

PUNJAB MUNICIPAL DEVELOPMENT FUND COMPANY



PCP Progress Report

The development objective of the Program is to strengthen the performance of urban local governments in urban management and service delivery.

World Bank Funded
Punjab Cities Program
November, 2021

Email: info@pmdfc.org.pk
website: www.pcp.pmdfc.punjab.gov.pk

Issued on: 10-12-2021

Prepared by: Institutional Strengthening Section (PCP)

TABLE OF CONTENTS

1. Introduction	4
2. Summary of Activities /Achievements in Program Components	5
2.1 Highlights of Key Accomplishments	5
2.2 Funds Allocation & Utilization	8
2.3 Update - Window - 1 (PBGs - Infrastructure Investments)	9
2.4 Update - Window - 2 (IPF)	12
3. PCP Success Stories	16
4. Backstopping Support to MCs	17
4.1 Series of Training Sessions on Result Areas of DLIs	17
Annexures	23

ACRONYMS

APA	Annual Performance Assessment
ADP	Annual Development Program
CFMS	Computerized Financial Management System
CTS	Complaint Tracking System
DLI	Disbursement Linked Indicator
DLR	Disbursement Linked Results
EHS	Environment Health & Safety
ESFPs	Environment & Social Focal Persons
ESMF	Environment and Social Management Framework
ESSA	Environment & Social Systems Assessment
FABS	Financial Accounting & Budgeting System
FD	Finance Department
FY	Financial Year
GDP	Gross Domestic Product
GIS	Geographical Information System
GoPb	Government of Punjab
IDAMP	Integrated Development and Asset Management Plan
IPC	Interim Payment Certificate
IPF	Investment Project Financing
IS	Institutional Strengthening
LG & CDD	Local Government and Community Development Department
M&R	Maintenance & Rehabilitation
MACs	Minimum Access Conditions
MC	Municipal Corporation/Committee
MO (F)	Municipal Officer (Finance)
MO (I)	Municipal Officer (Infrastructure)
MO (P)	Municipal Officer (Planning)
MO (R)	Municipal Officer (Regulation)
NOC	No Objection Certificate
OSR	Own Source Revenue
O&M	Operations & Maintenance
P for R	Program for Results
PAD	Program Appraisal Document
PBG	Performance-Based Grants
PCP	Punjab Cities Program
PCRs	Polymerase Chain Reactions
PLGB	Punjab Local Government Board
PLGA	Punjab Local Government Act
PM	Performance Measure
PMDFC	Punjab Municipal Development Fund Company
PMS	Performance Management System
PPRA	Public Procurement Regulatory Authority
PURR	Punjab Urban Reform Roadmap
SLG	Secretary Local Government
SOPs	Standard Operating Procedures
TOR	Terms of Reference
ULGs	Urban Local Governments
VO	Variation Order
WB	World Bank

1. INTRODUCTION

Government of Punjab prepared “Punjab Cities Program” with the assistance of the World Bank (WB) by analyzing the economic activities in the main cities of Punjab. For exploiting the economic growth potential of the cities some policy reforms have been proposed in the Punjab Cities Program, which are in line with Vision 2025 & Punjab Growth Strategy.

To fulfill DLIs, a comprehensive framework is developed encompassing the process activities, roles & responsibilities of the stakeholders and documentation required as per the agreed Means of Verification. PMDFC is continuously monitoring construction activities through its field teams and supervision consultants. PMDFC teams are also providing requisite backstopping support to MCs staff in building the capacity of MCs to handle such kind of donor-funded projects. This report will provide a glimpse of efforts accomplished by PMDFC Teams from time to time. Moreover, PMDFC is also putting its best efforts to accomplish the specific requirements to fulfill DLIs for subsequent release of Performance Based Grants (PBGs) to Program MCs. The report encompasses major activities carried out during November 2021.

1.1 Program Development Objective

The development objective of the Program is to strengthen the performance of urban local governments in urban management and service delivery.

1.2 Program Cost

Table 1: Program Cost (1 USD = PKR 152.90)

Share	USD (Million)	PKR. (Million)
Foreign:	200.00	30,580.00
Local: MCs co-financing	36.00	5,504.40
Total:	236.00	36,084.40

1.3 Key Features / PCP Components

The Program is using a hybrid of Investment Project Financing (IPF) and Program for Results (P for R) instrument.

- a) **Infrastructure Development (Window-I; Program for Result)** provides Performance-Based Grants (PBGs) based on results achieved by the MCs against the Disbursement-Linked Indicators (DLIs).
- b) **Institutional Strengthening (Window-2; Investment Project Financing)** supports provincial government agencies (Finance Department, LG&CD Department, Local Government Board, and PMDFC and selected MCs with technical assistance and institutional strengthening along with management cost of the Program *(Total Cost; USD 20 Million)*

1.4 Program Cities

Table 2: 16 cities (Municipal Committees) included in the Program

North Punjab	Population 2017	Central Punjab	Population 2017	South Punjab	Population 2017
Daska	189,327	Gojra	180,951	Bahawalnagar	199,367
Hafizabad	269,424	Jaranwala	230,162	Burewala	289,236
Jhelum	261,711	Jhang	493,108	Khanewal	216,181
Kamoke	264,217	Kamalia	145,713	Kot Addu	179,730
Muridke	258,152	Okara	463,302	Vehari	175,042
Wazirabad	138,433				

2. SUMMARY OF ACTIVITIES /ACHIEVEMENTS IN PROGRAM COMPONENTS

2.1 Highlights of Key Accomplishments

PCP team is striving to execute the program operations. Program team is continuously monitoring and overseeing the implementation of M&R projects being executed by 16 partner MCs. Moreover, the team is also putting its best efforts to accomplish the specific requirements to fulfill DLIs for subsequent release of the Performance Base Grants to MCs.

Table 3: Update - DLIs Accomplishment

Activities	Status
Accomplishment of DLIs (Year – I): DLI – 1: MCs have achieved Minimum Access Conditions (MACs) DLI – 2: MCs have achieved Performance Measures (PMs)	Completed (Year – I): <ul style="list-style-type: none"> Reduced set of Minimum Access Conditions fulfilled and assessed by World Bank Team as <i>prior actions for release of USD 9.52 million</i> Compliance of DLIs for FY 2019 – 20 In-time submission of deliverables for 16 cities World Bank approved Disbursement Linked Results for release of subsequent funds to MCs USD 42.64 million released against DLRs achieved during FY 2019-20
Accomplishment of DLIs (Year – II):	Completed (Year – II) <ul style="list-style-type: none"> Preparatory work / trainings / consultative sessions for MCs staff to accomplish MACs and PMs for Year – II (FY 2020 – 21) Annual Performance Assessment carried out to assess Disbursement Linked Results (DLRs – FY 2020-21) by an independent Consulting Firm (EY Ford Rhodes) selected by LG&CD Department Results submitted to WB, P&DD and LG&CDD - Funds amounting USD 53.933 Million released by the World Bank

Highlight of key accomplishments is detailed as under:

