

# 2021

World Bank Funded  
**Punjab Cities Program**

## **QUARTERLY PROGRESS REPORT**

(Oct – Dec 2021)

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**PUNJAB MUNICIPAL DEVELOPMENT FUND COMPANY**

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## 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 prepared by Institutional Strengthening section will provide a glimpse of efforts accomplished by PMDFC Team from time to time. Moreover, the team is also putting its best efforts to accomplish the specific requirements to fulfill DLIs for subsequent releases. The report encompasses activities majorly carried out during Oct – Dec 2021.

### 1.1 Program Development Objective

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

### 1.2 Program Cost

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

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

### 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. *(Total Cost; USD 20 Million)*

### 1.4 Program Cities

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

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

## 2. SUMMARY OF ACTIVITIES /ACHIEVEMENTS BY PROGRAM COMPONENT

### 2.1. Highlights of Key Accomplishments

PCP team is striving its best efforts 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 (DLI – 1: MCs have achieved Minimum Access Conditions (MACs), DLI – 2: MCs have achieved Performance Measures (PMs)) for subsequent releases.

Table 3: Update - DLIs Accomplishment

Activities	Status
<b>Accomplishment of DLIs (2018-19):</b>	<ul style="list-style-type: none"> <li>Reduced set of Minimum Access Conditions fulfilled and assessed by World Bank Team in <b>2018 - 19</b> and USD 9.52 million released</li> </ul>
<b>Accomplishment of DLIs (2019-20):</b>	<ul style="list-style-type: none"> <li>In-time submission of deliverables for 16 cities</li> <li>DLIs complied with Disbursement Linked Results in <b>2019 - 20</b> and subsequent funds amounting USD 42.64 million released</li> </ul>
<b>Accomplishment of DLIs (2020-21)</b>	<ul style="list-style-type: none"> <li>DLIs complied with Disbursement Linked Results in <b>2020 – 21</b>, subsequently funds amounting USD 53.933 Million released (Annual Performance Assessment carried out to assess Disbursement Linked Results (DLRs – FY 2020-21) by an independent Consulting Firm and Results submitted to WB, P&amp;DD and LG&amp;CDD).</li> </ul>
<b>Accomplishment of DLIs (2021-22)</b>	<p><b><i>In Progress:</i></b></p> <ul style="list-style-type: none"> <li>Preparatory work / trainings / consultative sessions for MCs staff to accomplish MACs and PMs for Year – III (FY 2021 – 22)</li> </ul>

Highlight of other key accomplishments is detailed as under:

Table 4: Progress Summary

Activities	Update						
Update on Year-I schemes	<b>Groups</b>	<b>Description</b>	<b>No of Sub Projects</b>	<b>No. of Sub Projects Completed</b>	<b>AA Cost (Rs. Million)</b>	<b>Contract Cost (Rs. Million)</b>	<b>Expenditure Incurred</b>
	<b>Phase-I</b>						
	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
	<b>Total</b>		<b>44</b>	<b>42</b>	<b>1487.95</b>	<b>1404.11</b>	<b>1244.42</b>
	<b>Phase-II</b>						
	Rehabilitation subprojects		8	3	235.8	156.32	25.60
	<b>Average Progress:</b>						
	<b>Phase-I</b>						
	<ul style="list-style-type: none"> <li>Physical Progress : 97%</li> <li>Expenditure incurred : Rs.1244.42 Million</li> <li>Financial Progress* : 89%</li> </ul>						
	<b>Phase-II</b>						
	Physical progress = 19% & Financial progress = 11%						

Activities	Update
	<p><i>Release of PBGs to MCs (Year – II): PKR 7.065 Billion (Sep 14, 2020)</i>  <i>M&amp;R projects being marked on GIS maps – <b>Completed for 16 MCs</b></i>  <i>*IPCs in process are also considered while evaluating Financial Progress</i>  <b>Details of Plan for Utilization of the Funds released to MC for Year-1 to Year-5 is attached as Annex - A</b></p>
<b>Provision of Machinery &amp; Equipment for SWM</b>	<ul style="list-style-type: none"> <li>• PC-Is in 14 MCs approved and in 13 MCs Technically Sanctioned</li> <li>• Procurement process of vehicle chassis started in 12 MCs</li> <li>• Partial equipment booked with manufacturer in 03 MCs</li> <li>• Tenders are being floated by MCs for construction of super structures on the chassis and procurement of other machinery &amp; equipment in 04 MCs</li> </ul> <b>Status of progress is attached as Annex- B</b>
<b>Priority Sub Projects for Year 2021-22</b>	<ul style="list-style-type: none"> <li>• Priority lists received – 15 MCs</li> <li>• Priority lists finalized – 14 Nos.</li> <li>• Marked on plans – 14 Nos.</li> <li>• Sent to World Bank – 14 Nos. (except Vehari, Burewala, both MCs are extremely slow in progress)</li> <li>• All maps being modified after discussion with World Bank Team</li> </ul> <b>Detail attached at Annex – C</b>
<b>Environment &amp; Social Management</b>	<ul style="list-style-type: none"> <li>• 3 days training sessions on DLIs (Results areas of Environmental &amp; Social Management PCP) - Khanewal &amp; Gujranwala Region – Completed (<i>from 09 to 11 Nov, 2021 &amp; 23 to 25 Nov 2021 respectively</i>). Training for Faisalabad Region is planned to be conducted in Jan, 2022.</li> <li>• Environmental &amp; Social Screening for subprojects 2020-21 completed for 07 MCs (Kotaddu, Hafizabad, Daska, Kamoke, Jehlum, Khanewal and Bhawalnagar)</li> <li>• ESMF disseminated to relevant stakeholders</li> <li>• 02 ESMPs of MC Kamalia have been prepared and shared with World Bank for approval.</li> <li>• 3<sup>rd</sup> Biannual Progress Report (May 21- Dec 21) prepared and shared with World Bank on 31<sup>st</sup> Dec, 2021.</li> </ul> <b>Detail attached at Annex D</b>
<b>Postings / Transfer of MCs' Key Staff</b>	<ul style="list-style-type: none"> <li>• LG&amp;CD Department is maintaining key staff posting in all 16 MCs.</li> <li>• PMDFC is providing necessary support to LG&amp;CD Department to make different staffing analysis for decision-making.</li> </ul> <b>Detail Attached at Annex E</b>
<b>Field offices establishment</b>	<p>Establishment of PCP Regional Offices: <b>(Khanewal, Faisalabad &amp; Gujranwala)</b></p> <ul style="list-style-type: none"> <li>• Hiring of Regional Offices - Completed (<b>Head office Lahore and Regional offices in Khanewal, Faisalabad &amp; Gujranwala</b>)</li> <li>• Procurement / Delivery of Furniture &amp; IT equipment in Regional and Head Office – Completed in Head Office and Regional Offices</li> </ul>
<b>Hiring of Program Staff</b>	<ul style="list-style-type: none"> <li>• Hiring of key staff - Completed</li> <li>• Hiring of remaining staff: Advertisement published (closing date was Dec10, 2021) – Shortlisting in progress</li> </ul> <b>Detail Attached at Annex F</b>
<b>Designated Account for PFC unit of FD</b>	<ul style="list-style-type: none"> <li>• Designated Account has been opened.</li> <li>• Preparation of PC-II for strengthening of PFC unit is in progress by FD</li> <li>• PMDFC has requested DS (LG) to expedite the PC-II finalization</li> </ul>

Activities	Update		
<b>Capacity Building of PLGB &amp; LG&amp;CDD</b>	<ul style="list-style-type: none"> <li>• TORs to hire the consultant to carry out detailed assessment, is drafted and shared with LG&amp;CDD</li> <li>• Meeting to review PLGB Initiatives under PCP - Window II was held under the chairperson of Special Secretary LG&amp;CDD on December 8th 2021 (<b>Minutes of Meeting attached at Annex G</b>)</li> <li>• Draft proposal for establishing three units i.e. Strategic Policy &amp; Planning Unit, Finance Wing and PPP Unit, is drafted and shared with LG&amp;CDD for approval</li> </ul>		
<b>Hiring of Consulting Services</b>			
<b>i. Hiring Completed:</b>			
Main Activity/ Consultancies	Estimated Cost (PKR Million)	Status	
<b>Hiring of Firms for Resident Construction Supervision for Year-1, Rehabilitation M&amp;R Contracts of 16 Cities.</b>	55.50	Completed	
<b>Hiring of Audit Firm for External Audit of Financial Statements of Partner Local Governments (16-MCs) -(19-20 &amp; 20-21)</b>	34.54	Completed	
<b>Package-1-MCs-Procurement of IT equipment for 16 x MCs Package-2-PMDFC &amp; Regional Offices- Procurement of IT equipment Package-3 PLGB-Procurement of IT equipment.</b>	31.50	Completed	
<b>Procurement of Furniture (PMDFC &amp; Regional Offices LG&amp;CDD &amp; PLGB).</b>	9.39	Completed	
<b>Hiring of Short-Term Individual Consultant (Solid Waste Management Specialist) for PMDFC.</b>	1.80	Completed	
<b>Hiring of Short-Term Individual Consultant (Solid Waste Management Specialist) for PMDFC.</b>	2.00	Completed	
<b>Hiring of Individual Procurement Consultant.</b>	3.50	Completed	
<b>01 Diesel Generator 50KVA for Head office and 03 Diesel Generators 30 KVA for Regions</b>	8.22	Completed	
<b>ii. Hiring In Progress:</b>			
Consultancy	Sub Activities	Status	Timeline
<b>Hiring of an Engineering Firm for Detailed Design of Infrastructure Sub-Projects, Sectoral Planning &amp; Resident Supervision in 16 Cities of Punjab</b>	Combined Evaluation of Technical and Financial Proposal	In Progress	30-12-2021
	NOL to be issued by World Bank	Future Task	03-01-2022
	Negotiation with the Firms	Future Task	06-01-2022
	Signing of Contract Agreements with the Firms	Future Task	25-01-2022
	Firms on Board	Future Task	31-01-2022
<b>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 CTS to GRM</b>	RFP to be issued	Future Task	31-12-2021
	Combined Evaluation Report and Draft Negotiated Contract	Future Task	20-01-2022
	Notification of Intention of Award	Future Task	25-01-2022
	Signed Contract	Future Task	08-02-2022

