



Ph: 9211171
FAX: 9211172

No.DIR(PM&EC)/LG/1(82)//03/29 71

GOVERNMENT OF SINDH
LOCAL GOVERNMENT DEPARTMENT
MONITORING & EVALUATION CELL

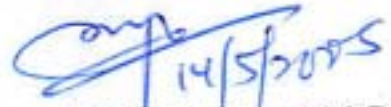
Karachi dated the 14th April, 2005
May

To,

The Additional Secretary,
Finance and Coordination Department,
Government of Sindh and
Provincial Project DSSP, Karachi.

SUBJECT:- ROLES AND RESPONSIBILITIES OF THE LOCAL GOVERNMENT DEPARTMENT.

I am directed to enclose herewith paper on Roles and Responsibilities of the Local Government under the new devolved System of Governance.


(DR. CAPT. (R) SIKANDAR ALI PANHWAR)
DIRECTOR (PM&EC)

C.C to:-

- P.S to Additional Chief Secretary, Local Government Department.


DIRECTOR (PM&EC)

SINDH LOCAL GOVERNMENT DEPARTMENT

Roles and Responsibilities

Abstract

To translate plans into action Sindh Local Government Department has broadly prescribed its role and functions in post devolution set up through a notification dated June 29, 2002. This Paper under discussion integrates all such roles and responsibilities into a coherent strategic implementation guideline.

Sindh Devolved Social Services Program would entail partnering of all key social service delivery agencies and would result in comprehensible, sustained and irreversible development of social services in wake of devolution. Sindh Local Government Department would continue to play an important role in the transition and as such would be an important hub of activities being carried out through DSSP.

1. Introduction

The Devolution Plan 2001 has brought in its wake a new system of governance at the local level. With political power now devolved and administrative and financial powers also decentralized to a great extent, to the District Governments and the TMAs, there is a need to re-examine, review and re-engineer the existing structures at the provincial level. This review is necessitated both by the legal framework of the Sindh Local Government Ordinance and by the need to ensure that the functional structures at the provincial level are in sync with the new system, but which also provide the support the new system requires to flourish, thus enabling provision of better services to the general public.

The role of the Local Government Department in this respect is an extremely important one. As the Department is primarily responsible for management of local government affairs, it has played a critical role in ensuring the smooth transfer of power to the local governments under the framework of the Sindh Local Government Ordinance 2001. This document provides an overview of the various functions, mandate and responsibilities of the Local Government Department in the post-devolution scenario, highlights some of the new challenges faced by the Department and outlines the Department's plan for meeting these challenges.

2. Reengineering the Department's Structure¹

Prior to the devolution process, the Department comprised of the local government as well as the Rural Development portfolio, but following the enforcement of the Sindh Local Government Ordinance 2001, the Department has been restructured. An internal exercise was carried out to determine the roles and responsibilities of the Local Government Department to bring it in line with the new, devolved administrative and political system and a Summary was moved before the Competent Authority to allow for the restructuring of the Department, as well as the redefinition of its many responsibilities. These responsibilities—summarized below—were duly notified and Schedule 2 of the Rules of Business 1986 was amended accordingly:

¹ Support Strategy for Furtherance of Devolution at Annex-B

- a. Administrative and fiscal support to various tiers of the local government
- b. Human Resource Management for the offices of the City District Government Karachi, TMAs and UAs
- c. Perform the functions of the Secretariat of the Local Government Commission
- d. Supervise and coordinate the devolution and transition related matters
- e. Coordinate, supervise and monitor provincial, foreign aided and mega projects
- f. Supervise and coordinate the capacity building for local governments
- g. Frame rules, regulations, policies under the SLGO2001 and other related enactments
- h. Maintain liaison with District Governments, TMAs and UAs
- i. Coordination in the matter of audit and accounts of TMAs
- j. Grant-in-aid of local governments
- k. Judicial powers for local councils
- l. Matters relating to the Katchi Abadis
- m. Regulation and policy related functions entrusted under the SLGO2001
- n. Service matter except those entrusted to SGA&CD
- o. Matters relating to
 - i. defunct local councils
 - ii. writ petitions, civil suits related to TMAs, UAs
 - iii. Establishment and budget of TMAs, UAs
 - iv. Taxation under SLGO2001
- p. Services of Sindh Council Unified Group (SCUG), local government, Public Health Engineering, Rural Development and employees of local governments