Table 4: Progress Summary

Activities	Update						
Update on Year-I schemes	Groups	Description	No of Sub Projects	No. of Sub Projects Completed	AA Cost (Rs. Million)	Contract Cost (Rs. Million)	Expenditure Incurred
	Phase-I						
	A	Rehabilitation	16	15	1206.80	1144.36	1052.43
	B	Repairs	12	11	145.65	130.50	78.05
	C	Supply Items	16	16	135.50	129.26	113.93
	Total		44	42	1487.95	1404.11	1244.42
	Phase-II						
	Rehabilitation subprojects		8	3	235.8	156.32	25.60
	Average Progress:						
	Phase-I						
	<ul style="list-style-type: none"> Physical Progress : 97% Expenditure incurred : Rs.1244.42 Million Financial Progress* : 89% 						
	Phase-II						
Physical progress = 19% & Financial progress = 11%							

Activities	Update
	<p>Release of PBGs to MCs (Year – II): PKR 7.065 Billion (Sep 14, 2020) M&R projects being marked on GIS maps – Completed for 16 MCs <i>*IPCs in process are also considered while evaluating Financial Progress</i></p>
Update on SWM	<ul style="list-style-type: none"> • PC-Is in 13 MCs approved and in 13 MCs Technically Sanctioned • Procurement process of vehicle chassis started • Partial equipment booked with manufacturer in three MCs • Tenders are being floated by MCs for construction of super structures on the chassis and procurement of other machinery & equipment. • Some machinery procured in one MC
Priority Sub Projects for Year 2021-22	<ul style="list-style-type: none"> • Priority lists received – 15 MCs • Priority lists finalized – 13 Nos. • Marked on plans – 13 Nos. • Sent to World Bank – 11 Nos. • All maps being modified after discussion with World Bank Team
Environment & Social Management	<ul style="list-style-type: none"> • 3 days training sessions on DLIs (Results areas of Environmental & Social Management PCP) - Khanewal & Gujranwala Region – Completed (<i>from 09 to 11 Nov, 2021 & 23 to 25 Nov 2021 respectively</i>). Training for Faisalabad Region is planned to be conducted in Dec, 2021. • Preparation of E & S Screening document of subprojects in 2021-22 for MC Bahawalnagar & Kot Addu (Completed) • Preparation of Environmental & Social Management Plans (ESMPs)-In progress <i>Detail attached at Annex C</i>
Postings / Transfer of MCs' Key Staff	<ul style="list-style-type: none"> • LG&CD Department is maintaining key staff posting in all 16 MCs. • PMDFC is providing necessary support to LG&CD Department to make different staffing analysis for decision-making. <i>Detail Attached at Annex B</i>
Revenue Generation plans	<p>Revision of shops' rent on the basis of market rates:</p> <ul style="list-style-type: none"> • Based on OSR enhancement plan, work on the increase of OSR by revising shop rent and tax proposal, is complete for 10 MCs (Okara, Hafizabad, Vehari, Burewala, Gojra, Kamalia, Muridke, Kot Addu, Jhelum & Bahawalnagar).
Action Plans to accomplish DLIs – FY 2020-21	<p>Action Plans for the following activities have been finalized.</p> <ul style="list-style-type: none"> • Plan for Minimum Access Conditions (MACs) – FY 2021-21 • Plan for Performance Measures (PMs) – FY 2021-22 <p>Training session for officers and officials of MCs in Khanewal & Gujranwala Region, has been completed (<i>from 09 to 11 Nov, 2021 & 23 to 25 Nov 2021 respectively</i>). For Faisalabad Region, it is planned to be conducted in Dec, 2021).</p>
Field offices establishment	<p>Establishment of PCP Regional Offices: (Khanewal, Faisalabad & Gujranwala)</p> <ul style="list-style-type: none"> • Hiring of Offices - Completed • Procurement / Delivery of Furniture & IT equipment – Completed
Hiring of Program Staff	<ul style="list-style-type: none"> • Hiring of key staff - Completed • Hiring of remaining staff: Advertisement published (closing date was Nov 30, 2021) – Shortlisting in progress

Activities	Update
Hiring of Audit Firm	<ul style="list-style-type: none"> • The firm (hired in previous year and has two years contract) mobilized in 16 MCs in first half of July 2021. • Audit activity for FY 2019-20 – Completed • Audit Activity for FY 2020-21 – Completed (Audit Reports completed and handed over) • Audit General team is conducting audit for IPF & P4R - PCP
Designated Account for PFC unit of FD	<ul style="list-style-type: none"> • Designated Account has been opened. • Preparation of PC-II for strengthening of PFC unit is in progress by FD • PMDFC has requested DS (LG) to expedite the PC-II finalization
Capacity Building of PLGB & LG&CDD	<ul style="list-style-type: none"> • TORs to hire the consultant to carry out detailed assessment, is drafted and shared with LG&CDD – Consultation in progress • Concept paper was developed after meeting with Secretary PLGB, two officers nominated to finalize scope of work, draft proposal will be shared in first week of December with Secretary PLGB. • Draft proposal for establishing three units i.e. Strategic Policy & Planning Unit, Finance Wing and PPP Unit, is drafted and being shared with LG&CDD for further discussion
Hiring of Consulting Services	
<p>i. Hiring of an Engineering Firm for Detailed Design of Infrastructure Sub-Projects, Sectoral Planning & Resident Supervision in 16 Cities of Punjab.</p> <ul style="list-style-type: none"> • Evaluation of Technical Proposals completed and TER has been cleared by the World Bank on 29 Nov, 2021 • Opening of Financial Bids o will be held on 10 Dec, 2021 • Hiring will be completed by December 29, 2021. • After clearance of combined evaluation report, firm be on board by end of December, 2021 	
<p>ii. Consulting Services for Up gradation of MC's Websites, Consulting Services for Up gradation of Performance Management System (PMS), Consulting Services for Up gradation of Complaint Tracking System (CTS) to Grievance Redressal Mechanism.</p> <ul style="list-style-type: none"> • TORs approved by the World Bank. • Evaluation of EOIs completed. • RFP is being issued to shortlisted firms on December 12, 2021. • Hiring will be completed by December 31, 2021. Work will be started from January 10, 2022 	
<p>iii. Hiring of Consulting Services for preparation of IDAMP for 16 MCs</p> <ul style="list-style-type: none"> • Five (05) firms submitted EOIs • Evaluation of EOI completed. • After finalization of procurement committee & approval, RFPs will be issued for technical & financial proposals on 15 Dec, 2021 	
<p>iv. Hiring Of Consulting Services for Compatibility / Accessibility Check and Integration of Local Govt. Financial Management System With Federal Govt. Financial System FAB/SAP Under Punjab Cities Program (PCP).</p> <ul style="list-style-type: none"> • M/s ABACUS hired as top ranked firm. RFP issued to the firm. Technical proposal received on November 29, 2021. • Hiring will be completed by December 10, 2021. The firm has been advised to submit revised financial proposal as per discussion with World Bank. 	