<b>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).</b>	Email sent to Abacus to Submit Proposal	Completed	21-12-2021
	Technical and Financial Proposal Received	Future Task	31-12-2021
	Evaluation of Technical Proposal	Future Task	7-01-2022
	Opening of Financial Proposal	Future Task	14-01-2022
	Combined Evaluation Report and Draft Negotiated Contract	Future Task	21-01-2022
	Contract Negotiations	Future Task	22-01-2022
	Notification of Intention of Award	Future Task	24-01-2022
	Standstill Period	Future Task	07-02-2022
	Signed Contract	Future Task	15-02-2022
<b>Hiring of Consulting Services for Preparation of IDAMP For 16 MCs.</b>	RFP issued to firms	Completed	23-12-2021
	Opening of Technical Proposals / Minutes	Future Task	06-1-2022
	Evaluation of Technical Proposals	Future Task	13-01-2022
	Opening of Financial Proposals / Minutes	Future Task	04-02-2022
	Combined Evaluation Report and Draft Negotiated Contract	Future Task	10-02-2022
	Notification of Intention of Award	Future Task	14-02-2022
	Signed Contract	Future Task	28-02-2022
<b>Hiring of Individual Consultant for Preparation / Revision of Procurement SOPs developed under PCGIP</b>	EOI Received for Three Consultants and Evaluation in process	In Progress	07-01-2022
	Screening of EOIs	Future Task	14-01-2022
	Ranking of EOIs on the basis of Qualification and Experience	Future Task	20-01-2022
	Letter of Acceptance to be issued to Individual Consultant	Future Task	28-01-2022
<b>Hiring of Consultants for Detailed Design of Infrastructure Sub-Projects and Resident Supervision in 16 Cities of Punjab. (Parks Design, Parking Sheds, Roads etc.)</b>	RFP issued to firm	Completed	27-12-2021
	Combined Evaluation Report and Draft Negotiated Contract	Future Task	15-01-2022
	Notification of Intention of Award	Future Task	20-01-2022
	Signed Contract	Future Task	03-02-2022
<b>Purchase of vehicles for Head Office &amp; Regional Offices as per PC-I</b>	Activity has been uploaded on STEP on December 27, 2021 for approval by the World Bank.	In Progress	10-01-2022
<b>Annual Performance Assessment Firm will be hired for 2 years. It will carry out assessment of 16 Municipal Committees/Corporations to release funds against achieved DLIs.</b>	Meeting held with the Special Secretary LG&CD on 24th December, 2021 for justification of APA firm clarification for decision on CQS or QCBS selection method sent to World Bank on 27-12-2021. Reply Awaited from World Bank.	In Progress	01-03-2022
<b>Hiring of Firm for Assessment of Economic Potential in MCs.</b>	TORs have been shared with World Bank for clearance on December 19, 2021. World Bank clearance awaited	In Progress	01-01-2022



## 2.2. Funds Allocation & Utilization

### Components' Allocation

Table 5: Program Components &amp; Allocation

Window #	Financing Modality	Amount (US \$ M)	Amount (%)
1	IDA Allocation for Performance 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	-	-
<b>Total</b>	<b>1,627.53</b>	<b>10.72</b>	<b>17.47</b>	<b>0.11</b>

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
<b>Total</b>	<b>7,225.05</b>	<b>43.64</b>	<b>1250.32</b>	<b>8.18</b>

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

Expenditure Area	Releases		Utilization	
	PKR	USD	PKR	USD
IPF-PMDFC	277.23	1.65	120.22	0.73
PBGs-MCs	8,504.96	53.93	334.55	2.21
<b>Total</b>	<b>8,782.20</b>	<b>55.58</b>	<b>454.77</b>	<b>2.94</b>
<b>Grand Total (FY 2019 – 22)</b>	<b>17,634.77</b>	<b>109.94</b>	<b>1,722.57</b>	<b>11.23</b>

\*As per Bank Statement for the period ending Dec 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.

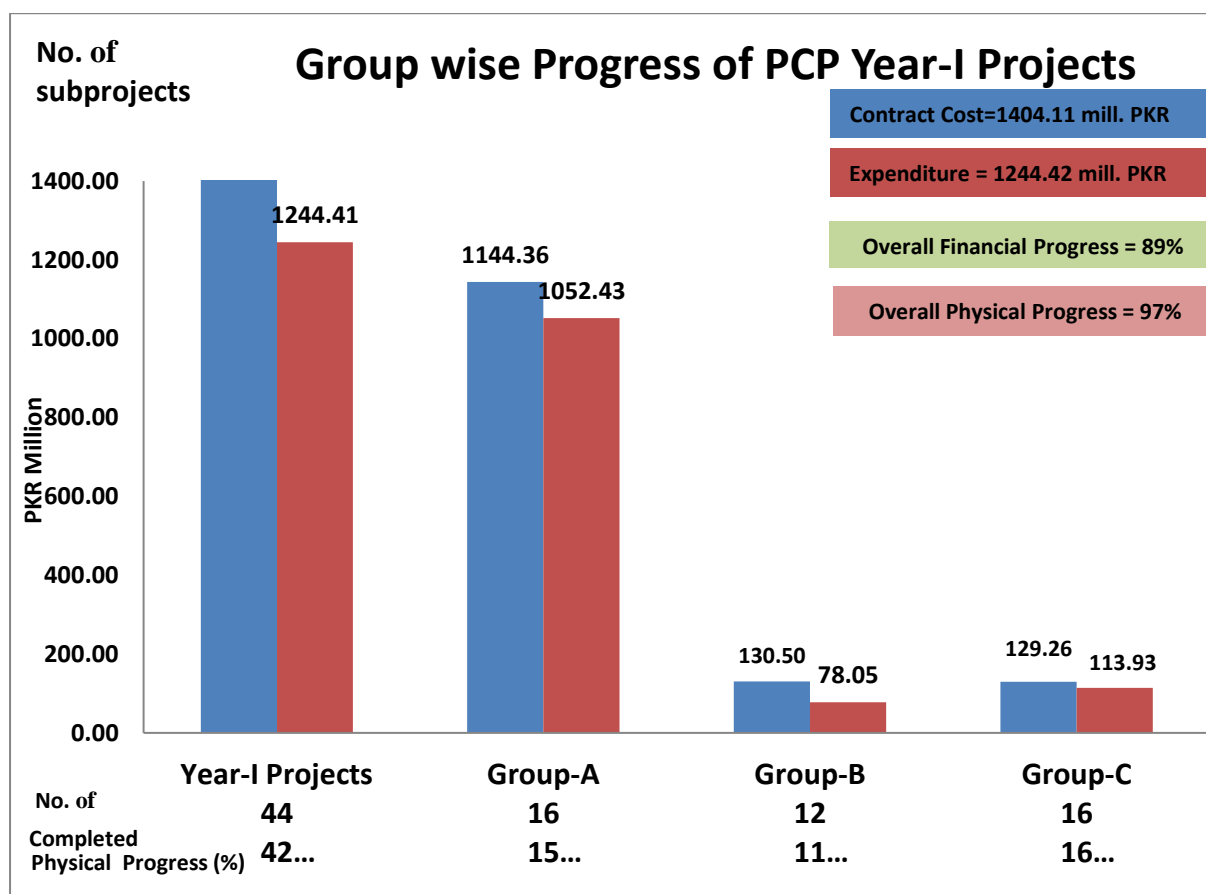
Eligible infrastructure sectors include; *Water Supply, Sewerage, Solid Waste Management, Waste Water Treatment Plants, Urban Roads & Drainage, Parks, Streetlights.*