3. Regulatory Framework

In order to provide the enabling legal and quasi-legal framework for enforcing the SLGO 2001 in its entirety, and with a view to facilitate the new local governments in the discharge of their responsibilities, the Local Government Department has developed a number of new rules or amended others. These include:

1. LOCAL GOVERNMENT INTERNAL AUDIT RULES 2004
2. LOCAL GOVERNMENT FISCAL TRANSFER RULES 2004
3. SINDH LOCAL GOVERNMENT LOCAL FUND BUDGET RULES, 2001
4. SINDH LOCAL GOVERNMENT (TMA/UA, APT) RULES, 2001
5. SINDH LOCAL GOVERNMENT TMA/UA SERVANTS (EFFICIENCY &

- DISCIPLINE) RULES, 2001
6. SINDH LOCAL GOVERNMENT (IMPOSITION OF TAXES) RULES, 2001
 7. SINDH LOCAL GOVERNMENT (PROPERTY) RULES, 2001
 8. SINDH LOCAL GOVERNMENT NAZIMS, NAIB NAZIMS & MEMBERS (HONORARIA & PRIVILEGES RULES, 2001
 9. SINDH LOCAL GOVERNMENT (CONTRACT) RULES, 2001
 10. SINDH TOWN MUNICIPAL ADMINISTRATION RULES OF BUSINESS, 2002
 11. SINDH TALUKA MUNICIPAL ADMINISTRATION RULES OF BUSINESS, 2002
 12. SINDH UNION ADMINISTRATION RULES OF BUSINESS, 2002
 13. SINDH DISTRICT GOVERNMENT AND TALUKA/TOWN MUNICIPAL ADMINISTRATION (BUDGET) RULES, 2002

The rules which are currently under preparation by Sindh Local Government Department include:-

1. SINDH PROVINCIAL TRANSITION WING MONITORING RULES
2. SINDH LOCAL GOVERNMENT WORK RULES
3. SINDH LOCAL GOVERNMENT SITE DEVELOPMENT SCHEMES RULES

4. Role of Civil Society and Public Private Partnerships

There is a very clear focus in the SLGO 2001 on community involvement in development activity as well as in monitoring of the development activity. This focus stems from the realization that the consumer of services is the best source for generating ideas for improving services and also the best judge of the quality of services provided by the local government. Also, the stress on mobilization of civil society and private sector is indicative of the fact that improvement of services is no longer the sole domain of the government, although it continues to shoulder basic responsibility and that there are many opportunities for engaging stakeholders in co-production, delivery and supervision of development activity. There is also a very strong argument in favor of this stakeholder engagement in that it enhances and improves processes of transparencies and public accountabilities.

Village Development Associations (VDAs)

In the Water and Sanitation Sector, this stakeholder engagement was already in place in the form of Village Development Associations (VDAs), even prior to the enforcement of the SLGO2001, envisaging community involvement in running a WSS scheme after it was developed and completed by the executing agency. The Government of Sindh has continued to support the VDAs by making annual allocations to support the O&M of existing schemes being managed and run by the VDAs. In the beginning of devolution period, funds were released to VDA from the provincial government which was a

cumbersome process and took considerable time for the releases. However, now the funds are released to TMAs for onwards transmission to VDAs. An amount of Rs. 231.480 million were released to TMAs for Operation and Maintenance, Electricity, Salary of work charge and payments/grants to VDAs for the financial year 2003-2004 which reflects the resolve of the government to carry out the development work in a participatory manner at the grass root level.