Activities	Update
<p>v. Hiring of Consultants for Detailed Design of Infrastructure Sub-Projects and Resident Supervision in 16 Cities of Punjab. (Parks Design, Parking Sheds, Roads etc.)</p> <ul style="list-style-type: none"> • TORs cleared by the World Bank with activity. • REOI published. • Last date of submission of EOI is December 14, 2021. • Hiring will be completed by January 15, 2022. 	
<p>vi. Hiring of Consulting Firm for Annual Performance Assessment of 16 partner MCs under Punjab Cities Program.</p> <ul style="list-style-type: none"> • Firm will be on board by March 01, 2021 	

2.2 Funds Allocation & Utilization Components' Allocation

Table 5: Program Components & Allocation

Window #	Financing Modality	Amount (US \$ M)	Amount (%)
1	IDA Allocation for Performance Based Grants (PforR)	180	90
2	IDA Allocation for Institutional Strengthening (IPF)	20	10

Funds Utilization

Table 6: Funds Utilization (FY 2019-20)

Expenditure Area	Releases		Utilization	
	PKR	USD	PKR	USD
IPF-PMDFC	185.11	1.20	17.47	0.11
PBGs-MCs	1,442.41	9.52	-	-
Total	1,627.53	10.72	17.47	0.11

Table 7A: Funds Utilization (FY 2020-21)

Expenditure Area	Releases		Utilization	
	PKR	USD	PKR	USD
IPF-PMDFC	160.00	0.99	289.36	1.83
PBGs-MCs	7,065.05	42.64	960.96	6.35
Total	7,225.05	43.64	1250.32	8.18

Table 7B: *Funds Utilization (FY 2021-22)

Expenditure Area	Releases		Utilization	
	PKR	USD	PKR	USD
IPF-PMDFC	277.23	1.65	99.34	0.61
PBGs-MCs	8,504.96	53.93	138.94	0.92
Total	8,782.20	55.58	238.29	1.53
Grand Total (FY 2019 – 22)	17,634.77	109.94	1,506.08	9.82

*As per Bank Statement for the period ending Nov 30, 2021

2.3 Update – Window – 1 (PBGs – Infrastructure Investments)

Participating MCs are using PBG funds primarily for financing eligible infrastructure investments. The priority infrastructure investment needs will be determined by infrastructure maps, Integrated Development, and Asset Management Plans (IDAMP). The Program MCs contribute 20% of the cost of all infrastructure investments financed through PBGs. In the first year of the implementation (FY 2019-20), Program MCs used PBGs only for servicing the repair and maintenance needs of municipal infrastructure. Eligible investments in infrastructure and service delivery have been identified, encompassing MC mandates under PLGA 2019. The prioritization and selection of investments will ensure (a) citizen participation; (b) social inclusion (including gender and disability considerations); (c) climate change and disaster adoption; and (d) economic viability. Annual infrastructure investment plans, listing all planned expenditures against PBGs, duly reflected in MC budgets.

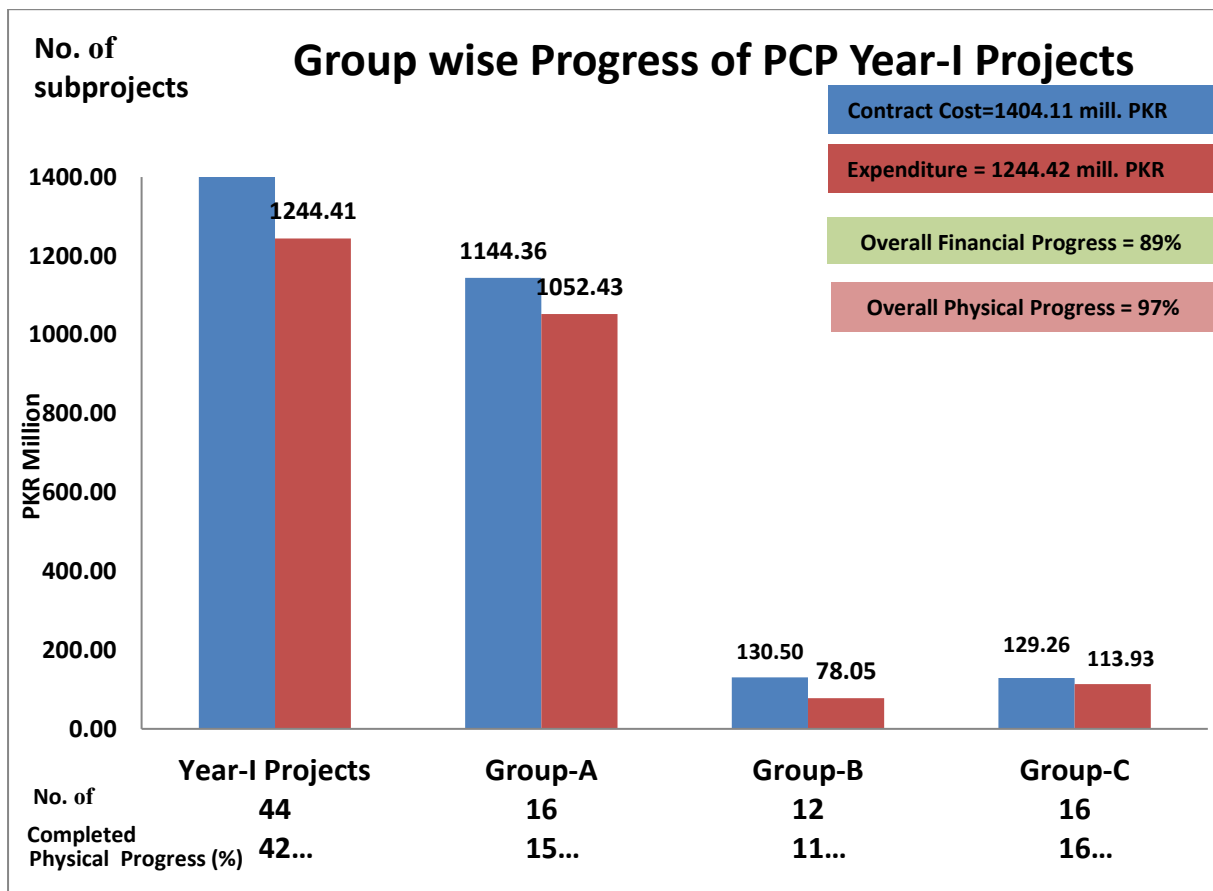
Eligible infrastructure sectors include; *Water Supply, Sewerage, Solid Waste Management, Waste Water Treatment Plants, Urban Roads & Drainage, Parks, Streetlights.*

Progress of schemes of Year-I

Under Phase-I of the Rehabilitation Works total 44 subprojects were conceived. . All 44 subprojects have been awarded out of which 42 subprojects stand completed. . Total Expenditure on these subprojects by the end of November, 2021 is PKR 1244.42 million. .

Under Phase-II of Rehabilitation Works 8 subprojects costing PKR 235.8 million have been conceived out of which 3 subprojects have been completed with a total cost of PKR 25.60 million whereas 3 subprojects are ongoing and 2 subprojects are still unapproved.