#### 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**



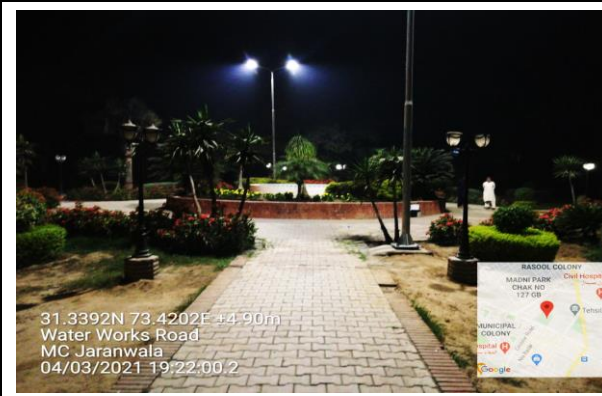
**Khanewal**



**Gojra**



**Muridke**



**Jaranwala**



**Okara**



**Jhang**



**Kamalia**

## 2.4. Update – Window – 2 (IPF)

Table: 9 Window2 Interventions

	Result Area	Proposed Systems and Activities	Status to date
FD	Performance-Based Grants and Financial Reporting	<ul style="list-style-type: none"> <li>Strengthen FD's PFC Unit to manage budgeting and release of PBGs</li> <li>Operationalize MC Financial Monitoring &amp; Reporting System (linked to MC CFMS)</li> </ul>	<ul style="list-style-type: none"> <li>Designated Account has been opened.</li> <li>PC-II for strengthening of PFC unit is in progress by FD</li> <li>PMDFC – PCP team has requested DS (LG) to expedite the PC-II finalization</li> </ul>
LG&CDD	Policy Framework and Guidance	<ul style="list-style-type: none"> <li>Manage APAs through procuring and managing APA firm</li> <li>Establish PPP Unit - develop model contracts, templates, etc.</li> <li>Update Level of Service standards</li> <li>Develop population-based staffing standards with gender lens</li> <li>Update design specifications and standards for municipal infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>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&amp;CD Department – Results submitted to WB, P&amp;DD and LG&amp;CDD</li> <li>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&amp;CDD for approval to carry out APA for the year 2021 - 22</li> </ul> <p><b>Other Interventions</b></p> <ul style="list-style-type: none"> <li>TORs to hire the consultant to carry out detailed assessment is drafted and shared with LG&amp;CDD</li> <li>Meeting to review PLGB &amp; LG&amp;CDD Initiatives under PCP - Window II was held under the chairperson of Special Secretary LG&amp;CDD on December 08, 2021</li> <li>Draft proposal for establishing three units i.e. Strategic Policy &amp; Planning Unit, Finance Wing and PPP Unit, is drafted and shared with LG&amp;CDD for approval</li> </ul>
LGB	Human Resource Management	<ul style="list-style-type: none"> <li>Develop and adopt a gender responsive HR Management System, including gender based provisions such as paid maternity leave and harassment free work environment</li> <li>Develop and operationalize MC Performance Monitoring Dashboard (linked to Performance Management System in MCs)</li> <li>Implement career learning plan, training content, and delivery partnerships for staff in Program MCs</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Meeting to review PLGB Initiatives under PCP - Window II was held under the chairperson of Special Secretary LG&amp;CDD on December 08, 2021</li> <li>Draft proposal for establishing three units i.e. Strategic Policy &amp; Planning Unit, Finance Wing and PPP Unit, is drafted and shared with LG&amp;CDD for approval</li> </ul>

<b>PMDFC</b>	Integrated Development and Asset Management Planning	<ul style="list-style-type: none"> <li>• Update Infrastructure Maps developed under PMSIP</li> <li>• Amend IDAMP instructions approved by P&amp;DD under PCGIP to conform with MC organizational structure and staff mandates</li> <li>• LG&amp;CDD instructions to MCs to adopt approved IDAMP framework and process for municipal infrastructure and services.</li> <li>• Develop asset inventories with age and condition for all municipal assets, per approved IDAMP Framework.</li> <li>• Conduct energy audits for electrical equipment, per approved IDAMP Framework.</li> <li>• Conduct fuel audits for mechanical equipment, per approved IDAMP Framework.</li> <li>• Develop training modules for MC staff.</li> <li>• Train MC Staff on developing IDAMPs.</li> <li>• Support development of three-year, rolling IDAMPs for each participating MC.</li> <li>• Support implementation of three-year rolling IDAMPs for each participating MC.</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;R Schemes being executed are marked on GIS based maps</li> <li>• Process initiated to hire consultant to amend IDAMP framework and to develop and implement three-year, rolling IDAMPs for each participating MC</li> <li>• Five (05) firms submitted EOIs</li> <li>• Evaluation of EOI completed.</li> <li>• After finalization of procurement committee &amp; approval, RFPs will be issued for technical &amp; financial proposals on 06 Dec, 2021</li> <li>• Energy and Fuel Audit for electrical &amp; mechanical equipment completed in 2020</li> <li>• Training modules developed and sessions conducted on Energy &amp; Fuel Audit</li> </ul>
	Budgeting, Financial Management and Audit	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Assess CFMS to ensure compatibility with FABS (national financial management information system)</li> <li>• Rollout additional modules e.g. automated billing system for water and shops; challan-based collection system for major avenues of OSR.</li> <li>• Develop and operationalize modules for Pension and Payroll.</li> <li>• Develop Financial Management Manual for MCs.</li> </ul>	<ul style="list-style-type: none"> <li>• CFMS (developed under PMSIP) is fully operational in 16 PCP partner MCs.</li> <li>• Follow up continuous</li> <li>• Three MCs (Hafizabad, Daska &amp; Vehari) are also cross checked against working of CFMS by IT team of PMDFC</li> <li>• MCs have assigned the requisite staff to operate the system. Training provided and troubleshooting support being provided.</li> <li>• Audit activity for FY 2019-20- Completed</li> <li>• Audit Activity for FY 2020-21- Completed</li> </ul>

	<ul style="list-style-type: none"> <li>• Require MCs to assign staff below BPS 14 to operate the system and provide training.</li> <li>• Ensure that DG District Audit can audit CFMS-generated reports submitted by MCs.</li> </ul>	<ul style="list-style-type: none"> <li>• Audit General team is conducting audit for IPF &amp; P4R – PCP</li> <li>• Hiring process of external Audit Firm for FY 2021-22 initiated</li> </ul>
<p>Accountability, Transparency, and Complaint Handling</p>	<ul style="list-style-type: none"> <li>• Ensure MC websites developed under PMSIP are fully operational and updated.</li> <li>• Develop SOPs and training materials to ensure regular updates.</li> <li>• Ensure that MCs post requisite information on their websites.</li> <li>• Ensure Complaint Tracking System (CTS) developed under PMSIP is fully operational.</li> <li>• Develop and implement its upgrade to Grievance Redress Mechanism.</li> <li>• Develop and operationalize CTS/GRM dashboard for MCs and LG&amp;CDD.</li> <li>• Require MCs to assign staff below BPS 14 to operate the system and provide training.</li> </ul>	<ul style="list-style-type: none"> <li>• 16 PCP MCs’ website (developed under PMSIP) are fully operational and being updated as per developed SOPs periodically.</li> <li>• Trainings being imparted as per developed SOPs &amp; training material.</li> <li>• The requisite information is placed on MCs’ websites</li> <li>• Complaint Tracking System (CTS) (developed under PMSIP) is fully operational</li> <li><b>Hiring of consultancy services</b></li> <li>• TORs approved by the World Bank on November 01, 2021. Eleven EOIs received which are in process of evaluation.</li> <li>• RFP will be issued to first ranking firm for submission of technical and financial proposal for negotiations by Dec 31, 2021</li> </ul>
<p>Monitoring Service Delivery Outcomes</p>	<ul style="list-style-type: none"> <li>• Ensure Performance Management System (PMS) developed under PMSIP is fully operational.</li> <li>• Add performance indicators and collect requisite data.</li> <li>• Develop and operationalize monitoring application to replace manual reporting forms.</li> <li>• Update existing PMS dashboards per current MC, PMDFC, and LG&amp;CDD structures.</li> <li>• Formulate Service Improvement Plans based on PMS and CTS information.</li> <li>• Require MCs to assign staff below BPS 14 to operate the system and provide training.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Management System (PMS) (developed under PMSIP) is fully operational in 16 PCP MCs.</li> <li><b>Hiring of consultancy services</b></li> <li>• TORs approved by the World Bank on November 01, 2021. Eleven EOIs received which are in process of evaluation.</li> <li>• RFP will be issued to first ranking firm for submission of technical and financial proposal for negotiations by Dec 31, 2021</li> <li>• MCs have assigned the requisite staff to operate the system. Training provided and troubleshooting support being provided.</li> </ul>
<p>Procurement and Contract Management</p>	<ul style="list-style-type: none"> <li>• Amend and adopt for MCs procurement SOPs based on PPRA Rules developed under PCGIP.</li> <li>• Update SOPs for Contract Management developed under PMSIP, including social and environmental management, and develop Manual.</li> <li>• Provide procurement and contract management training to MC staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Being planned</li> <li>• Training being provided</li> <li>• Training on DLIs related to Procurement (Completed - Khanewal &amp; Gujranwala Regions, and Faisalabad Region – In Progress)</li> </ul>

