042-99233187



## Directorate General Monitoring & Evaluation Planning & Development Board

Government of the Punjab

No. DGM&E/MTR/AD (HW-2)-E/HUD&PHED/2022/05 ) 13 27 ISO Cerdifi Dated: June 21, 2022

To.

The Secretaries
Government of the Punjab.

- I. Finance Department
- 11. C&W Department

Subject: - MONITORING REPORT OF THE PROJECT "CONSTRUCTION OF STREET/DRAINS/ NULLAH / PCC IN VILLAGE DERIANWALA U/C PAJOWALI VILLAGE BADDOMALHI DISTRICT NAROWAL."

I am directed to refer to the subject cited above

- 2. Kindly find enclosed herewith a copy of Monitoring report of the project. The report can also be downloaded from DGM&E website which is as follow: http://dgmepunjab.gov.pk/monitoring/
- 3. The project will be discussed shortly in forthcoming Monitoring Committee Meeting (MCM). Any comment/feedback can be submitted to this office.

(Adnan Ashraf)
Assistant Director Highways

A copy is forwarded for information to the:

- 1. Member (SI), P&D Board, Government of the Punjab.
- 2. Sr. Chief (PHED), P&D Board, Government of the Punjab.
- 3. Chief Engineer (North), HUD&PHED, Government of the Punjab.
- 4. Director Coordination, DGM&E, P&D Board, Government of the Punjab.
- 5. DD (Evaluation), DGM&E, P&D Board, Government of the Punjab.
- 6. Deputy Director (PM), DGM&E, P&D Board, Government of the Punjab.
- 7. PSO to Chairman, Planning & Development Board, Government of the Punjab.
- 8. P.S to Secretary, Planning & Development Board, Government of the Punjab
- 9. P.S to DG (M&E), P&D Board, Government of the Punjab.
- System Administrator, DG (M&E), P&D Board, Government of the Punjab. (with the request to upload the report on DGM&E Website)

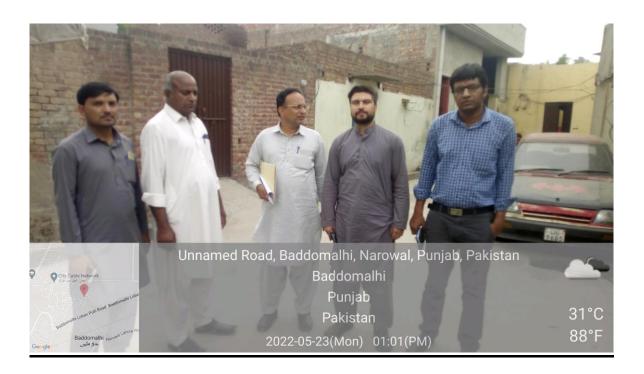


## Directorate General Monitoring & Evaluation Planning & Development Board, Govrnment of Punjab



Yellow

# MONITORING REPORT ON THE PROJECT OF CONSTRUCTION OF STREET/DRAINS/NULLAH/PCC IN VILLAGE DERIANWALA U/C PAJOWALI VILLAGE BADDOMALHI DISTRICT NAROWAL.



#### Directorate General Monitoring & Evaluation Planning and Development Board Government of the Punjab

Prepared by
<u>Engr. Adnan Ashraf</u>
Assistant Director (Highways)