(Detail of progress of schemes is placed at Annex A)



**Pictorial View – Infrastructure Sub-Projects
Infrastructure Development Activities - PCP Cities**



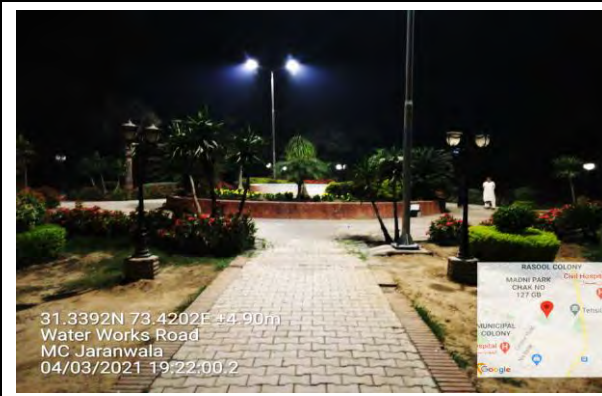
Khanewal



Gojra



Muridke



Jaranwala



Okara



Jhang



Kamalia

2.4 Update – Window – 2 (IPF)

Table: 9 Window- 2 Interventions

	Result Area	Proposed Systems and Activities	Status to date
FD	Performance-Based Grants and Financial Reporting	<ul style="list-style-type: none"> Strengthen FD's PFC Unit to manage budgeting and release of PBGs Operationalize MC Financial Monitoring & Reporting System (linked to MC CFMS) 	<ul style="list-style-type: none"> Designated Account has been opened. PC-II for strengthening of PFC unit is in progress by FD PMDFC – PCP team has requested DS (LG) to expedite the PC-II finalization
LG&CDD	Policy Framework and Guidance	<ul style="list-style-type: none"> Manage APAs through procuring and managing APA firm Establish PPP Unit - develop model contracts, templates, etc. Update Level of Service standards Develop population-based staffing standards with gender lens Update design specifications and standards for municipal infrastructure 	<ul style="list-style-type: none"> Annual Performance Assessment carried out to assess Disbursement Linked Results (DLRs – FY 2020-21) by an independent Consulting Firm (EY Ford Rhodes) selected by LG&CD Department – Results submitted to WB, P&DD and LG&CDD For next year hiring, case of extension discussed in a meeting chaired by SSLG on Oct 21, 2021. Meeting recommended time extension of EY – Rhodes as APA firm to Secretary LG&CDD for approval to carry out APA for the year 2021 - 22 <p>Other Interventions</p> <ul style="list-style-type: none"> TORs to hire the consultant to carry out detailed assessment is drafted and shared with LG&CDD Consultation in progress Draft proposal for establishing three units i.e. Strategic Policy & Planning Unit, Finance Wing and PPP Unit, is drafted and being shared with LG&CDD for further discussion.
LGB	Human Resource Management	<ul style="list-style-type: none"> Develop and adopt a gender responsive HR Management System, including gender based provisions such as paid maternity leave and harassment free work environment Develop and operationalize MC Performance Monitoring Dashboard (linked to Performance Management System in MCs) Implement career learning plan, training content, and delivery partnerships for staff in Program MCs 	<ul style="list-style-type: none"> PLGB representatives explained that HRMIS is being developed by PITB. Certain attributes like gender based provisions such as paid maternity leave and harassment free work environment are also being ensured as per government policy. Concept paper was developed after meeting with Secretary PLGB, two officers nominated to finalize scope of work, draft proposal will be shared in first week of December with Secretary PLGB

PMDFC	Integrated Development and Asset Management Planning	<ul style="list-style-type: none"> • Update Infrastructure Maps developed under PMSIP • Amend IDAMP instructions approved by P&DD under PCGIP to conform with MC organizational structure and staff mandates • LG&CDD instructions to MCs to adopt approved IDAMP framework and process for municipal infrastructure and services. • Develop asset inventories with age and condition for all municipal assets, per approved IDAMP Framework. • Conduct energy audits for electrical equipment, per approved IDAMP Framework. • Conduct fuel audits for mechanical equipment, per approved IDAMP Framework. • Develop training modules for MC staff. • Train MC Staff on developing IDAMPs. • Support development of three-year, rolling IDAMPs for each participating MC. • Support implementation of three-year rolling IDAMPs for each participating MC. 	<ul style="list-style-type: none"> • M&R Schemes being executed are marked on GIS based maps • Process initiated to hire consultant to amend IDAMP framework and to develop and implement three-year, rolling IDAMPs for each participating MC • Five (05) firms submitted EOIs • Evaluation of EOI completed. • After finalization of procurement committee & approval, RFPs will be issued for technical & financial proposals on 06 Dec, 2021 • Energy and Fuel Audit for electrical & mechanical equipment completed in 2020 • Training modules developed and sessions conducted on Energy & Fuel Audit
	Budgeting, Financial Management and Audit	<ul style="list-style-type: none"> • Ensure Computerized Financial Management System (CFMS) developed under PMSIP is fully operational, focusing on basic financial management functions: producing annual budget estimates; cash book, automated voucher data entry system; annual financial statements, etc. • Assess CFMS to ensure compatibility with FABS (national financial management information system) • Rollout additional modules e.g. automated billing system for water and shops; challan-based collection system for major avenues of OSR. • Develop and operationalize modules for Pension and Payroll. • Develop Financial Management Manual for MCs. 	<ul style="list-style-type: none"> • CFMS (developed under PMSIP) is fully operational in 16 PCP partner MCs. • Follow up continuous • Three MCs (Hafizabad, Daska & Vehari) are also cross checked against working of CFMS by IT team of PMDFC

	<ul style="list-style-type: none"> • Require MCs to assign staff below BPS 14 to operate the system and provide training. • Ensure that DG District Audit can audit CFMS-generated reports submitted by MCs. 	<ul style="list-style-type: none"> • MCs have assigned the requisite staff to operate the system. Training provided and troubleshooting support being provided. • Audit activity for FY 2019-20- Completed • Audit Activity for FY 2020-21- Completed • Audit Reports completed and handed over
<p>Accountability, Transparency, and Complaint Handling</p>	<ul style="list-style-type: none"> • Ensure MC websites developed under PMSIP are fully operational and updated. • Develop SOPs and training materials to ensure regular updates. • Ensure that MCs post requisite information on their websites. • Ensure Complaint Tracking System (CTS) developed under PMSIP is fully operational. • Develop and implement its upgrade to Grievance Redress Mechanism. • Develop and operationalize CTS/GRM dashboard for MCs and LG&CDD. • Require MCs to assign staff below BPS 14 to operate the system and provide training. 	<ul style="list-style-type: none"> • 16 PCP MCs’ website (developed under PMSIP) are fully operational and being updated as per developed SOPs periodically. • Trainings being imparted as per developed SOPs & training material. • The requisite information is placed on MCs’ websites • Complaint Tracking System (CTS) (developed under PMSIP) is fully operational Hiring of consultancy services • TORs approved by the World Bank. • Evaluation of EOIs completed. • RFP is being issued to shortlisted firms on December 2, 2021. • Hiring will be completed by December 31, 2021. Work will be started from January 10, 2022. • MCs have assigned the requisite staff to operate the system. Training provided and troubleshooting support being provided.
<p>Monitoring Service Delivery Outcomes</p>	<ul style="list-style-type: none"> • Ensure Performance Management System (PMS) developed under PMSIP is fully operational. • Add performance indicators and collect requisite data. • Develop and operationalize monitoring application to replace manual reporting forms. • Update existing PMS dashboards per current MC, PMDFC, and LG&CDD structures. • Formulate Service Improvement Plans based on PMS and CTS information. • Require MCs to assign staff below BPS 14 to operate the system and provide training. 	<ul style="list-style-type: none"> • Performance Management System (PMS) (developed under PMSIP) is fully operational in 16 PCP MCs. Hiring of consultancy services • TORs approved by the World Bank. • Evaluation of EOIs completed. • RFP is being issued to shortlisted firms on December 2, 2021. • Hiring will be completed by December 31, 2021. Work will be started from January 10, 2022. • MCs have assigned the requisite staff to operate the system. Training provided and troubleshooting support being provided.
<p>Procurement and Contract Management</p>	<ul style="list-style-type: none"> • Amend and adopt for MCs procurement SOPs based on PPRA Rules developed under PCGIP. • Update SOPs for Contract Management developed under PMSIP, including social and 	<ul style="list-style-type: none"> • Being planned

