommended for both WASA & PHA.

TNA RECOMMENDATIONS

TECHNICAL TRAININGS

Training Areas	Immediate Training Needs (1st Priority)	Medium-Term Training Needs (2n Priority)
WASA	■ 1. O&M of Electrical and Mechanical Equipment– 03-Days 2. Business Planning for Water Utilities – 03-Days 3. O&M of Water Supply– 03-Days 4 Health Safety & Environment for Professionals– 03-Days 6. GIS Mapping & Asset Management – 03-Days 7. Costing & Estimating System for Project– 03-Days ■ Monitoring and evaluation	■ Utility management ■ SCADA ■ Water resource management
Parks, Horticulture and Recreation	■ Organization and regulation of sports, cultural festival, events, and fairs ■ Management and development of recreational and park facilities and services ■ Conservation and Land Management	■ Community coordination and facilitation

NON-TECHNICAL TRAININGS

Training Areas	Immediate Training Needs (1st Priority)	Medium-Term Training Needs (2nd Priority)
Governance	■ Performance and accountability (bench marking and KPIs) ■ PHED rules and regulations	■ Service Delivery – standards and levels
Financial Management	■ Budget and planning ■ finances and taxations ■ Procurement and contract management ■ Tariff Planning, Billing, and Collection System	■ Asset management System ■ Auditing ■ Financial analysis, modelling and forecasting ■ Public procurement regulatory authority rules (PPRA)
Human Resource Management	■ Performance review skills ■ Grievances and Complaint handling	■ Employee motivation ■ How to deal under-performers
General Management and Interpersonal Skills	■ Leadership ■ Customer service and public dealing ■ Office management ■ Project management ■ Professional report writing ■ Records management	■ Strategy and planning ■ Complaint handling ■ Use of digital media ■ Health & safety
Organization and Leadership	■ Data driven decision and sector policy making ■ Ethics, transparency, and accountability	

Private Sector and Community Participation	■ Community participation & public awareness	■ Appropriate contract model / options e.g., for waste collection and waste management facilities ■ Contract preparation, terms of contract and procurement
Information Technology	■ Microsoft Office (Word, Excel, Power Point, Outlook) ■ Document management system	■ Microsoft Project

Implementation:

The steps that need to be taken to achieve the future state of institutional structure and capacity building for both WASA & PHA include;

1. Approval of new composition of HR
    a. Representation of proposed (missing) departments in the governing body
    b. Annual meetings of the Authority by Chairman to review work and progress status
2. Approval of the new Organogram.
3. Approval of annual training calendar
4. Approval of mandatory trainings in accordance with designations
5. Approval of Regular SNE of PHA & PHED Staff
6. Approval of HR positions advertisements and recruitment process through PPSC or NTS for unfilled and new positions
7. Approval of promotions as per the terms and eligibility criteria of existing staff (genuine cases).
8. Administrative Linkages with other Departments.
9. Implementation of Business Plans