Own-Source Revenue Mobilization and Administration	<ul style="list-style-type: none"> <li>• Develop OSR Action Plans for OSR sources with highest potential for revenue enhancement.</li> <li>• Develop training modules.</li>   <li>• Require MCs to assign staff below BPS 14 and provide training.</li> </ul>	<p>Revision of shops' rent on the basis of market rates:</p> <ul style="list-style-type: none"> <li>➤ Benchmarking of OSR for last 03 years - Completed for 16 MCs</li> <li>➤ Revenue Enhancement Plans Prepared for 16 MCs and duly shared with concerned MCs</li> <li>➤ 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 &amp; Kot Addu)</li> </ul> <ul style="list-style-type: none"> <li>• <b>Hiring of consultancy services for OSR mobilization &amp; administration</b></li> <li>• TORs revised in line with comments received from World Bank</li> <li>• Procurement process being initiated</li> <li>• Activity has been added in procurement plan for WB review</li> <li>• MCs have assigned the requisite staff to operate the system. Training provided and troubleshooting support being provided.</li> </ul>
Infrastructure Delivery and Maintenance	<ul style="list-style-type: none"> <li>• Update O&amp;M protocols and manuals for municipal services developed under PMSIP.</li> <li>• Develop training modules on protocols and manuals, including social and environmental management.</li> <li>• Train relevant MC staff.</li> </ul>	<ul style="list-style-type: none"> <li>• The updation of protocols and manuals is being planned through hiring an individual consultant</li> <li>• TORs being prepared</li> </ul>
Environmental and Social Management	<ul style="list-style-type: none"> <li>• Ensure appointment of social and environment management focal persons in each MC.</li> <li>• Mainstream social and environmental considerations in the updating of SOPs, O&amp;M manuals, and investment planning strategies.</li> <li>• 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.</li> <li>• Develop training modules and train MC staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Notification has been made for nomination of focal person of Environment &amp; Social Management</li> <li>• Environment and Social Management Framework has been developed</li>   <li>• SOPs and Environmental &amp; Social Screening Checklists have been developed as per ESSA recommendations</li>   <li>• Training/ Capacity Enhancement Framework has been developed &amp; Training/Briefing sessions with the nominated ESFPs are being conducted</li> </ul>



### 3. COMMUNICATION ACTIVITIES

Punjab Cities Program is the flagship program of Punjab Municipal Fund Development Company. To project the milestones achieved by PCP team communication department is playing a major role. During the last quarter many initiatives were taken few of them has been completed successfully which are Wielding very good feedback while remaining few will also be completed shortly. Below are a few major communication activities which has been completed successfully followed by the list of planned activities subject to approval.

Activity	Description	Status
Success Stories Development	Success stories on PCP initiatives have been developed and being disseminated through newsletter, and website.	Completed
Newsletter	Newsletter depicting activities of PCP has been published, Jul – Sep 2021.	Completed
Logo of PCP	A logo is designed and submitted for approval	Completed
Website Review	Website was reviewed and updated incorporating new information	Completed
Use Of social media for projection of PCP activities	Twitter, Instagram, YouTube and LinkedIn accounts are also being operated in addition to FB for projection of program achievements	Ongoing
Establishment of Publication display corner	A dedicated display corner for publications/reports of PCP is established	Completed
Annual Report	Annual report of PMDFC containing details of PCP activities as a major portion designed and published	Completed
Training Sessions at Khanewal & Gujranwala	Media Coverage and Preparation of comprehensive report on these trainings	Completed
Direction & Sign Boards for better office visibility	Direction & Sign boards installed for easy approach to office	Completed
Established a video/photo archive	Coverage of different activities being performed and footage and still photos are being saved for future reference	Ongoing
Designing and Publishing of Table Calendar, 2022	Designing and Publishing of Table Calendar 2022	Completed
Coverage on social Media Platforms significantly increased on social media	Activities are being projected on social media including Facebook, Twitter and Instagram. Following are the links Facebook: <a href="http://www.facebook.com/pmdfc">www.facebook.com/pmdfc</a> Twitter: <a href="http://www.twitter.com/PMDFC_Official">www.twitter.com/PMDFC_Official</a> Instagram: <a href="http://www.instagram.com/pmdfc1">www.instagram.com/pmdfc1</a>	Ongoing
capacity building media exposure field visit	A visit of MC Muridke & Sheikhpura for Media persons from leading English dailies is planned	By the end of January
Newsletter Oct-Dec 2021	First draft of Newsletter submitted	By 15 <sup>th</sup> January 2022

### 3.1. 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 Jan, 2022.

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.

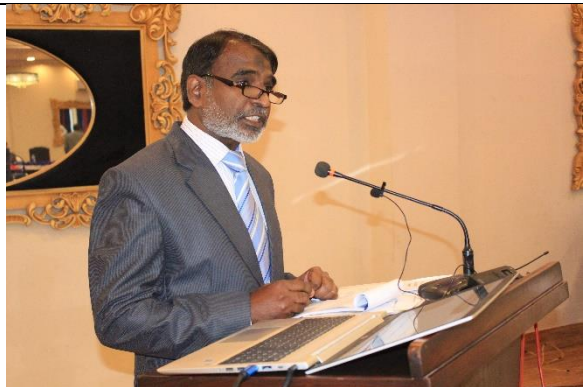
Experienced resource persons from PMDFC delivered sessions on finance, Infrastructure Development, Procurement and Investment Planning, Transparency and Accountability, Environment and Social Management, and Human Resource. On behalf of PMDFC, SPO Infrastructure Development Muhammad Ashiq Chaudhry, SPO 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 December 2021):

• Officer having no additional charge	=	17
• Officer having one additional charge	=	39
• Officer having two additional charges	=	06
• Officer having three additional charges	=	07
• Officer having four additional charges	=	02
• Officer having five or more additional charges	=	01
• Posts Vacant	=	02

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 – E.*



## 5. UPDATE - PROGRAM ACTION PLAN

Table 14: Brief on Program Action Plan

Issue/risk description	Action/completion	Timeframe	Responsible party	Instrument	Status
<b>Provincial level</b>					
<b>16 Municipal Committees (MCs) are sensitized to the IPF and performance-based grant (PBG) system</b>	PMDFC will conduct workshops to sensitize and inform all Program MCs about PCP, MACs, PMs, PBGs, and the IPF Window.	Within one month after effectiveness	LG&CDD/PMDFC	DLI/MACs	<ul style="list-style-type: none"> <li>• <b>Completed</b> <ul style="list-style-type: none"> <li>▪ Workshops arranged on 27 &amp; 28 March, 2019 to sensitize and inform all Program MCs about PCP, MACs, PMs, PBGs, and the IPF Window</li> <li>▪ Reduced set of MACs assessed by World Bank Team. Subsequently funds amounting USD <b>9.52 million and 42.64 million were released</b></li> <li>▪ 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&amp;CDD. Results Submitted to WB, P&amp;DD and LG&amp;CDD. Funds amounting USD 53.93 million released by the World Bank</li> </ul> </li> <li>• <b>In Progress</b> <ul style="list-style-type: none"> <li>▪ Preparatory work / trainings / consultative</li> </ul> </li> </ul>
	MCs will fully operationalize systems developed under PMSIP. No disbursement will be made to any defaulting MC against the achievement of reduced MACs.	Before the assessment of reduced MACs	MCs	MACs	

Issue/risk description	Action/completion	Timeframe	Responsible party	Instrument	Status
<p><b>Release of funds from the Provincial Consolidated Fund to implementing agencies is delayed because of budgetary constraints of GoPunjab</b></p>	<p>FD will ensure that PBG disbursements to MCs are fully integrated into the provincial budget and released to cities within 30 days of disbursement by the Bank. Failing this, further Program disbursements will be suspended.</p>	<p>Annual</p>	<p>FD</p>	<p>Legal Covenant</p>	<p>sessions for MCs staff to accomplish MACs and PMs for Year – III (FY 2021 – 22)</p> <ul style="list-style-type: none"> <li>• <b>Completed for FY 2020-21</b> <ul style="list-style-type: none"> <li>▪ Performance Based Grants (against verification of DLRs achieved) have been released to MCs in the month of September 2020.</li> </ul> </li> <li>• 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&amp;CD Department – Results submitted to WB, P&amp;DD and LG&amp;CDD - Funds amounting USD 53.933 Million released by the World Bank</li> </ul>
<p><b>MCs reporting on the use of grant funds</b></p>	<p>MCs will report on grant funds utilization through required biannual and annual reporting processes, using customized Chart of Accounts for new conditional grants in budget, and expenditure recording second year onwards.<sup>1</sup></p>	<p>After the beginning of FY18/19 MC budget cycle</p>	<p>LG&amp;CDD and FD</p>	<p>Annual Reports and APA</p>	<ul style="list-style-type: none"> <li>• <b>On going</b> <ul style="list-style-type: none"> <li>▪ Requisite backstopping support being provided to MCs</li> <li>▪ Annual Performance Assessment carried out to assess Disbursement Linked Results (DLRs –</li> </ul> </li> </ul>

<sup>1</sup>The POM includes provision for reporting mechanisms for Year1.