Citizen Community Boards (CCBs)

However, the SLGO 2001 provided for an important institutional arrangement for such stakeholder participation in the form of the concept of Citizen Community Boards (CCBs). According to the Sindh Local Government Ordinance 2001, the representation of communities has been institutionalized in the form of Citizen Community Boards. In every local area, groups of non-elected citizens may, through voluntary, proactive and self-help initiatives, set up any number of Citizen Community Boards. Such Citizen Community Boards shall be set for the purpose of, inter alia, energizing the community for development and improvement in service delivery; development and management of a new or existing public facility; identification of development and municipal needs; mobilization of stakeholders for community involvement in the improvement and maintenance of facilities; welfare of the handicapped, destitute, widows and families in extreme poverty; establishment of farming, marketing and consumers cooperatives.

CCBs are mainstream institutions for realizing the objectives of bottom-up planning and community participation in the development process. These are not an appendage to the system. The concept of CCBs has been introduced to improve service delivery and reduce corruption through community participation. This mechanism will also address the problems of huge leakage of development funds comprehensively. To achieve these objectives at least 25% of the development budget is to be spent through the CCBs.

In carrying out its purposes, a Citizen Community Board may interact with voluntary organizations for community welfare. The Citizen Community Board shall be set up after approval of the District Government concerned and registration with the registration authority, and carry on its functions and activities. The Citizen Community Board shall have a general body of its members who shall elect a Chairman, Executive Committee and a Secretary of the Board for carrying out its functions. The term of office of the Chairman, members of the Executive Committee and Secretary of the Citizen Community Board shall be two years extendable through election for a similar term or terms by the general body.

All business of the Citizen Community Board shall be disposed of in its meetings which shall be presided over by the Chairman. The Executive Committee of the Citizen Community Board shall hold its meetings at least once in every three months. The Secretary shall present the annual statement of accounts in the annual meeting of the Citizen Community Board and after its approval the statement shall be submitted to the registration authority or such other authority as may be prescribed within thirty days or such other time period specified in this behalf.

A Citizen Community Board may raise funds through voluntary contributions, gifts, donations, grants and endowments for its declared purposes without compromising the larger interest of the community. A Citizen Community Board may also receive project-based cost sharing support from any local government in accordance with the provisions of this Ordinance.

A Citizen Community Board shall be a non-profit organization and its income and assets shall be used solely for the attainment of its objectives. The properties and income of a Citizen Community Board shall vest, and be held, in the name of its Executive Committee. No portion of its income shall be paid by way of salary, dividend, profit or bonuses or otherwise distributed to any of its members or contributors, whether past or present.

The monies credited to a Fund shall be expended by Local Government in accordance with the annual budget and Supplementary Budget approved by its Council. A local government may transfer approved budgeted amounts to any local government, Village Council or Neighborhood Council or Citizen Community Board. The development budget shall be prioritized in accordance with the bottom up planning system as laid down in section 119.

Before the beginning of the financial year the respective Local Government shall lay down and announce the classification of development schemes to be undertaken exclusively under the provisions of this Section. A Local Government may grant to the Citizen Community Boards within the local areas, up to eighty percent of an approved development scheme in the manner prescribed Provided that a scheme shall be deemed to be an approved scheme if:

- (a) the prescribed departmental procedure for estimating the cost of the scheme has been followed;
- (b) the estimating officer certifies that the scheme meets the requirements laid down by law;
- (c) the Citizen Community Board has deposited its share of the cost of the development scheme with concerned local government; and
- (d) the complete departmental estimates and the proof of deposit of the Citizen Community Board's contribution are attached.

The above grant shall be spent from the reserved twenty-five percent of the annual development budget. Any amount, which remains unspent, shall be credited under the same head in following year's budget in addition to the fresh allocation for that year. A cut off date for submission of all schemes proposed by the Citizen Community Boards shall be announced by the Local Government concerned before the presentation of its budget. The twenty five percent funds for Citizen Community Boards under Section 109(6) shall be communicated to the authorized officer above by the Executive District Officer (finance and planning) for a District Government and the Taluka or Town Officer (Finance) for a Taluka or Town Municipal Administration, as the case may be, and a Union secretary (in charge finance) for a Union Administration. The authorized officer, after identifying the schemes shall communicate them to the concerned budget officer of the respective local government for approval by the Council.