May, 2022

4<sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk

|           |                 | М&                  | E RATING IN    | DEX (Monitoring)        |                            |
|-----------|-----------------|---------------------|----------------|-------------------------|----------------------------|
| Sr.<br>No | Phase           | Criteria            |                | Maximum Point           | Points Obtained            |
|           |                 | Feasibility         | Study (with r  | espect to threshold c   | of cost of Project)        |
| P1.1      |                 | i Yes               |                | 5                       | N/A                        |
|           |                 | ii No               |                | 0                       | IV/A                       |
|           |                 | Stakeholde          | ers Involveme  | nt in preparation of l  | PC-I                       |
| P1.2      |                 | i Yes               |                | 5                       | 5                          |
|           |                 | ii No               |                | 0                       |                            |
|           |                 | Baseline D          | ata in PC-I    |                         |                            |
| 21.3      |                 | i Yes               |                | 5                       |                            |
|           |                 | ii No               |                | 0                       | 0                          |
|           | Planning        | Scope Com           | mensurate w    | ith Objectives          |                            |
|           | i iaiiiilig     | Compl               | etely          | 5                       |                            |
| 21.4      |                 | match               |                |                         | 5                          |
|           |                 | ii Partial          | ly matched     | 3                       |                            |
|           |                 | iii Do not          | Match          | 0                       |                            |
|           |                 | Result Bas          | ed Monitoring  | g Framework             |                            |
| 21.5      |                 | i Yes               |                | 5                       |                            |
|           |                 | ii No               |                | 0                       | 0                          |
|           |                 | Project Jus         | tification/ Ne | ed's Assessment         |                            |
| 21.6      |                 | i Provid            | ed             | 5                       | 5                          |
|           |                 | ii Not Pr           | ovided         | 0                       |                            |
|           |                 |                     | Points Obt     | ained of Planning =     | : 15                       |
| A         | Weightage of P1 |                     | btained/25)    | x 100)*0.2=             | 12                         |
|           | Indicators      | Earmulatio          | of Droingt T   | loom and Organization   | on (PMU, PIU, PSU etc.)    |
| 2.1       |                 | i Formu             | •              | 5                       | on (PMU, PIU, PSU etc.)    |
| 2.1       |                 |                     | rmulated       | 0                       | N/A                        |
|           |                 |                     |                | U                       |                            |
|           |                 | Revisions of No Rev |                | 10                      |                            |
|           |                 | ii One Re           |                | 7                       |                            |
| 2.2       |                 | +                   |                | 5                       | 10                         |
| P2.3      | Execution       | <b>-</b>            | evision        | 5                       | _                          |
|           |                 | iv Revision         | or more        | 2                       |                            |
|           |                 |                     |                | ts w.r.t (Hiring, Proci | ırement, Trainings, Tender |
|           |                 | & Bidding           |                | <i></i>                 |                            |
|           |                 | i Provid            |                | 10                      | 5                          |
|           |                 |                     | ly Provide     | 5                       | J                          |
|           |                 | iii Not Pr          |                | 0                       |                            |
| 2.4       |                 | Internal M          | onitoring con  | ducted by Departme      | nt                         |

|      |                            | i                  | Yes                      | 5                      | 0      |
|------|----------------------------|--------------------|--------------------------|------------------------|--------|
|      |                            | ii                 | No                       | 0                      | U      |
|      |                            | ined of Execution= | 15                       |                        |        |
| В    | Weightage of P2 Indicators | ((F                | Points Obtained/25 x     | 100)*0.3=              | 18     |
|      |                            | %                  | Difference of Planned    | & Physical Progress    |        |
| P3.1 |                            | i                  | lesser than 10%          | 10                     |        |
| 13.1 |                            | ii                 | in between 10% to 20%    | 5                      | 2      |
|      |                            | iii                | Greater than 20%         | 2                      |        |
|      |                            | Da                 | ta Availability & Respo  | onse of Project Author | rities |
| P3.2 | Performance                | i                  | Provided                 | 10                     |        |
| P3.2 |                            | ii                 | Partially Provide        | 5                      | 5      |
|      |                            | iii                | Not Provided             | 0                      |        |
|      |                            | Av                 | ailability of Quality Co | ntrol Data             |        |
| ר כת |                            | i                  | Provided                 | 10                     |        |
| P3.3 |                            | ii                 | Partially Provide        | 5                      | 5      |
|      |                            | iii                | Not Provided             | 0                      |        |
|      |                            | 12                 |                          |                        |        |
| С    | Weightage of P3            | ((F                | Points Obtained/30)      | x 100)*0.5=            | 20     |
|      | Indicators                 |                    |                          |                        |        |

Planning 20%, Execution 30%, Performance 50%

|                            | Total (A+B+C) | 50                    |
|----------------------------|---------------|-----------------------|
|                            | •             |                       |
|                            | Above 70      | Within Defined Limits |
| Overall Project<br>Grading | 35-70         | Need Consideration    |
|                            | Below 35      | Critical              |