Issue/risk description	Action/completion	Timeframe	Responsible party	Instrument	Status
	The APA will report on implementation status and compliance with environmental and social management and investments.				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 to release subsequent funds amounting USD 53.933 Million
<b>Timeliness of independent annual assessment</b>	LG&CDD will procure an independent private firm for APA (annually or on multiyear contract), and ensure adherence to PBG disbursement cycle.	Annually	LG&CDD	Legal Covenant	<ul style="list-style-type: none"> <li>• Consultant Selection Committee notified by LG&amp;CDD on Oct. 20, 2020</li> <li>• 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&amp;CDD. Results Submitted to WB, P&amp;DD and LG&amp;CDD. Funds amounting USD 53.93 million released by the World Bank</li> </ul>

Issue/risk description	Action/completion	Timeframe	Responsible party	Instrument	Status
<b>Potential environmental and social impacts of infrastructure projects are identified, mitigated, and monitored</b>	MCs will seek guidance on environmental and social management system as described in the POM, which is consistent with provincial systems and principles.	Within one month after effectiveness	LG&CDD and PMDFC	POM	<ul style="list-style-type: none"> <li>ESMF has been approved by WB</li> </ul>
	Appointment of Environmental Specialists and Social Development Specialists for each PMDFC team (Lahore-based team plus three regional teams).	Within three months after effectiveness	PMDFC	POM	<ul style="list-style-type: none"> <li>Environment &amp; Social Specialists have been hired for 03 regional offices and hiring of 01 for Lahore based team is In Progress</li> </ul>
	Technical staff in MCs trained on O&M Manuals as part of sensitization conducted by the LG&CDD/ PMDFC.	Before first grant disbursement	LG&CDD and PMDFC	POM	<ul style="list-style-type: none"> <li><b>On-going</b> <ul style="list-style-type: none"> <li>Trainings of technical staff are being conducted by ESM team of PCP</li> </ul> </li> </ul>
<b>Vacant positions of provincially appointed MC officials compromise implementation capacity</b>	LG&CDD/LGB will appoint qualified officials to fill vacancies in provincially appointed MC positions.	Ongoing	LGB and LG&CDD	Legal Covenant	<ul style="list-style-type: none"> <li><b>Ongoing</b> <ul style="list-style-type: none"> <li>LG&amp;CD department is maintaining requisite staff in place in 16 MCs of the project.</li> <li>Dual charges still persist</li> </ul> </li> </ul>
	Tenure of provincially appointed officials will be maintained by LG&CDD/LGB for at least 3 years, except for exceptional cases.	Ongoing	LGB and LG&CDD	PAP	<p><b>Detail attached at Annex E</b></p>
<b>No certification /financial statement audit is carried out by DG District Audit, or annual audit is delayed</b>	DG District Audit, Punjab will ensure that the audits of the financial statements of the 16 MCs are conducted, and reports shared with the Bank not later than October 30 each year. A private audit firm maybe used in the initial years, if DG District Audit does not have requisite capacity. Program disbursements will be suspended if the audit reports are not delivered on time.	Annual	DG District Audit/Private Firm	MAC and PAP	<ul style="list-style-type: none"> <li>For initial years, A Private Audit Firm may be used in place of DG District Audit. <ul style="list-style-type: none"> <li>Contract Agreement signed on Nov 14, 2020</li> <li>Audit activity for FY 2019-20- Completed</li> <li>Audit Activity for FY 2020-21 – Completed</li> <li>Audit General team is conducting audit for IPF &amp; P4R – PCP</li> </ul> </li> </ul>

Issue/risk description	Action/completion	Timeframe	Responsible party	Instrument	Status
					<ul style="list-style-type: none"> <li>▪ Hiring process of external Audit Firm for FY 2021-22 initiated</li> </ul>
<b>Municipal Committee level</b>					
<b>Insufficient capacity at MCs to implement program</b>	MCs will maintain focal persons for finance, planning, internal audit, accounting, procurement, and complaint handling throughout implementation.	Over Program implementation	MCs	MAC	<ul style="list-style-type: none"> <li>• <b>Ongoing</b> <ul style="list-style-type: none"> <li>▪ Focal Persons for complaint handling notified.</li> </ul> </li> </ul>
<b>Insufficient reporting on Program activities</b>	MCs will provide bi-annual and annual reports on financial and Program implementation, safeguard management, grievance redress, and other relevant information.	Over Program implementation	MCs and PMDFC	MAC and PM	<ul style="list-style-type: none"> <li>• <b>Ongoing</b> <ul style="list-style-type: none"> <li>▪ PMDFC is regularly following up &amp; providing backstopping support to MCs to accomplish DLIs</li> </ul> </li> </ul>
<b>Potential environmental and social impacts of infrastructure projects are identified, mitigated, and monitored</b>	MCs will appoint focal persons for Environment and Social Management.	Over Program implementation	MCs	MAC	<ul style="list-style-type: none"> <li>• Focal Persons designated for Environment and Social Management</li> <li>• ESMF has been approved by WB</li> <li>• SOPs developed &amp; approved by WB</li> <li>• SOPs for health, safety and environment have been developed and made part of ESMF (shared with WB)</li> <li>• Screening questions for PCRs have been incorporated in the E&amp;S screening checklist and final procedure have been included in the ESMF main document</li> </ul>
	MCs will adopt and implement the updated Environmental and Social Management Framework (ESMF). MCs will update and implement the following already developed under PMSIP:	Before subproject implementation	PMDFC and MCs	ESSA	
	(a) Communication Strategy	Over Program implementation	PMDFC and MCs	ESSA	
	(b) Public Consultation Framework	Over Program implementation	PMDFC and MCs	ESSA	
	MCs will develop, notify, and implement SOPs for Physical Cultural Resources and Health, Safety, and Environment.				

Issue/risk description	Action/completion	Timeframe	Responsible party	Instrument	Status
	<p>MCs will improve enforcement of labour and gender-related laws</p> <p>MCs will ensure generation and monitoring of environmental data, and coordination with relevant agencies</p> <p>Institutional strengthening of LG&amp;CDD/LGB</p>	<p>Over Program implementation</p> <p>Over Program implementation</p> <p>Before first grant disbursement</p>	<p>PMDFC and MCs</p> <p>PMDFC and MCs</p> <p>PMDFC</p>	<p>ESSA</p> <p>Updated ESMF</p> <p>Updated ESMF</p>	<ul style="list-style-type: none"> <li>• Communication Strategy and Public Consultation Framework has been developed and made part of ESMF</li> <li>• Labour and gender-related policies/laws have been made part of EHS SOPs</li> <li>• EHS SOPs booklets in Urdu have been developed, published and disseminated with MCs for implementation</li> <li>• <b>Completed</b> - reports shared with WB</li> <li>• Training/ capacity building manuals have been developed and 2nd session of trainings under the theme Environmental and Social Management has been carried out with all 16 MCs.</li> </ul>

Plan for Utilization of the Funds released to MC for Year-1 to Year-5 (million PKR)									
Year of release	Funds Released	MC Share (20%)	Total available funds	Plan for Utilization					
				S.N	Subprojects	No of subprojects	Cost in million PKR	Total utilization	Expected date of utilization
2019-20	1442.413	288.483	1730.896	1	Rehabilitation of Municipal Services Infrastructure projects	44	1488.03	1488.03	Sep, 2021
2020-21	7065.052	1413.010	8478.062						
<b>Total</b>	<b>8507.465</b>	<b>1701.493</b>	<b>10208.958</b>	2	Rehabilitation of Municipal Services Infrastructure projects	7	243.00	243.00	Dec, 2021
				3	Construction of Parking areas for SWM & other vehicles	16	320	6790	June, 2022
				4	Provision of machinery & Equipment for Solid waste Management	16	3000		
				5	Construction of Priority roads wherein water supply & sewerage is not to be laid	16	1500		
				6	Development of chowks, cross roads & important nodes of the cities	16	800		
				7	Development of Priority Parks & green spaces	16	1120		
				8	Sewerage system of Khanewal city	1	50		
					<b>Total</b>	<b>88</b>	<b>6790</b>		
					<b>Total upto June, 2022</b>				
					<b>Carried forward to 2022-23</b>		<b>1687.928</b>		
2021-22	8504.964	1700.993	10205.957		Part execution of 78 projects designed in the year 2022	78		13,653.102	June, 2023
2022-23	9174.0	1834.80	11008.80						
2023-24	3669.60	733.92	4403.520		Completion of 78 above mentioned projects	78		13,653.102	June, 2024
<b>G. Total</b>	<b>29856.03</b>	<b>5971.206</b>	<b>35827.23</b>					<b>35,827.23</b>	