The formation process of CCBs in Sindh is gaining pace specially some districts have made considerable progress. For instance Mirpurkhas District has 90 registered CCBs who have submitted 130 scheme proposals out of which 40 projects worth Rs. 37 million have been approved. Khairpur has 263 registered CCBs who have proposed 244 schemes, by using Local Government's fund for CCBs, an amount of Rs. 20 million (app) has been utilized, 47 projects completed, 75 projects are ongoing and 132 schemes are under process. Likewise, District Larkana has registered 103 CCBs, 18 schemes have been approved, Rs 10 million has been spent and a further 45 million is

in the pipeline². For the Financial Year 2004-2005, an amount of Rs. 271.9 million has been allocated for CCBs for development works.

The extent of progress made on CCBs in Sindh reflects the fact that consistency regarding activation of CCBs in districts is lacking as some districts have made much better progress while many still lagging behind. There are a number of practical problems faced by the districts which include lack of information about CCBs, lack of technical capacity among LG officers and CCB members, slow release of CCB funds to the local government.

5. Public Health Engineering- new perspective

a. *Devolution administrative and financial powers to local governments*

The erstwhile Public Health Engineering Department has been merged within the Local Government Departments and its functions devolved to the TMA level, as the TMAs have been charged with the responsibility for providing municipal services. However, keeping in view the apparent gaps in capacity of the technical staff at the TMA level and purely as a transitional arrangement, the Directorate of Technical services of the PHE located at Hyderabad, has been retained and its staff, including the Superintending Engineers and the Executive Engineers, has been assigned to District Support Units (DSUs) at every District Level. These DSUs assist a number of TMAs by providing technical support to the TMA staff and to the TO Infrastructure specifically, in designing, developing and implementing schemes in the water and sanitation sector.

Administrative Powers: With the transfer of defunct Public Health Engineering Department (PHED) staff to Taluka/Town Municipal Administrations (TMAs), the administrative authority over such employees rest with the TMAs now.

TMA councils have been vested with powers of according administrative sanction to the schemes. As staff at most of the TMAs lack in capacity to prepare sound technical and social feasibility reports of the schemes that are bigger or of complex nature, such schemes have to be submitted to District Support Units (DSUs) for technical advice. This also has entailed a redefined role of the Directorate of Technical services to focus their work on only provision of technical guidance, rather than any administrative or financial powers.

Financial Powers: To eliminate any chances in the duality of functions, especially the execution of schemes, the GoS is transferring the provincial development funds pertaining to the new WSS schemes directly to the TMAs. Salaries of such staff are now directly transferred to the TMA accounts. Further, all development outlays for TMAs and funds for Village Development Associations (VDAs) too are now transferred to TMA accounts.

Future Strategy: LGD further intends to propose to the Provincial government that the technical authority shall be vested in Taluka/Town Officer (Infrastructure and Services) to supervise their works and accord technical sanctions to their works. This step would be coupled with the upgradation of the post of TO

¹ Citizen Community Boards, Policy Dialogue Series, Outcome Report by Decentralization Support Program

infrastructure from BS 17 to BS 18 to improve their capacity to carry out technical sanctions. Thus the issue of capacity building at TMA level to prepare sound technical and feasibility reports of the schemes would be provided due attention.

b. Addressing the issues of the water and sanitation sector

The WSS is the most neglected sector in terms of investments and as a result, both the urban areas which face the twin problems of ever-increasing water demand and poor solid waste management, and the rural areas, where the poorest segments of the population are without access to clean drinking water—are feeling the burden of increasing public dissatisfaction. With depleting aquifers, decreasing rainfall, problems in canal water irrigation, disposal of sewage in irrigation canals, water consumption at both individual and agricultural levels is seriously threatened. This situation calls for substantial investments in the WSS and for enhanced community and private sector participation to identify and execute innovative solutions. The Local Government Department can assist in these by providing necessary guidance to the TMAs, but for this to happen, well defined roles for the civil society, participatory planning approach, public awareness and intervention strategies like public private partnership, have to be developed.