#### 1. Project Profile

#### **Table 1 Project Summary**

| Project Title                  | CONSTRUCTION OF STREET/DRAINS/NULLAH/PCC IN VILLAGE DERIANWALA U/C PAJOWALI VILLAGE BADDOMALHI DISTRICT NAROWAL. |  |  |  |  |  |
|--------------------------------|--|--|--|--|--|--|
| GS NO.                         | 2013<br>FY 2021-2022   |  |  |  |  |  |
| Location                       | Narowal  |  |  |  |  |  |
| ADP Sector                     | Social Sector  |  |  |  |  |  |
| Sub-Sector                     | Water Supply & Sanitation  |  |  |  |  |  |
| P&D Relevant Member            | Member (Social Infrastructure)   |  |  |  |  |  |
| Sponsoring Ministry/<br>Agency | Government of the Punjab   |  |  |  |  |  |
| <b>Execution Agency</b>        | Public Health Engineering Department   |  |  |  |  |  |
| Operation & Maintenance        | Concerned CBO  |  |  |  |  |  |
| PC-I Cost                      | 30.000 Mil PKR   |  |  |  |  |  |
| Administrative Approval        | Approved cost: 17.07.2021 ( 30.000 Mil PKR)  |  |  |  |  |  |
| Actual Cost / Expenditure      | Rs. 4.125 Million  |  |  |  |  |  |
| Planned Start Date             | 01-07-2021   |  |  |  |  |  |
| Planned End Date               | 30-6-2022  |  |  |  |  |  |
| Actual Start Date              | 19-09-2021   |  |  |  |  |  |
| <b>Gestation Period</b>        | 12 Months  |  |  |  |  |  |
| Beneficiaries                  | <ul><li>Social</li><li>Health</li><li>Environmental</li></ul>  |  |  |  |  |  |
| % Financial Utilization        | 13.75 %  |  |  |  |  |  |
| PSDP                           | No   |  |  |  |  |  |
| Focal Person                   | Khalid Bhatti , SDO PHE Sub-Division, Narowal  |  |  |  |  |  |
| Date of Site Visit             | 23th – 24th May, 2022, District Narowal  |  |  |  |  |  |

| Name of Contractor        | M/S Muhammad Kabir Builders Govt. Contractor |
|---------------------------|--|
| Name of Resident Engineer | PHED   |
| Name of Design Engineer   | PHED   |
| Design Life               | 15 years                                     |

#### 2. Project Objectives

The following were the major objectives of the project (derived from PC-I document):

**Table 2 Project Objectives** 

| No. | Project Objectives   |
|-----|--|
| 01. | Provision of Drainage soling/PCC facilities to the residents of the village.  Improvement of general health of the area. |
| 02. | Improvement of Sanitation and environmental sustainability of the villagers.   |

#### 3. Major Deliverables & Procurement of Equipment/Items

Table below presents the results of physical verification of the equipment purchased as part of the project.

**Table 3 Verification of Major Deliverables** 

| Sr. | Description                          | PC-I Scope |          |                     | Physical<br>Progress | %<br>Physical<br>Progress | Actual<br>Financial |
|-----|--------------------------------------|------------|----------|---------------------|----------------------|---------------------------|---------------------|
| No  | •                                    | Unit       | Quantity | Amount<br>(Million) | (Executed)           | (Compon<br>ent wise)      | Progress %          |
| 1   | Drain Type-I                         | RFT        | 12940    | 6.015               | 1646                 | 12.7                      |                     |
| 2   | Drain Type-II                        | RFT        | 435      | 6.015               | -                    | 0                         |                     |
| 3   | Brick Pavement/soling                | CFT        | 437      | 0.103               |                      |                           |                     |
| 4   | P.C.C                                | CFT        | 35667    | 14.824              | 5621                 | 15.75                     |                     |
| 4   | Nallah 1.5'x1.5'                     | RFT        | 5495     | 6.433               | 1458                 | 26.53                     |                     |
| 5   | Indication Board                     | Nos.       | 4        | 0.149               |                      | 0                         |                     |
| 6   | Add 2% contingency Charges           | -          | -        | 0.550               | -                    | -                         | 13.75               |
| 7   | Add 1% TPV<br>Consultancy<br>Charges | -          | -        | 0.275               | -                    | -                         |                     |
| 8   | Add 1% green<br>Punjab               | -          | -        | 0.275               | -                    | -                         |                     |

| 9 | Add 5% PRA<br>charges | - | - | 1.376  | - | -      |       |
|---|-----------------------|---|---|--------|---|--------|-------|
|   | Total                 |   |   | 30.000 |   | 17.71% | 13.75 |