	<ul style="list-style-type: none"> environmental management, and develop Manual. • Provide procurement and contract management training to MC staff. 	<ul style="list-style-type: none"> • Training being provided • Training on DLIs related to Procurement (Completed - Khanewal & Gujranwala Regions, Faisalabad Region – In Progress)
Own-Source Revenue Mobilization and Administration	<ul style="list-style-type: none"> • Develop OSR Action Plans for OSR sources with highest potential for revenue enhancement. • Develop training modules. • Require MCs to assign staff below BPS 14 and provide training. 	<ul style="list-style-type: none"> Revision of shops' rent on the basis of market rates: <ul style="list-style-type: none"> ➤ Benchmarking of OSR for last 03 years - Completed for 16 MCs ➤ Revenue Enhancement Plans Prepared for 16 MCs and duly shared with concerned MCs ➤ Based on OSR enhancement plan, working to increase OSR by revising shop rent and tax proposal is completed for 10 MCs (Okara, Hafizabad, Vehari, Bahawalnagar, Burewala, Gojra, Kamalia, Muridke, Jhelum & Kot Addu) • Hiring of consultancy services for OSR mobilization & administration • TORs revised in line with comments received from World Bank • Procurement process being initiated • Activity has been added in procurement plan for WB review • MCs have assigned the requisite staff to operate the system. Training provided and troubleshooting support being provided.
Infrastructure Delivery and Maintenance	<ul style="list-style-type: none"> • Update O&M protocols and manuals for municipal services developed under PMSIP. • Develop training modules on protocols and manuals, including social and environmental management. • Train relevant MC staff. 	<ul style="list-style-type: none"> • The updation of protocols and manuals is being planned through hiring an individual consultant • TORs being prepared
Environmental and Social Management	<ul style="list-style-type: none"> • Ensure appointment of social and environment management focal persons in each MC. • Mainstream social and environmental considerations in the updating of SOPs, O&M manuals, and investment planning strategies. • Develop SOPs, screening checklists, and mitigation measures based on ESSA recommendations, to put in place documented procedures and processes for the management of environment and social risks. • Develop training modules and train MC staff. 	<ul style="list-style-type: none"> • Notification has been made for nomination of focal person of Environment & Social Management • Environment and Social Management Framework has been developed • SOPs and Environmental & Social Screening Checklists have been developed as per ESSA recommendations • Training/ Capacity Enchantment Framework has been developed & Training/Briefing sessions with the nominated ESFPs are being conducted

3. PCP SUCCESS STORIES

It is a matter of great honor for PCP and PMDFC staff that a number of citizens benefitting from PCP expressed their gratitude and praised the standard and quality of services. Below are given few of such stories, highlighting the utility and impact of different sub project components.

Water Filtration Plant

Unfortunately, 50 % of population does not have access to clean drinking water, a basic necessity for life. Similarly, they lack a proper sanitation system resulting into the environmental, health hazards and contamination of the sub soil water. The area under MC, Hafizabad is no exception. The sub soil water is contaminated. It makes deeper bores imperative, a costly step, to obtain the clean drinking water. The locals are left with hard choice of purchasing the water, an additional burden to their already thinly stretched budget.

PMDFC, following its agenda of paramount importance of the provision of clean drinking water, provided MC Hafizabad with machinery and technical support to establish and operate water filtration plants. Currently 9 Water Filtration Plants are working to cater more than 25 thousand citizens.

“My shop is few yards away from the water filtration plant. Before the establishment of the plant, we were dependent on the local rickshaw delivery service providing poor quality water at high prices. Now, it is a lot more convenient for me to come here and fetch water of good quality, absolutely free of cost.

Mr. Riasat Ali

Shopkeeper, Hussain Pura. MC Hafizabad



4. BACKSTOPPING SUPPORT TO MCS

A comprehensive outline is developed by Institutional Strengthening section of PCP, encompassing the process activities, roles & responsibilities of the stakeholders and documentation required as per agreed Means of Verification. PMDFC under the guidance of World Bank, identified process activities to be implemented to achieve desired targets. These activities have been framed keeping in view the targeted results to be achieved and the capacity of MCs' staff against each result area, which is detailed in the implementation plan for MACs & PMs.

The implementation plan has been prepared to schedule the activities for fulfilling MACs and achievement of PMs according to the prescribed timeline and delegated responsibilities. Contextually, the trainings / hands on sessions are being imparted to the designated/nominated MCs' staff. This handholding of MC staff is ensuring not only to achieve the MACs and PMs but also to sustain these conditions in the subsequent years.

4.1 Series of Training Sessions on Result Areas of DLIs

PMDFC Team is providing continuous backstopping support to MCs' staff for fulfillment of DLIs requirements to obtain targeted score for subsequent release of Funds. The APA will be carried out by an Independent Firm. Moreover, MCs' staff are also being provided necessary backstopping support to make the interventions (i.e. updating of GIS based municipal services maps, CFMS, PMS, CCTS and MCs' websites) functional.

A series of training on Result Areas of DLIs (for FY 2021 – 22 DLIs achievement) conducted in Khanewal & Gujranwala Regions ***(from 09 to 11 Nov, 2021 & 23 to 25 Nov 2021 respectively)*** and planned to be conducted in Faisalabad Region in Dec, 2021.

These workshops aimed to provide expertise in Financial Management, Urban Infrastructure, Procurement and Environmental Social Management to the officers of Partner Municipal Committees. The workshop was attended by Chief Officers, Municipal Officers Finance, Municipal Officers Infrastructure and Services, Municipal Officers Planning and Sub Engineers from all MCs. Commissioner Gujranwala Mr. Zulfiqar Ghumman graced the training at Gujranwala as chief guest, while Director Local Government Multan Muhammad Farooq Dogar was the chief guest at Khanewal.

Project Director and MD, PMDFC, Muhammad Iftikhar Rasool also addressed in trainings highlighting importance of these trainings for MC staff as a learning experience and its link with program activities. During trainings, the officers were introduced to the modern skills for improving the municipal service delivery and enhancing the capacity of the Municipal Committees.

Experienced resource persons from PMDFC delivered sessions on finance, Infrastructure Development, Procurement and Investment Planning, Transparency and Accountability, Environment and Social Management, and Human Resource. On behalf of PMDFC, SPO Infrastructure Development Muhammad Ashiq Chaudhry, SPO Finance Noman Akhtar, Procurement Consultant Tariq Farooq acted as trainers in different sessions while SPO Admin & Accounts Javed Iqbal, along with his team made all the logistic arrangements.

Pictorial View- Series of Training on Result Areas of DLIs

3 Days Training Sessions Gujranwala (23 to 25 Nov 2021)



3 Days Training Sessions Gujranwala (23 to 25 Nov 2021)



3 Days Training Sessions Khanewal (09 to 11 Nov, 2021)



3 Days Training Sessions Khanewal (09 to 11 Nov, 2021)



Update - Human Resource Management (HRM)/ Key Staffing Position

As a legal covenant of PCP, LG&CDD shall maintain the appointment of provincially appointed staff (with acceptable qualification and experience) within the MCs throughout the period of operation implementation.