The devolution process has provided an opportunity to the LGs to focus on improvement of WSS sector. The immense capacity for improvement in this sector warrants ample capacity to conceptualize, plan, execute, monitor and sustain the WSS projects, an area which requires reinforcement through capacity building. So far the focus of WSS projects has been on expansion of services rather than improvement of existing water quality of the existing projects of water supply and for that purpose improving the quality of sewage discharge after proper treatment. The bench mark of National Environmental Quality Standards (NEQS) is the most unrealized aspect of WSS services in Sindh, which should be strengthened as soon as possible.

c. SWM Strategy:

In the absence of any structured and comprehensive solid waste management systems in the urban areas, the environmental degradation is becoming a real challenge in the cities. Only 19% of Sindh has proper disposal of waste solids (collected by any municipal institution, solid waste management department or by a private company). This ranges from 47% in urban only to only 1% in the rural areas. In the areas outside Karachi, only Hyderabad (18%) and Sukkur (13%) have more than 10% of the households with proper disposal facilities (influenced by their urban populations), while all the other districts of the province show less than 10%. This situation requires immediate interventions for improvement in SWM sector of the province. Although the provincial government has been able to develop an interim SWM policy in the form of a policy option framework and has taken several steps to improve the SWM services, there is a strong need to firm up sustainable solid waste management policy of the province with the consensus of stakeholders. Special consideration is required in terms of funding and capacity for the urban areas in which SWM system is non-existent or rudimentary.

6. Strengthening the Devolution Framework

Although the devolution process has made substantial headway, given the scope of its implementation and the complexities involved in such a transition to scale, there continue to be many a challenge faced by the Government and the Local Government Department. These include:

a. *Strengthening the regulatory functions through the Local Government Commission*

With the operational responsibilities in WSS now devolved to the TMAs, the role of the provincial department shifts its focus on to policy and regulatory issues. In this respect, there is a need to raise the level of effectiveness of the Local Government Commission, which must be strengthened in terms of its capacities to tackle its mandate. The Local Government Department would like to invest in the capacity of the Commission to perform its functions by supporting areas like MIS development, identification of common issues and problems and proposing solutions to these and by assisting the Commission to develop guidelines, toolkits and procedures for helping the local governments improve their performance and their delivery systems.

b. *Building Capacities at the local Government level*

In addition to the policy development and regulatory role, the Local Government Department clearly has a role to play in building capacity at the local level. This will be achieved through various donor-assisted projects such as DSSP and DSP, as well as the SRP. Furthermore, the Department would be reviewing the working of the Local Government Academy with a view to making it an institution capable of delivering quality training.

c. *Promoting PPPs*

Notwithstanding the thrust towards encouraging PPPs and community involvement in development and monitoring activities, there is a need to push this thrust to the next level by actively promoting the concept of PPPs and overseeing their materialization into tangible activities. In this respect, the LG Department would like to assist the local governments to activate CCBs as well as seek out partners in the CBO and private sector for joining hands in improving service delivery and the quality of services in the social sector, with a strong focus on WSS. Being a latest concept, it would gradually take root by building trust between LGs and private sector, creating markets for public services and enabling financial mechanisms.

d. *Monitoring Mechanism at grass-root level*

An overview of the Monitoring and Evaluation arrangements in practice show that there is a gap in terms of institutional M&E arrangements for reviewing the performance, progress and problems associated with management functions at the LG level. This gap is created by a narrow perception of M&E process, limited interfacing with linkages between various institutions, lack of capacity at almost all the tiers of the LG and absence of benchmarking for performance.