**Total Project Cost= 30.00 Million** Overall Physical Progress = 17.71 %

#### 4. Project Major Stakeholders

Following are the Major Stakeholders of the Project:

**Table 4 List of Major Stakeholders** 

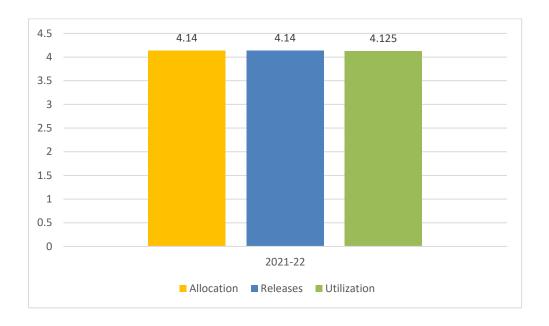
| Sr.<br>No. | Name          | Designation  | Department | Contact Nos. |
|------------|---------------|--------------|------------|--------------|
| 1          | Khalid bhatti | SDO          | PHE        | 0300-6183200 |
| 2          | M. Akbar Ali  | Sub Engineer | PHE        | 0333-5471360 |

#### 5. Analysis of Project Expenditures

Detail of year wise releases and expenditures of funds is given in Table below;

**Table 5 Year wise Financial Details** 

| Year Wise<br>Phasing | Allocation | Releases   | Utilization | Financia                  | l Efficiency               |
|----------------------|------------|------------|-------------|---------------------------|----------------------------|
| 0                    | (Millions) | (Millions) | (Millions)  | Allocation Vs<br>Releases | Releases<br>Vs Utilization |
| 2021-22              | 4.140      | 4.140      | 4.125       | 100%                      | 99.63%                     |
| Total                | 4.140      | 4.140      | 4.125       | 100%                      | 99.63%                     |



#### **Figure 1 Year Wise Financial Dtails**

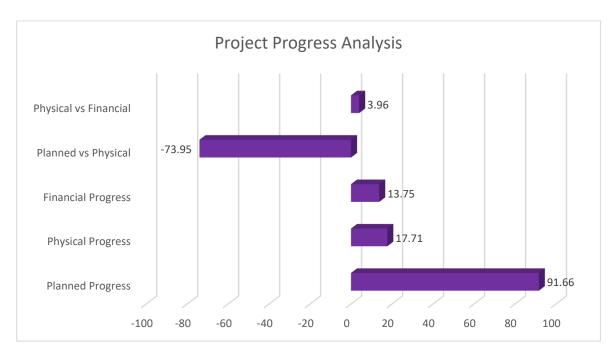
#### 6. Project Progress Analysis

The progress of the project with respect to its plan is given below:-

Planned Physical Progress: 91.66 %
Actual Physical Progress: 17.71 %
Actual Financial Progress: 13.75%

#### **Table 6 Project Progress Analysis**

|                    |                        |                      | % Differen                | ce in Progress              |
|--------------------|------------------------|----------------------|---------------------------|-----------------------------|
| % Planned Progress | % Physical<br>Progress | % Financial Progress | Physical<br>Vs<br>Planned | Physical<br>Vs<br>Financial |
| 91.66 %            | 17.71 %                | 13.75 %              | -73.95%                   | 3.96 %                      |



**Figure 2 Project Progress Analysis** 

#### **Observations:**

Monitoring of the project had revealed some facts and figures about the project as per physical inspection and analysis shown in the Table 3. The observations regarding overall project activities are given in ensuing paragraphs: -

- 1. PCC surface is harsh with raveling of aggregates. (Figure-1,)
- 2. Quality Control Tests Reports of construction material, like tests for Cement, aggregate, sand were not provided at the site visit. However, bricks strength tests were provided. Further, with 56.21 %CFT quantity of concrete only 02 No. days of strength test reports, i.e. 06 samples, were submitted. Cube testing is insufficient for this amount of work as per quality standards.
- 3. Planned progress is at 91.66%, while actual physical progress is only 17.71%. The Project is behind schedule by 73.95%. As per PHED department funds allocation is the main reason for delay, even contractor physical progress is more than the funds released

Planned Physical Progress: 91.66 %

Actual Physical Progress: 17.71 %

Actual Financial Progress: 13.75%

#### 7. Recommendations

To optimally realize the project benefits, following actions / recommendations on the part of sponsoring and executing agencies should be given due consideration. The rationale for the recommendations has been clearly explained and linked with the information collected in the Monitoring process. Recommendations about the project are given in ensuring paragraphs:

- Reference to the Observations No. 1, Contractor should improve workmanship, and damage surface should be treated either in the form of patches or with the help of treatment chemicals.
- 2. Reference to the Observations No. 2, the quality control plans, checklists and methodologies may be documented at site of work as a component of the contract agreement. Consultant should ensure required testing of material at site.
- 3. Reference to the Observations No. 3, Remaining funds should be released on priority basis for timely completion of project, and to avoid further price escalation.