In this context, LG&CD Department has been maintaining human resource management needs, updating and keeping track of postings/ transfer of key staff in 16 PCP partner cities. PMDFC is providing necessary support to LG&CD Department to make different staffing analyses time to time for decision-making. Details developed which highlighted following major attributes (in the month of November 2021):

• Officer having no additional charge	=	16
• Officer having one additional charge	=	39
• Officer having two additional charges	=	05
• Officer having three additional charges	=	07
• Officer having four additional charges	=	02
• Officer having five or more additional charges	=	01
• Posts Vacant	=	04

Additionally, the personnel is grouped into provincially or locally appointed staff to highlight the actual gaps. Vacancy position is further trickled to describe the total number of sanctioned, filled and vacant positions of 16 PCP cities.

The detail of current status of officers and vacancy position analysis is placed at Annex – B.

ANNEXURES

Progress of ID Schemes

Annex A

Table 12a: Summary

Sr. No	Zone	Name of MC	Group	Contractor Name	Cost (million Rs)	Commencement Date	Period (Months)	Scheduled date of completion	Time Lapsed (Month)	Time Lapsed/Req uired Scheduled	Physical progress (%)	Expenditure incurred (Million Rs.)	*Fin. Progress (%)
1	South Punjab	Khanewal	A	Mohammad Asif	87.53	09-May-20	10	08-Jan-21	13.83	138%	100%	80.19	92%
			B	Abdul Hameed Ghori and Co.	7.41	05-Jun-20	9	04-Feb-21	12.93	143%	100%	6.311	85%
			C	M.s Traders	13.21	09-May-20	9	08-Jan-21	13.83	150%	100%	12.11	92%
2		Vehari	A	Naveed Construction Co.	91.62	29-Apr-20	10	05-Jan-21	14.17	137%	100%	87.39	95%
			B	Faiz e Aam Construction	5.83	22-Apr-20	10	04-Dec-21	14.40	140%	100%	5.83	100%
			C	Sadaqat Builders	4.22	22-Apr-20	10	24-Dec-21	14.40	140%	100%	3.90	92%
3		Bahawalnagar	A	Saddaqt Builders	82.95	13-May-20	11	18-Jan-21	13.70	121%	100%	80.60	97%
			B	Tahir Mehmood	17.68	01-Dec-20	4	31-Mar-21	6.97	174%	100%	13.74	78%
			C	Superior Builders	5.87	14-May-20	8	13-Oct-20	13.67	166%	100%	5.80	99%
4		Burewala	A	Ch. Majeed Tahir	85.49	27-Apr-20	10	26-Dec-20	14.23	117%	100%	82.30	96%
			C	M.S.Traders	8.87	27-Aug-20	6	26-Dec-20	10.17	167%	100%	8.87	100%
5		Kot Addu	A	Abdul Majeed Khan	35.75	08-Sep-20	6	03-Jul-21	9.77	163%	100%	35.42	99%
			B	Muhammad Athar	15.62	04-Sep-20	6	03-Mar-20	9.90	165%	100%	15.36	98%
	C		Javaid & Co.	10.13	15-May-20	11	14-Nov-20	13.63	129%	100%	10.13	100%	

Sr. No	Zone	Name of MC	Group	Contractor Name	Cost (million Rs)	Commencement Date	Period (Months)	Scheduled date of completion	Time Lapsed (Month)	Time Lapsed/Required Scheduled	Physical progress (%)	Expenditure incurred (Million Rs.)	*Fin. Progress (%)
6	Central Punjab	Jhang	A	Roheela Traders	43.90	06-Jul-20	8	06-Jan-21	11.90	146%	100%	43.78	100%
			B	Rush Construction	38.33	28-Apr-20	11	27-Oct-20	14.20	126%	22%	5.26	14%
			C	Javaid and Company	8.73	28-Apr-20	11	27-Oct-20	14.20	131%	100%	8.74	100%
7		Gojra	A	Hanif Anjam	61.99	02-Jun-20	10.1	01-Feb-21	13.03	129%	100%	60.98	98%
			B	Liaqat Construction	4.84	21-May-20	8	21-Nov-20	13.43	165%	100%	4.15	86%
			C	Hanif Anjam	8.15	02-Jun-20	9	01-Dec-20	13.03	143%	100%	8.14	100%
8		Okara	A	Itthad JV Mehboob Builders	55.29	15-May-20	8	06-Nov-21	13.63	170%	95%	30.45	55%
			B	Itthad JV Mehboob Builders	26.79	15-May-20	8	06-Nov-21	13.63	170%	100%	13.94	52%
			C	Ittehad Brothers	21.28	03-Nov-20	5	26-Mar-21	7.90	166%	100%	12.66	59%
9		Jaranwala	A	Roheela Traders	83.37	11-May-20	10	12-Jan-21	13.77	136%	100%	83.37	100%
			B	M.M Tariq Builder	3.41	03-Nov-20	5	04-Jan-21	7.90	157%	100%	2.94	86%
	C		Suleman Engineering	10.58	21-May-20	10	21-Sep-20	13.43	138%	100%	10.58	100%	
10	Kamalia	A	Muhammad Iqbal Javaid & Co.	68.01	17-Jun-20	10	16-Feb-21	12.53	124%	100%	67.51	99%	
		B	M/s Bilal Engineering Co.	2.98	25-Jan-21	2	24-Mar-21	5.13	257%	100%	2.98	100%	
		C	Javed & Company	7.56	29-Apr-20	9	11-Oct-20	14.17	157%	100%	7.56	100%	
11	North Punjab	Jhelum	A	Hashim Ali Safdar	45.03	04-Jun-20	10	03-Jan-21	12.97	130%	100%	45.03	100%
			C	Hashim Ali Safdar	3.35	09-Jul-20	8	31-Oct-21	11.80	151%	100%	3.35	100%

Sr. No	Zone	Name of MC	Group	Contractor Name	Cost (million Rs)	Commencement Date	Period (Months)	Scheduled date of completion	Time Lapsed (Month)	Time Lapsed/Required Scheduled	Physical progress (%)	Expenditure incurred (Million Rs.)	*Fin. Progress (%)
12		Wazirabad	A	United Construction Co.	91.66	11-May-20	11	31-Dec-20	13.77	121%	100%	91.66	100%
			C	M/s Qamar U Din & Sons	5.207	19-Nov-20	4	25-Mar-21	7.37	175%	66%	0.00	0%
13		Kamoke	A	Imran Sharif	100.09	15-May-20	12	15-Jan-20	13.63	117%	100%	88.56	88%
			C	Imran Sharif	8.62	28-Aug-20	8	28-Nov-20	10.13	132%	100%	8.62	100%
14		Muridke	A	Choudhary Enterprises	82.62	13-Aug-20	8	12-Apr-21	10.63	132%	100%	82.62	100%
			B	Roheela Traders	5.15	10-Aug-20	6	09-Feb-21	10.73	176%	100%	5.15	100%
			C	Best Corporation	3.35	10-Aug-20	6	09-Feb-21	10.73	176%	100%	3.35	100%
15		Hafizabad	A	Ch. Amjad Ali	58.41	09-Sep-20	8	08-May-21	9.73	121%	100%	58.41	100%
			B	Mian Waqas Engineers	0.39	29-Sep-20	3	28-Feb-21	9.07	302%	100%	0.39	99%
			C	M.S. Traders	7.95	15-Sep-20	6	15-Mar-21	9.53	158%	100%	7.95	100%
16		Daska	A	Nazeer Ahmad & Brother's	70.66	24-Sep-20	8	23-May-21	9.23	115%	100%	34.20	48%
			B	Nazeer Ahmad & Brother's	2.06	11-Sep-20	5	05-Dec-20	9.67	195%	100%	2.00	97%
			C	Mehboob Builders	2.18	16-Jun-20	5	15-Aug-20	12.57	248%	100%	2.18	100%
Total					1404.11						97%	1244.42	89%