## Progress of Schemes

Annex A ii

Table 15: 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		Bahwalnagar	A	Saddaqat 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%
6	Chenab	Jhok	A	Roheela Traders	43.90	06-Jul-20	8	06-Jan-21	11.90	146%	100%	43.78	100%



Sr. No	Zone	Name of MC	Group	Contractor Name	Cost (million Rs)	Commence ment Date	Period (Months)	Scheduled date of completion	Time Lapsed (Month)	Time Lapsed/Req uired Scheduled	Physical progress (%)	Expenditure incurred (Million Rs.)	*Fin. Progress (%)
7	North Punjab	Gojra	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%
			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	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		Kamoake	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%
<b>Total</b>					<b>1404.11</b>						<b>97%</b>	<b>1244.42</b>	<b>89%</b>

\*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	
		<b>Total available funds</b>					<b>235.8</b>	<b>169.221</b>	<b>25.60</b>	<b>19%</b>	<b>11%</b>		

## Punjab Cities Program - Rehabilitation of Municipal Services Infrastructure Projects

Table 16: Beneficiaries Detail of Package-I (North Region)

Sr.No	MC	Component of Work	Beneficiaries
1	Jhelum	Water Supply System	55,000
		Sewerage System	95,000
		Street Lights	65,000
		Office Buildings	400
2	Wazirabad	Water Supply System	58,000
		Sewerage System	90,000
		Street Lights	62,000
		Office Buildings	425
3	Kamoke	Water Supply System	175,000
		Sewerage System	50,000
		Street Lights	40,000
		Parks	50,000
4	Muridke	Water Supply System	115,000
		Solid Waste Management	150,000
		Sewerage System	130,000
		Streets Lights	60,000
		Parks	40,000
5	Hafizabad	Water Supply System	150,000
		Sewerage System	120,000
6	Daska	Water Supply System	150,000
		Solid Waste Management	115,000
		Sewerage System	200,000
		Streets Lights	45,000

Table 17: Beneficiaries Detail of Package-II (Central Region)

Sr.No	MC	Component of Work	Beneficiaries
1	Kamalia	Sewerage System	95,000
		Water Supply System	54,000
		Solid Waste Management	50,000
		Street Light	65,000
		Parks	110,000
		Office Building, MC Library & MC Mosque Equipment	450
2	Okara	Sewerage System	155,000
		Water Supply System	190,000
		Solid Waste Management	340,000
		Street Light	52,000
		Parks	110,000
		Office Building, MC Library & MC Mosque Equipment	1,100
3	Jhang	Sewerage System	64,000
		Water Supply System	48,000
		Solid Waste Management	280,000
		Street Light	151,000

Sr.No	MC	Component of Work	Beneficiaries
		Office Building, MC Library & MC Mosque Equipment	700
4	Jaranwala	Sewerage System	80,000
		Water Supply System	48,000
		Solid Waste Management	182,000
		Street Light	151,000
		Parks	90,000
		Office Building, MC Library & MC Mosque Equipment	450
5	Gojra	Sewerage System	157,000
		Water Supply System	90,000
		Solid Waste Management	92,000
		Street Light	42,000
		Parks	72,000
		Office Building, MC Library & MC Mosque Equipment	350

Table 18: Beneficiaries Detail of Package-III (South Region)

Sr.No	MC	Component of Work	Beneficiaries
1	Bahawalnagar	Water supply system	138,300
		Sewerage and Drainage system	104,000
		Solid Waste Management	126,720
		Street Light	32,500
		Parks	70,200
2	Burewala	Sewerage System	203,722
		Street Light	81,344
		Parks	152,850
		Solid Waste Management	277,500
		Water Supply System	130,680
3	Vehari	Water supply system	101,300
		Sewerage and Drainage system	106,000
		Solid Waste Management	120,000
		Street Light	76,000
		Parks	53,000
4	Khanewal	Water supply system	182,000
		Sewerage	253,000
		Solid Waste Management	344,000
		Street Light	87,000
		Parks	66,000
5	Kot Addu	Solid Waste Management	98,000
		Water supply system	84,000
		Sewerage	147,000
		Street Light	84,000
		Parks	128,000

## Annex B

## Status of Solid Waste Management Machinery

MCs	PC-1s			Technical Sanction			Chassis			Competitive Bidding For Superstructure				Procurement		Remarks
	Not Finalized	Pending with Approving Authority	Approved	Not Submitted	Pending with Sanctioned Authority	Sanctioned	Quotation Received	Order Placed	Procured	Bidding Documents Prepared	Advertised in Newspaper	Bids Evaluated	Work Awarded	Inspected by Consultants	Delivered	
Jhelum																Further process will be done after procurement committee meeting & decision about chairmans
Wazirabad								Partially								Tender opening scheduled on 11th January 2022. One order for chassis to be placed yet.
Kamoke																Submitted for TS on 29th December 2021
Hafizabad																Tender opening scheduled on 30th December 2021.
Daska							Partially									Quotations from two manufacturers are pending
Muridke																Tender opening scheduled on 4th January 2022.
Jaranwala							Partially									Tender preparation is in progress
Gojra							Partially									Tender preparation is in progress notice delayed due PPRA account blocked
Jhang																Tender preparation is in progress
Kamalia							Partially									Tender opening for superstructure on 03.01.2022.
Okara							Partially	Partially	Partially							Tender opening for superstructure on 06.01.2022.
Burewala																PC-1 under finalization with MC. Pending on part of MC
Vehari																PC-1 under finalization with MC. Pending on part of MC
Khaneval																
Bahawalnagar								Partially	Partially							Due to non availability of MC Chairman, process has struck up
Kot Addu																Advertised Bid Opening date 30/12/2021
<b>Total</b>	<b>2</b>	<b>0</b>	<b>14</b>	<b>2</b>	<b>1</b>	<b>13</b>		<b>3</b>	<b>2</b>	<b>16</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Proposed PCP Projects under Main Consultancy Services												
S.N.	Consultancy Services Required	No of projects	Year 2021-22		Year-2022-23				Year 2023-24			
			Jan 22 to March 22	Apr 22 to June 22	July 22 to Sep 22	Oct 22 to Dec 22	Jan 23 to March 23	Apr 23 to June 23	July 23 to Sep 23	Oct 23 to Dec 23	Jan 24 to March 24	
1	Sectoral Planning (15 months)	64	[Blue bar]									
2	Detailed Design of Projects (15 months)	78	[Blue bar]									
3	Resident Supervision of 1st Priority Project in each MC (18 months)	16			[Orange bar]							
4	Resident Supervision of 2nd Priority Project in each MC (18 months)	16					[Orange bar]					
5	Resident Supervision of 3rd Priority Project in each MC (18 months)	16					[Orange bar]					
6	Resident Supervision of 4th Priority Project in each MC (12 months)	16						[Orange bar]				
7	Resident Supervision of 5th Priority Project in each MC (10 months)	14						[Orange bar]				
	Design & Sectoral Planning	[Blue bar]			Resident supervision				[Orange bar]			

## Annex C ii

Proposed PCP Projects under Limited Competition Consultancy (SWM, Roads, Chocks)											
S.N.	Consultancy Services Required	No of projects	Cost in million PKR	Year 2021-22				Year-2022-23			
				July - Sep	Oct - Dec	Jan - Mar	Apr - Jun	July - Sep	Oct - Dec	Jan - Mar	Apr - Jun
1	Resident Supervision of Rehabilitation subprojects	26	620	■		■					
2	Design & Supervision of Parking Areas	16	480			■					
3	Procurement & supervision of machinery & equipment for SWM	16	3500			■					
4	Design and resident supervision of Roads, Chowks	16	1700			■				■	
5	Design and resident supervision of Parks	16	1300			■				■	
	<b>Total</b>	<b>90</b>	<b>7600</b>								
	Detailed Design	■		Resident Supervision		■		Supervision by PCP Staff		■	



## Annex D

<b>List of Subprojects of E-2 category</b>
<b>SUBPROJECT</b>
<b>Region Gujranwala</b>
<b>MC Hafizabad</b>
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
<b>MC Daska</b>
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
<b>MC Wazirabad</b>
Arif Shaheed Road Bank of Punjab to Railway Crossing Nizamabad
Muslim Road Chowk Guru Kotha to Silakot Road
<b>MC Jehlum</b>
River Jehlum Bank, Bagh Muhallah & Bridge Nolakha Adda Suleman Paras Road
Karim Pura to Kalan Gujar Road
Baba mehdi Shah & Islam Pura Road
<b>MC Muridkey</b>
Construction of Service roads both sides at GT Road including Drain
Construction of Main Bazars both side of GT road.
<b>Region Faisalabad</b>
<b>MC Gojra</b>
Replacement/Improvement of Road from Iltaf Zakria Colony to MC limit Jhang Road (3.6 km)
<b>MC Kamalia</b>
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.
<b>MC Jaranwala</b>
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
<b>MC Jhang</b>
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
<b>MC Okara</b>
G.T Road from Chungi NO 6 to Karmawal Lahore side bypass 6.41 km
<b>Region Khanewal</b>
<b>MC Bahawalnagar</b>
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)