#### 8. Photo Gallery



Figure 1: scaling of concrete surface



Figure 2: completed street



Figure 3: Briefing of the project



Figure 4: completed street with Nallah 1.5' x 1.5'



### Directorate General Monitoring & Evaluation Planning & Development Board, Govrnment of Punjab

**Annex-A: Monitoring Tools** 

| Project Name: | Date:                                  |
|---------------|--|
|               | ······································ |

|        | LIST OF COPIES OF REQUIRED DOCUMENTS  |              |
|--------|---|--------------|
| Sr. No | Document  | Remarks      |
| 1      | Project Brief & Spec./Original & Final Revised PC-I   | Provided     |
| 2      | Administrative Approval   | Provided     |
| 3      | Approved TS Estimate  | Not Provided |
| 4      | Tendering Documents & Advertisements  | Provided     |
| 5      | Comparative Statement (Name of Bidders Reason of Rejection)/Letter of Award/ Commencement   | Provided     |
| 6      | Monthly Progress Report   | Not Provided |
| 7      | Material Testing Reports (Steel, Cylinders, Sand, Any other material), Inspection & Testing Plans(ITPs), Quality control Check Lists(CLs) | Provided     |
| 8      | Man power details of Employer, Consultant, and Client.  | Not Provided |
| 9      | Approved Base Line Schedule as Per Contract Clause  | Not Provided |
| 10     | Risk Mitigation Plan/ Strategy  | Not Provided |
| 11     | Progress Summary of Project for previous months   | Not Provided |
| 12     | Financial Progress Summary (Last IPC & Bill Paid of<br>Contractor/Consultant, Payment Released, Mob. Advance Status)                      | Provided     |
| 13     | Safety Plan   | Not Provided |
| 14     | Progress Charts (If any)  | Not Provided |
| 15     | Soft Copy (CAD) of Layout Drawings  | Not Provided |
| 16     | BOQ (Soft Copy Preferably)  | Not Provided |
| 17     | Record of Correspondence (Letters by Client or Consultant)  | Not Provided |
| 18     | Method Statements if any Available by contractor  | Not Provided |
| 19     | Feasibility Report  | Not Provided |
| 20     | Any variations, Extension of Time, Financial Claims.  | Not Provided |
| 21     | Catch-up plans (If applicable)  | Not Provided |
| 22     | Any other documents   | Provided     |



# Directorate General Monitoring & Evaluation Planning & Development Board, Govrnment of Punjab

| Proje | ect Name: | Date: |
|-------|-----------|-------|
|       |           |       |

|        | HEALTH & S   | SAFET | Y CHECK | LIST    |
|--------|--|-------|---------|---------|
| Sr. No | Description  | Yes   | No      | Remarks |
| 1      | Do workers have a safe route to their place of Work?   |       | ✓       |         |
| 2      | Is the site fenced and secure so that the public cannot gain access?   |       | ✓       |         |
| 3      | Area members of the public, such as people passing by the site, protected e.g. from falling materials, moving machines?                    |       | ✓       |         |
| 4      | Area traffic rules routes kept clear and are they well lit?  |       | ✓       |         |
| 5      | Is the site tidy and well laid out?  | ✓     |         |         |
| 6      | Are appropriate safety signs in place eg. Traffic routes, Deep excavations, PPE?   |       | ✓       |         |
| 7      | Are welfare facilities e.g. toilets and canteen, adequate and are they kept clean?   |       | ✓       |         |
| 8      | Are First-Aid facilities in place and do workers know where they are?  |       | ✓       |         |
| 9      | Is appropriate lifting equipment<br>Available for handling heavy loads, is<br>it stable for the job, certified and<br>inspected regularly? |       | ✓       |         |
| 10     | Are electrical systems and equipment maintained and frequently inspected by a competent person?  |       | ✓       |         |
| 11     | Are workers Available with full body harness and fallen protective measures are there like netting, scaffolding platforms?                 |       | ✓       |         |
| 12     | Are excavation slopes properly maintained?   |       | ✓       |         |
| 13     | Is there any induction plan and are the workers being inducted?  |       | ✓       |         |
| 14     | I there any monsoon mitigation plan/strategy and being implemented?  | ✓     |         |         |