*IPCs in process are also considered while evaluating Financial Progress

Progress of Rehabilitation Subprojects Phase-II

Table 12b: Summary

Punjab Cities Program													
Sr. No	MC	Approved cost of Groups			Total Approved cost	Actual funding with MCs	Available funds	AA cost of remaining works	Expenditure	Physical progress %age	Financial Progress %age	Progress	
		A	B	C									
1	Daska	76.7	2.4	2.7	81.8	133.7	51.9	51.902	0			Advertisement in process	
2	Jaranwala	93.3	3.6	11.4	108.3	122.1	13.8	13.8	13.8	100%		Funds spent on widening of a sullage carrier culvert under railway track. Payment was being made to Pakistan Railway by MC.	
3	Jhang	47.5	50.9	9.5	107.9	168.6	60.7	60.553	0	11%		Under T. S.	
4	Okara	58.9	27.6	21.6	108.1	139.6	31.4	31.153	0	15%		15% completed	
5	Khanewal	87.9	7.8	12.2	107.9	114.4	6.5	6.495	6.470	100%	84%	100% completed	
6	Burewala	94	-	10.6	104.6	166.7	62.1	-	0	Not approved		PC-I still pending with DC Vehari	
7	Vehari	97.2	6.9	4.2	108.3	112.4	4.2	-	0	Not approved		Scope of revised PC-I not finalized by DC Vehari	
8	Bahawalnagar	86.5	15.6	5.9	108.1	118.2	5.2	5.318	5.33	100%		100% Completed	
		Total available funds					235.8	169.221	25.60	19%	11%		

Annex – B

i. Current Status of Officers Posted at MCs (01 July 2019 to 30 Nov 2021)

District	Sr #	City	Status	Chairman	Chief Officer	*Finance Wing	*Infrastructure & Service Wing	*Regulation Wing	*Planning Wing
Bahalnagar	1	Bhawalnagar	Committee	Rana Atif Rauf	Umer Mukhtar (7th Change)	Khizar Hayat (6th Change)	Muhammad Zafar	Muhammad Shafique (5th Change)	Matti-ur-Rehman (3rd Change)
Vehari	2	Vehari	Committee	Nadir Ali Bhatti	Naeem Khalid	Amjad Hussain	Syed Abbas Sarwar (3rd Change)	Vacant	Waqar-ul-Hassan (5th Change)
	3	Burewala	Corporation	Ch. M. Ashiq Arain	Akram Wahla (3rd Change)	Waseem Akbar (3rd Change)	Haidar Abbas (6th Change)	Muhammad Waqas (3rd Change)	Vacant
Sialkot	4	Daska	Committee	Khawaja Atif Raza	Qaisar Amin Warrich	Muhammad Usman (3rd Change)	Muhammad Zahid (3rd Change)	Umair Sultan (5th Change)	Ms. Maryam Siddiqi
Toba Tek Singh	5	Gojra	Committee	Muhammad Islam	Waleed Usman (6th Change)	Zia-UI-Hassan	Muhammad Rafique (4th Change)	Waleed Usman (Addl: Charge with CO)	Muhammad Younas
	6	Kamalia	Committee	Muhammad Sharif Malik	Muhammad Zuhair (5th Change)	Abdul Qadeer Khan	Muhammad Sagheer (6th Change)	Muhammad Zuhair (Addl: Charge with CO)	Ms. Syeda Umm-e-Laila
Hafizabad	7	Hafizabad	Corporation	Haji Jamshed Abbas	Haider Ali Chattha (3rd Change)	Muhammad Ali Rana	Bilal Qaisar	Haider Ali Chattha (Addl: Charge with CO)	Aman Ullah Dad Tarar
Faisalabad	8	Jaranwala	Committee	Muzaffar Hussain	Mian Ishfaq Ali (3rd Change)	Ms. Aqsa Rasheed	Saeed Malik (6th Change)	Zahid Fareed (4th Change)	Ali Imran (3rd Change)
Jhang	9	Jhang	Corporation	Sheikh Nawaz Akram	Muhammad Azam (7th Change)	Shakeel Ahmad (3rd Change)	Faraz Ahwaz (4th Change)	Zafar Iqbal (7th Change)	Mujahid Hussain (5th Change)
Jhelum	10	Jhelum	Corporation	Mirza Rashid Nadeem	Shahid Farooq (3rd Change)	Muhammad Abid (5th Change)	Saim Saleem (4th Change)	Wajid Ali Malik (5th Change)	Shehzad Haider (5th Change)
Gujranwala	11	Kamoke	Corporation	Rana Sajjad Ahmad Khan	Ms. Sumaira Samiullah (5th Change)	Ms. Shumail Iqbal	Asif Farzand	Ms. Hira Hafeez (5th Change)	Vacant
	12	Wazirabad	Committee	Babu Shoaib Idrees	Fayyaz Warraich	Ms. Maryam Iqbal	Waqar Ahmad	Zia Ullah Ranjha (5th Change)	Syed Imran Ali
Khanewal	13	Khanewal	Committee	Masood Majeed Khan	Iftikhar Bangash	Daud Tauqir Alam	Zain Ali	Iftikhar Bangash (Addl: Charge with CO)	Ms. Kaneez Fatima
Muzaffargarh	14	KotAddu	Committee	Malik Shahid Hussain Baryar	Roshan Zameer (5th Change)	Tanveer Alam	Taha Hussain (4th Change)	Roshan Zameer (Addl: Charge with CO)	Vacant
Sheikhupura	15	Muridke	Corporation	Sheikh Shabbir Ahmed	Mirza Muzaffar Baig	Sajjad Ahmad (3rd Change)	Hasnain Hafeez (3rd Change)	Ms. Darkshan Aamir (3rd Change)	Dr. Rai Imtiaz Hassan (3rd Change)
Okara	16	Okara	Corporation	Muhammad Azhar	Umer Nasim Butt (3rd Change)	Muhammad Shafique (6th Change)	Mushtaq Ahmad (4th Change)	Arham Nazeer (3rd Change)	Hafiz Shuab Sheikh (4th Change)

Green Permanently posted & having no additional charge

Yellow Additional charge (within MC or from other MC/TC)

*Officers are posted as Municipal Officer/Deputy Municipal Officer/ Assistant Municipal Officer in MCs according to the size of population of city (LG&CD Department's Notification No. 50.Admn-III(LG)Misc/2019 dated August 10, 2020)

Red 03 or more changes (July 2019 to date)

Blue Vacant

Annex – B

ii. Current Status of Officers Posted at MCs (01 July 2021 to 30 Nov 2021)