**Current Status of Officers Posted at MCs  
(July 01, 2021 to December 28, 2021).**

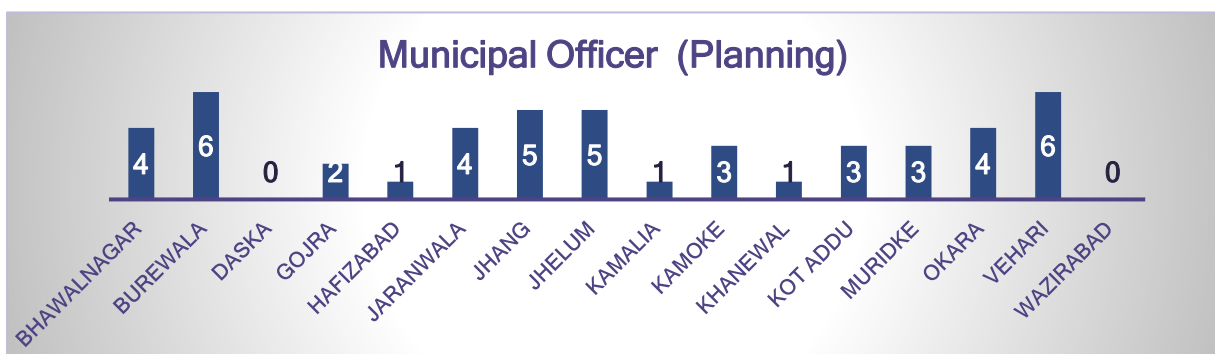
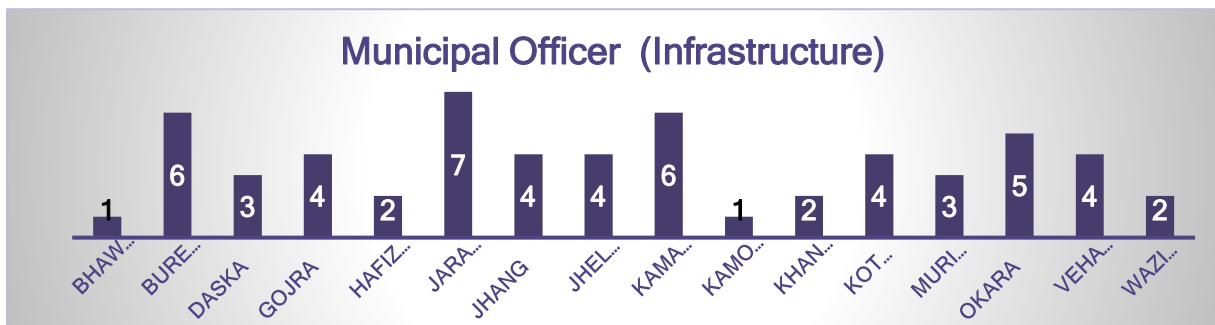
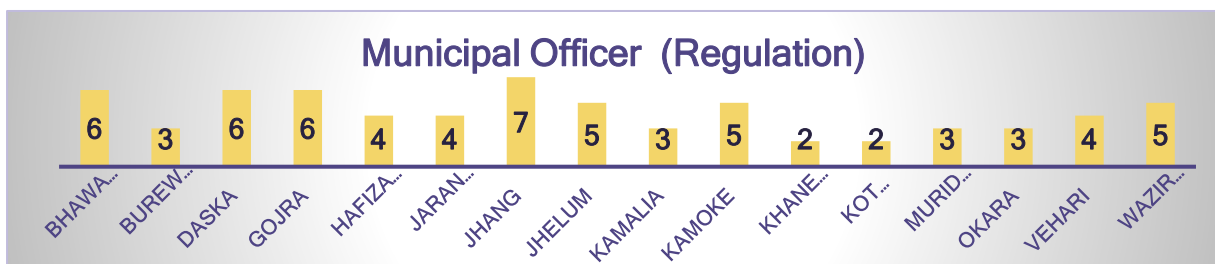
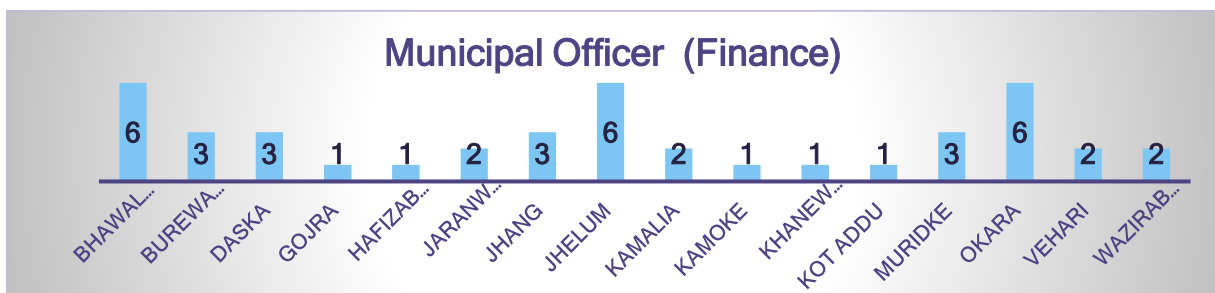
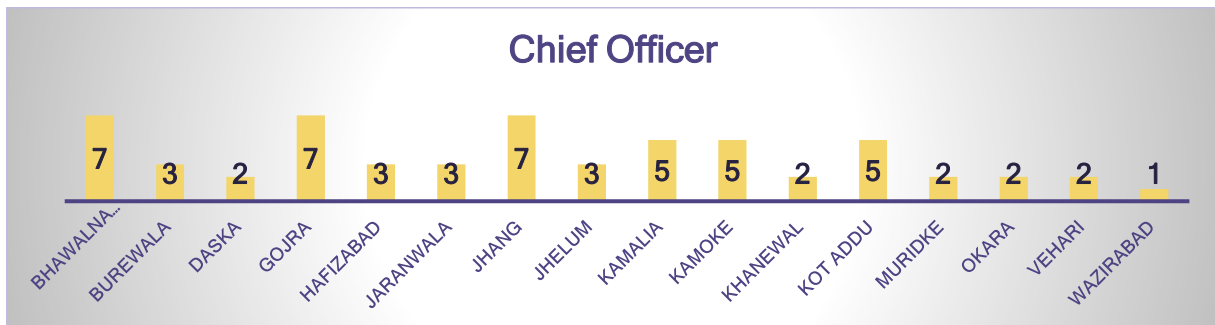
District	Sr #	City	Status	Chairman	Chief Officer	*Finance Wing	*Infrastructure & Service Wing	*Regulation Wing	*Planning Wing	
Bahalnagar	1	Bhawalnagar	Committee	Rana Atif Rauf	Umer Mukhtar	Khizar Hayat	Muhammad Zafar	Umer Mukhtar (Addl: Charge with CO)	Tehsin Haider	
					(2nd Change)	(2nd Change)	(1st Change)	(1st Change)		
Vehari	2	Vehari	Committee	Nadir Ali Bhatti	Naeem Khalid	Amjad Hussain	Tariq Habib	Vacant	Faheem Anwar Majeed	
					(1st Change)	(1st Change)	(2nd Change)	(2nd Change)		
	3	Burewala	Committee	Ch. M. Ashiq Arain	Akram Wahla	Waseem Akbar	Haidar Abbas	Muhammad Waqas	Faheem Anwar Majeed	
						(1st Change)	(2nd Change)		(1st Change)	
Sialkot	4	Daska	Committee	Khawaja Atif Raza	Qaisar Amin Warrich	Muhammad Usman	Muhammad Zahid	Fahad Butt	Ms. Maryam Siddiqi	
					(1st Change)			(2nd Change)		
Toba Tek Singh	5	Gojra	Committee	Muhammad Islam	Waleed Usman	Muhammad Ameen	Muhammad Rafique	Waleed Usman	Muhammad Younas	
					(1st Change)	(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)	Muhammad Sagheer	
						(1st Change)	(1st Change)		(1st Change)	
Hafizabad	7	Hafizabad	Committee	Haji Jamshed Abbas	Haider Ali Chattha	Muhammad Ali Rana	Bilal Qaisar	Haider Ali Chattha (Addl: Charge with CO)	Mrs. Aman Ullah Dad Tarar	
									(1st Change)	
Faisalabad	8	Jaranwala	Committee	Muzaffar Hussain	Mian Ishfaq Ali	Ms. Aqsa Rasheed	Vacant	Zahid Fareed	Asad Ali	
					(1st Change)	(1st Change)	(3rd Change)	(1st Change)	(3rd Change)	
Jhang	9	Jhang	Committee	Sheikh Nawaz Akram	Muhammad Azam	Shakeel Ahmad	Faraz Ahwaz	Zafar Iqbal	Mujahid Hussain	
					(1st Change)		(1st Change)	(1st Change)	(1st Change)	
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)	
	12	Wazirabad	Committee	Babu Shoaib Idrees	Fayyaz Warraich	Ms. Maryam Iqbal	Waqar Ahmad	Zia Ullah Ranjha	Syed Imran Ali	
							(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	
						(1st Change)				
Muzaffargarh	14	KotAddu	Committee	Malik Shahid Hussain Baryar	Roshan Zameer	Tanveer Alam	Taha Hussain	Roshan Zameer (Addl: Charge with CO)	Malik Mahboob Alam	
									(1st Change)	
Sheikhupura	15	Muridke	Committee	Sheikh Shabbir Ahmed	Mirza Muzaffar Baig	Sajjad Ahmad	Hasnain Hafeez	Ms. Darkhshan Aamir	Dr. Rai Imtiaz Hassan	
					(1st Change)		(2nd 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)	
									01 or more changes (July 2021 to date)	
										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)