| Pr        | oject Name: | • | •••••      | Date:             | •••••         |
|-----------|-------------|---|------------|-------------------|---------------|
|           |             |   | Pl         | ROJECT STAKEH     | OLDERS        |
| Sr.<br>No | Name        | Designation                             | Department | Contact<br>Number | Email address |
| 1         |             |   |            |                   |               |
| 2         |             |   |            |                   |               |
| 3         |             |   |            |                   |               |
| 4         |             |   |            |                   |               |
| 5         |             |   |            |                   |               |
| 6         |             |   |            |                   |               |
| 7         |             |   |            |                   |               |
| 8         |             |   |            |                   |               |
| 9         |             |   |            |                   |               |
| 10        |             |   |            |                   |               |
| 11        |             |   |            |                   |               |
| 12        |             |   |            |                   |               |
| 13        |             |   |            |                   |               |
| 14        |             |   |            |                   |               |
| 15        |             |   |            |                   |               |
| 16        |             |   |            |                   |               |
| 17        |             |   |            |                   |               |
| 18        |             |   |            |                   |               |
| 19        |             |   |            |                   |               |
| 20        |             |   |            |                   |               |
|           |             |   |            |                   |               |

| © Directorate General of Monitoring and Evaluation (ISO: 9001/2015), Planning & Development Board, Government of Punjab.  4th Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from www.dgmepunjab.gov.pk/thttp://www.dgmepunjab.gov.pk/ | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from |   |  |  |                           |                |      |
|--|---|---|---|--|--|---------------------------|----------------|------|
| Development Board, Government of Punjab.  4th Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from  | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from |   |  |  |                           |                |      |
| Development Board, Government of Punjab.  4th Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from  | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from |   |  |  |                           |                |      |
| Development Board, Government of Punjab.  4th Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from  | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from |   |  |  |                           |                |      |
| Development Board, Government of Punjab.  4th Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from  | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from |   |  |  |                           |                |      |
| Development Board, Government of Punjab.  4th Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from  | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from |   |  |  |                           |                |      |
| Development Board, Government of Punjab.  4th Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from  | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from |   |  |  |                           |                |      |
| Development Board, Government of Punjab.  4th Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from  | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from | Development Board, Government of Punjab.  4 <sup>th</sup> Floor, 65- Trade Centre Block, Ayub Chowk, Johar Town, Lahore 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from |   |  |  |                           |                |      |
| 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from  | 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from   | 042-99233177-91, info@dgmepunjab.gov.pk  Soft copy of the report may be downloaded from   |   |  |  |                           |                |      |
|  |   |   | © Directo                                 | rate General of Monitoring<br>nent Board, Government o                                   | g and Evaluation (ISC<br>f Punjab.                 | D: 9001/201               | 5), Planning & |      |
|  |   |   | Develope<br>4th Floor                     | nent Board, Government o<br>65- Trade Centre Block, A                                    | f Punjab.<br>Ayub Chowk, Johar T                   |                           |                |      |
|  |   |   | Develope<br>4th Floor<br>042-9923<br>Soft | nent Board, Government of 65- Trade Centre Block, A 3177-91, info@dgmepunjab copy of the | of Punjab.  Ayub Chowk, Johar Togov.pk  report may | F <b>own, Lah</b> o<br>be | ore            | fron |
|  |   |   | Develope<br>4th Floor<br>042-9923<br>Soft | nent Board, Government of 65- Trade Centre Block, A 3177-91, info@dgmepunjab copy of the | of Punjab.  Ayub Chowk, Johar Togov.pk  report may | F <b>own, Lah</b> o<br>be | ore            | fron |
|  |   |   | Develope<br>4th Floor<br>042-9923<br>Soft | nent Board, Government of 65- Trade Centre Block, A 3177-91, info@dgmepunjab copy of the | of Punjab.  Ayub Chowk, Johar Togov.pk  report may | F <b>own, Lah</b> o<br>be | ore            | fror |