District	Sr #	City	Status	Chairman	Chief Officer	*Finance Wing	*Infrastructure & Service Wing	*Regulation Wing	*Planning Wing
Bahalnagar	1	Bhawalnagar	Committee	Rana Atif Rauf	Umer Mukhtar	Khizar Hayat	Muhammad Zafar	Umer Mukhtar (Addl: Charge with CO)	Tehsin Haider
					(2nd Change)	(2nd Change)	(1st Change)	(1st Change)	
Vehari	2	Vehari	Committee	Nadir Ali Bhatti	Naeem Khalid	Anjad Hussain	Syed Abbas Sarwar	Vacant	Faheem Anwar Majeed
					(1st Change)	(1st Change)	(1st Change)	(2nd Change)	
	3	Burewala	Committee	Ch. M. Ashiq Arain	Akram Wahla	Waseem Akbar	Haidar Abbas	Muhammad Waqas	Faheem Anwar Majeed
					(1st Change)	(1st Change)	(2nd Change)	(1st Change)	
Sialkot	4	Daska	Committee	Khawaja Atif Raza	Qaisar Amin Warrich	Muhammad Usman	Muhammad Zahid	Umair Sultan	Ms. Maryam Siddiqi
Toba Tek Singh	5	Gojra	Committee	Muhammad Islam	Waleed Usman	Zia-Ul-Hassan	Muhammad Rafique	Waleed Usman	Muhammad Younas
					(1st Change)	(1st Change)	(1st Change)	(1st Change)	
	6	Kamalia	Committee	Muhammad Sharif Malik	Muhammad Zuhair	Abdul Qadeer Khan	Muhammad Sagheer	Muhammad Zuhair (Addl: Charge with CO)	Ms. Syeda Umm-e-Laila
					(1st Change)	(1st Change)	(1st Change)	(1st Change)	
Hafizabad	7	Hafizabad	Committee	Haji Jamsheed Abbas	Haider Ali Chattha	Muhammad Ali Rana	Bilal Qaisar	Haider Ali Chattha (Addl: Charge with CO)	Mrs. Aman Ullah Dad Tarar
Faisalabad	8	Jaranwala	Committee	Muzaffar Hussain	Mian Ishfaq Ali	Ms. Aqsa Rasheed	Saeed Malik	Zahid Fareed	Ali Imran
					(1st Change)	(1st Change)	(2nd Change)	(1st Change)	(2nd Change)
Jhang	9	Jhang	Committee	Sheikh Nawaz Akram	Muhammad Azam	Shakeel Ahmad	Faraz Ahwaz	Zafar Iqbal	Mujahid Hussain
Jhelum	10	Jhelum	Committee	Mirza Rashid Nadeem	Shahid Farooq	Ms. Anam Zara	Saim Saleem	Wajid Ali Malik	Shehzad Haider
					(2nd Change)	(2nd Change)	(1st Change)	(1st Change)	(2nd Change)
Gujranwala	11	Kamoke	Committee	Rana Sajjad Ahmad Khan	Ms. Sumaira Samiullah	Ms. Shumail Iqbal	Asif Farzand	Ms. Hira Hafeez	Ms. Ayesha Bushra
					(2nd Change)	(1st Change)	(1st Change)	(1st Change)	(1st Change)
	12	Wazirabad	Committee	Babu Shoaib Idrees	Fayyaz Warraich	Ms. Maryam Iqbal	Waqar Ahmad	Zia Ullah Ranjha	Syed Imran Ali
					(1st Change)	(1st Change)	(1st Change)	(1st Change)	(1st Change)
Khanewal	13	Khanewal	Committee	Masood Majeed Khan	Iftikhar Bangash	Daud Tauqir Alam	Zain Ali	Iftikhar Bangash (Addl: Charge with CO)	Ms. Kaneez Fatima
Muzaffargarh	14	KotAddu	Committee	Malik Shahid Hussain Baryar	Roshan Zameer	Tanveer Alam	Taha Hussain	Roshan Zameer (Addl: Charge with CO)	Malik Mahboob Alam
Sheikhupura	15	Muridke	Committee	Sheikh Shabbir Ahmed	Mirza Muzaffar Baig	Sajjad Ahmad	Hasnain Hafeez	Ms. Darkshan Aamir	Dr. Rai Imtiaz Hassan
					(1st Change)	(2nd Change)	(2nd Change)	(1st Change)	(1st Change)
Okara	16	Okara	Committee	Muhammad Azhar	Umer Nasim Butt	Muhammad Shafique	Tariq Abdullah	Arham Nazeer	Hafiz Shuab Sheikh
					(1st Change)	(1st Change)	(1st Change)	(1st Change)	(1st Change)

Green Permanently posted & having no additional charge

Yellow Additional charge (within MC or from other MC/TC)

Red 01 or more changes (July 2021 to date)

Blue Vacant

* Officers are posted as Municipal Officer/Deputy Municipal Officer/ Assistant Municipal Officer in MCs according to the size of population of city
(LG&CD Department's Notification No. SO.Admn-III(LG)Misc/2019 dated August 10, 2020)

Summary	
Since July 01, 2021 - November 2021	
Designation	Posting/ Transfer Occurred
Chief Officer	12 Nos.
MOF	10 Nos.
MOI&S	13 Nos.
MOR	08 Nos.
MOP	14 Nos.

Annex C

List of Subprojects of E-2 category
SUBPROJECT
Region Gujranwala
MC Hafizabad
Improvement of Family Park Road, Degree College (Boys) to Railway Crossing of Sargodha Bypass
Improvement of Bijli Mohala Road, Masjid Shabir Shah to Chowk Farooq e Azam
Improvement of Phool Town Road, Manget Road to Sargodha Bypass Road
Improvement of Madhrian wala Ghala Mandi Road to Disposal station
MC Daska
Improvement of Pasrur Road to Chowk Civil Hospital via Old Kathechry Chowk Pasrur Road to Chowk Civil Hospital via Old Kathechry Chowk
Improvement of Masjid Noor to College Chowk Road Daska Left Side Masjid Noor to College Chowk Road Daska Left Side
Rehabilitation of Canal Park
MC Wazirabad
Arif Shaheed Road Bank of Punjab to Railway Crossing Nizamabad
Muslim Road Chowk Guru Kotha to Silakot Road
MC Jehlum
River Jehlum Bank, Bagh Muhallah & Bridge Nolakha Adda Suleman Paras Road
Karim Pura to Kalan Gujar Road
Baba mehdi Shah & Islam Pura Road
MC Muridkey
Construction of Service roads both sides at GT Road including Drain
Construction of Main Bazars both side of GT road.
Region Faisalabad
MC Gojra
Replacement/Improvement of Road from Iltaf Zakria Colony to MC limit Jhang Road (3.6 km)
MC Kamalia
Replacement of 36" dia of sewer line from Fazal Diwan Park to Ghosia Maddarassa Via Sikarno Chowk Kamalia City
Replacement of 24" & 36" dia sewer line from TOTA Bazar chowk to Eid Gah Khairan Shaheed chowk Via Pakistan Chowk.
MC Jaranwala
Improvement of Road from Sasta Bazar to Gulistan Cinema Chowk to Railway line and kothi Haji Asghar through Rasheed Park and Ali Hospital Street via Nadir Naashty wala.
Improvement of Road from Canal Bypass to 120 GB 3.4KM
MC Jhang
Improvement of Noor Shah Road Sargodha Road to Chak Noor Shah Disposal Works 1.5 km
Improvement of Bypass Link Road Bhakkar Road to Lolhay Shah Grave Yard
MC Okara
G.T Road from Chungi NO 6 to Karmawal Lahore side bypass 6.41 km
Region Khanewal
MC Bahawalnagar
Reconstruction and Dualization of main road from Karamanwala chowk to mohal chowk (8.0 km)
Reconstruction of road from Arifwala road to Bypass (4.0 km)
Reconstruction and Dualization of main road from Bahwali chowk to Bypass (Haroonabad road) (4.8km)
Reconstruction of officer's colony road via Hafizabad Jattu Wala (4.8 km)