A two phased strategy is being considered in which the first phase may include initiation of a process of reviewing the devolved administrative and financial powers by assembling a purpose-specific review team that collects information on the balance of powers in devolution framework, adequacy of administrative and financial powers already devolved and the problems in implementation of devolved powers. The second phase would be based on the outcomes of the first phase involving initiating of work on developing institutional mechanisms, including instruments, TOR and timelines for periodic efficiency and effectiveness reviews of management functions at the LG level and for overseeing the implementation of its recommendations made in the first phase.

LGD has established an internal monitoring cell for monitoring the provincial and federally funded projects, special programs and foreign donor assisted projects. This cell is headed by the Director General and the department intends to extend this monitoring mechanism to the districts by incorporating the offices of Local Government Support Officer (LGSO) in every district and enhancing their capacity by accessing the Technical Assistance Funds from the DSSP.

Local Government Commission

The Local Government Commission is one of the most important new institutions established under the SLGO. As an independent body, the Commission serves as a monitoring and evaluations body, performing an oversight function and providing guidance to the local governments on their performance.

TORs of LGC under SLGO 2001, Section-131.-

- (1) The Government shall appoint a Provincial Local Government Commission which shall consist of persons of integrity and good track record of public service-
 - (a) The Minister for Local Government shall be the Chairman ;
 - (b) Two members from the civil society, one each nominated by the leader of the House and leader of the Opposition of the Provincial Assembly;
 - (c) Two eminently qualified and experienced technocrat members selected by the Government; and
 - (d) Secretary, Local Government and Rural Development Department, shall be ex-officio member and secretary of the Commission. Provided that in case of equality of vote, the Chairman shall have a casting vote.
- (2) The Provincial Local Government Commission may, for the performance of its functions, co-opt any official of the Government for any specific assignment.
- (3) The tenure of the Chairman and members of the Provincial Local Government Commission, other than Secretary, Local Government Department, shall be four years.
- (4) The Local Government Department shall provide secretarial support to the Local Government Commission and the Department shall render assistance in the functioning of the Commission.
- (5) No act or proceedings of the Provincial Local Government Commission shall be invalid by reason or existence of any vacancy in, or defect in, the constitution of the Commission.
- (6) The Government shall provide funds for the Provincial Local Government Commission in the annual budget.

Functions of the Commission

According to Section 132 of SLGO 2001, the Local Government Commission will perform the following functions.

- a) Conduct annual and special inspections of the Local Governments and submit reports to the Chief Executive of the Province.
- b) Conduct on its own initiative or, whenever, so directed by the Chief Executive of the Province, an inquiry by itself or through District Government into any matter concerning a Local Government.
- c) Cause on its own initiative or, whenever, so directed by the Chief Executive of the Province, a special audit by itself or direct a District Government to arrange a special audit, of any Local Government.
- d) Resolve disputes between any Department of the Government and District Government or between two District Governments. Provided that if the Local Government Commission fails to settle the dispute, the aggrieved party may move the Chief Executive of the Province for resolution thereof;
- e) Enquire into the matters referred to it by the District Coordination Officer under the provisions of sub-section (3) of section 28 and by the Government under sub-section (4)

of section 30 and give its decision thereon or, as the case may be, make report to the competent authority; and.

f) Submit to the Chief Executive of the Province an annual report on the over-all performance of the District and Taluka /Town level Local Governments.

g) According to Section-115. (6), the Local Government Commission of a Province may cause for a special audit of the accounts of a local government as provided for in section 132.

Sindh Local Government Training Academy

In 1953 Sindh Local Government and Rural Development Academy was originally established as village aid training institute in 1953 at Sakrand. It was later shifted to Tandojam in the present campus in 1956.

In 1960 the second phase started after the wind-up of village Aid programme and introduction of Basic Democracies System in the country. The institute was renamed as "Basic Democracies Training Institute Southern-Zone.