Annex – E iii

No. of Officers Transferred (July 2019 to date)



## Annex - F

The following positions have been advertised by PMDFC;

Sr. No	Pos/Location	Positions	Applications/CVs Received
<b>New Vacancies</b>			
1.	SPO (E&SM), Lahore	01	20
2.	PO (ID), Lahore	01	20
3.	DPO (FM), Lahore	01	209
4.	DPO (IT), Lahore	01	97
5.	DPO (GIS), Lahore	01	77
6.	DPO (A&A), Lahore	01	82
7.	DPO (ID), Lahore	02	119
<b>Vacant Vacancies</b>			
8.	Caretaker, Lahore	01	18
9.	SPO (Procurement)	01	122
10.	PO (Internal Audit)	01	111
11.	PO (Procurement), Lahore	02	192
12.	PO (E&SM), Lahore	01	64
13.	PO (Coordination), Lahore	01	177
14.	PO (ID), Gujranwala	01	47
15.	PO (Monitoring &Evaluation), Lahore	01	170
16.	DPO (FM), Khanewal	01	170
17.	Research Analyst (Planning), Lahore	01	27
18.	Research Analyst (Economics), Lahore	01	173
19.	Office Receptionist, Lahore	01	355

**Subject: Minutes of Meeting to review PLGB Initiatives under PCP – Institutional Strengthening – Window II**

LG&CD Department has been implementing World Bank funded " Punjab Cities Program" (PCP) with the assistance of PMDFC cost Rs. 236 million USD. Windows - 2 will support provincial government agencies (Finance Department, LG&CD Department, Local Government Board, PMDFC and selected MCs with technical assistance and institutional Strengthening. Fund of Rs. 64.636 million is allocated for PLGB Initiatives under PCP – Window II.

2. A Meeting to review PLGB Initiatives under PCP – Institutional Strengthening – Window II was held under the chairperson of Ms. Mussarat Jabeen Special Secretary LG&CDD on December 8<sup>th</sup> 2021 at 3:00 pm in her office. The following are the participants of the meeting:

- |                                 |                              |
|---------------------------------|------------------------------|
| 1. Ms. Mussarat Jabeen (Chair)  | Special Secretary LG&CD      |
| 2. Ms. Noor ul Ain Fatima       | Secretary PLGB               |
| 3. Mr. Muhammad Iftikhar Rasool | MD PMDFC / PD PCP            |
| 4. Mr. Shahid Latif             | Director Finance PLGB        |
| 5. Mr. Tariq Farooq Khan        | Procurement Consultant - PCP |
| 6. Mr. Wahab Khalid             | Program Officer (IS) - PCP   |

3. Welcoming the participants of the meeting, the chairperson requested MD/PD PCP to brief the members about the particular interventions. Mr. M. Iftikhar Rasool MD, PMDFC/ PD PCP briefed the criteria of implementation of the plan enshrined in the concept paper on PLGB Initiatives under PCP Window II developed by PLGB.

4. Decisions made during the meeting with comparison to PC-I (IPF) Provisions are as under:

S#	Agenda	As per PC-I Provisions	Decisions
1.	Human Resource Management System	<ul style="list-style-type: none"> <li>Develop and Adopt a gender responsive HR Management System, including gender based provisions such as paid maternity leave and harassment free work environment</li> </ul>	<ul style="list-style-type: none"> <li>To enhance efficiency and effectiveness of LG in respect to IT interventions, These Interventions are already in process in the ITBMS Project.</li> <li>To avoid duplication, Interventions of Human Resource Management System will be maintained by IT based monitoring system (ITBMS).</li> </ul>
2.	MC Performance and Monitoring Evaluation	<ul style="list-style-type: none"> <li>Municipal Allowance to Chief Officers &amp; Municipal Officers (Regulations) on analogy of KPK LGs</li> </ul>	<ul style="list-style-type: none"> <li>Interventions of Performance and Monitoring Evolution will be maintained by PICIIP to avoid duplication</li> <li>To develop Key performance Indicators incorporated in MC Performance Monitoring and Evaluation. PCP-PMDFC team will assist PLGB to make such Key Performance Indicators.</li> </ul>

S#	Agenda	As per PC-I Provisions	Decisions
3.	Training and Development	<ul style="list-style-type: none"> <li>Not included in PC – I</li> </ul>	<ul style="list-style-type: none"> <li>To avoid duplication, Initiatives of training and career development will be maintained under PICIIP.</li> </ul>
4	PLGB Restructuring	<ul style="list-style-type: none"> <li>Not included in PC – I</li> </ul>	<ul style="list-style-type: none"> <li>After identification of the gaps, following interventions are included to restructure PLGB under Window II- IPF of PCP.</li> <li><u>Server for IT Room</u> – Server for PLGB IT Room will be procured to provide better Data handling.</li> <li><u>Video Wall for Committee Room</u> – To elevate PLGB Committee Room, Video Wall including Video Conference System will be installed in PLGB Committee Room</li> <li><u>Furniture for Committee Room and Staff</u> – To elevate PLGB Committee Room, Furniture of PLGB Room and staff will be procured.</li> <li><u>Passenger Lift for PLGB Building</u> – To upgrade PLGB building, a new passenger lift will be installed to service the staff of PLGB.</li> <li><u>IT Equipment</u> – To enhance the efficiency and effectiveness of PLGB Staff, Procurement of latest IT Equipment (Desktop, Laptop, Printer A-4, Printer A-3, Scanner, UPS, Photocopier etc.) will be procured.</li> <li><u>Hiring of IT Staff</u> – To advance and improve efficiency the processes of the system, Hiring of IT Staff (IT Officer, Data Analyst, GIS Officer and M&amp;E Officer) will be done under the window II of PCP.</li> </ul>
5	Preparation of Steering Committee agenda	NIL	<ul style="list-style-type: none"> <li>Preparation of Steering Committee Agenda be made at the earliest and put up to Technical Committee of Program Steering Committee to be chaired by SLG</li> </ul>
6	Review Meeting	NIL	<ul style="list-style-type: none"> <li>Conduct Fortnightly Review Meeting for better implementation of the Work Plan under chairmanship of SSLG</li> </ul>
7	Focal Person from PLGB	NIL	<ul style="list-style-type: none"> <li>Mr. Shahid Latif (Director Finance) will be the focal person from PLGB</li> </ul>
8	Focal Person from PMDFC-PCP	NIL	<ul style="list-style-type: none"> <li>Mr. Wahab Khalid (Program Officer Institutional Strengthening) will be the focal person from PMDFC-PCP</li> </ul>

S#	Agenda	As per PC-I Provisions			Decisions		
9	Details of Cost	Details of Cost as per provisions of PC-I:			Details of Cost as per decisions made:		
		<b>S#</b>	<b>Cost Head</b>	<b>PKR (Millions)</b>	<b>S#</b>	<b>Cost Head</b>	<b>PKR (Millions)</b>
		1	Institutional assessment of PLGB to identify gaps and make proposals for improving performance	7	1	Passenger Lift for PLGB Building	20
		2	Develop and implement SOPs for HRM, including development of HR database, SOPs for recruitment, termination, and transfer of MC staff	10	2	IT Server with installation	5
		3	Develop and implement HR Development Strategy among others defining career development paths	9	3	Conference Room Video Wall and Video Conference	12
		4	Establish and manage ULG staff performance monitoring system	16	4	IT Equipment	21
		5	Refine and implement MC staff structures including optimal staffing levels and job descriptions	10	5	Furniture & Fixture for Conference Room and Staff	5
		6	Need based consultancies	10	7	Need Based Consultancy (Monitoring)	1.5
		7	Furniture and Fixtures	0.296	<b>Total</b>		
8	IT Equipment	2.34					
		<b>Total</b>	<b>64.636</b>				