In 1970 Subsequent to basic democracies system, the nomenclature of the institute was changed as "Sindh Local Government Training Institute", with the object of catering the training needs of the officers/officials of local councils, constituted under Sindh peoples local government ordinance,1972 and then under Sindh Local Government Ordinance-1979.

In July 1983 the Institute was raised to the status of Academy re-naming it as "Sindh Local Government and Rural Development Academy". Presently, the Academy is going ahead, with enlarged scope in the sphere of its activities and a well-articulated methodology of training in the field of Local Government and Rural-Development.

Apart from regular training courses, Academy organized 130-Seminars/ Workshops / Conferences from 1953 to 1999 and 9624 participants attended the various seminars and workshops.

RATIONALE FOR ESTABLISHING THE ACADEMY

- a) The per-service and in-service training of the servants of the councils.
- b) The training of members, Chairman, and Vice Chairman of councils.
- c) Organizing conferences and Seminars on local Government and related subjects.
- d) Undertaking of research in local government, allied subjects independently or in-collaboration with the university and research institution.
- e) The Course to be studies in the intuition established under clause-(1) and examinations and award of diploma and certificates to successful candidates.
- f) Affiliating the institution established with the universities and associating the universities. Collage or the training institute for the training the staff of the engineering education, public health and others departments of the councils.

OBJECTIVES

The main objectives of the academy are enumerated as under:

1) TRAINING

- i) To organize/conduct various pre-Service/In-Service Trainings for the officers/officials of the various departments viz: objectives of the academy are enumerated as under:

- a. Local Government Department
- b. Rural Development Department
- c. National Building Department (all)
- d. Local Councils (all)
- e. Sindh Councils Unified Grade Officers
- f. Non-Government Organizations

- ii) To organize orientation courses for the Elected Representatives of different tiers of Local Government, in order to provide an understanding of the skills required for smooth running of these basic units of democracy in the province.
- iii) To plan and conduct field problems oriented research in the field of rural development and local government in the province of Sindh, in order to find factual situation in the field for planning future training programmers.
- iv) To Assist local leaders of select villages/local councils in evolving a pattern of community participation in planning and executing development projects, in order to suggest adoption of the same in other areas.
- v) To assist local government and rural development department in monitoring development projects in order to improve the existing system.
- vi) To give training and conduct department examinations of the members of the Sindh councils unified grade service.

II) RESEARCH

- a) Academy is to conduct research for improvement of local government system.
- b) To educate people and manpower of various department and local councils through seminars/ Workshops/Conferences to be held from time to time.

Provincial Transition Wing

This Wing was established to facilitate and coordinate the transition from the old to the new local government system. The Wing was assigned the task of coordinating with all the provincial line departments, document the whole process of transition, prepare periodic reports on the status of transition, identify issues and problems and to resolve these by appropriate stakeholder dialogues. SLGO 2001 provides the transitional framework under Section 187 by which all actions required for giving effect to the provisions of this ordinance and transition to the Local Government systems set up thereunder shall be completed by the 30th Day of June, 2002. Having achieved the task of ensuring this smooth transition, there are a number of options under consideration within the Department, regarding the future role of the Provincial Training Wing. One option would be to change the nomenclature of the wing and assign it the task of monitoring the regulatory framework of Local Government, provide financial, administrative and technical advice and carry out research related to the Local Government System.

Local Government Board

With the task of human resource management for the City Government Karachi and the Karachi TMAs still with the Local Government Department and keeping in mind the fact that the vast majority of the lower grade staff and technical staff belongs to the SCUG cadre, the Local Government Board was established. Not only does the Board oversee the appointments, postings, transfers of the SCUG personnel, handling their pension issues and also serving as the appellate forum for redressal of grievances in service related issues, but it also assists the Local Government Department in the monitoring of the Public Health Engineering schemes in the water and sanitation sector, by developing and maintaining an MIS system. In order to increase independence of management and ensure that there is no conflict of interest, the Board has a clearly define mandate and

organizational structure, headed by a Secretary in BS18-19, who has a full-fledged team working under him.