

**Project for Improvement of Public
Administration for Local Governments
in Punjab
Report on the Terminal Evaluation**

February 2007

JICA Pakistan Office

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Preface

Five years has been passed since the promulgation of Local Government Ordinance 2001 and the movement to transform the Local Government structure in Pakistan has already started by the provincial governments. However this movement could not attain its effective management in line with newly established local government due to the lack of staff, capacity, and budgets of District, Tehsil and Union. CCB system is not an exception, which was newly introduced through the transformation of the local government structure, also not performing well.

Considering the said situation and the request from the provincial government of Punjab, a **“Project on Improvement of Public Administration for Local Government in Punjab”** has been started from August, 2004 planed for two years term with the purpose of improving management for CCB system, capacity building of administrators for transparent and effective public services.

Under this project, coordinators were appointed and CCB support center was set up to be a model for the improvement of CCB system and an interface between local government and community/local people. Since then, the number of registration, approval of CCB projects in model district has increased and the percentage of the number of completed CCB projects and registered CCB has surpassed the average of whole Pakistan.

Terminal Evaluation based on the field work was conducted on this project from January 14 to 27, 2007 under the leadership of Mr. Takao Kaibara, Resident Representative, JICA Pakistan Office for a colligation and reviewing the project activities, evaluating the achievement of output set in PDM, summarizing the lesson learned and making a recommendation for the project activities.

Terminal Evaluation Report on **“Project on Improvement of Public Administration for Local Government in Punjab”** is compiled based on the result of field work and discussion with the stakeholders, I hope this report may utilize broadly. I thank to all the stakeholders in a cordial manner and would like to seek further support for more progress.

February, 2007

Vice President, JICA
Kazuhisa Matsuoka



Hafizabad District Government Office



CCB Bulletin Board



CCB Support Center

CCB STATS BOARD												
MONTH	CONSULT	REGIST	PROPOSAL DRAFT	BANK ACCOUNT	20% COST	PROPOSAL SUBMISSION	PRE APPROVAL	USEC DC	FORMS REPORT	BY	PERC	PERC
6	343	3										
7	152	4										
8												
9	171											
10	284	2										
11	111	3										
12	35	2										
1												
2												
3												
4												
5												

CCB Statistical Information Board



Meeting with CCB



Ambulance car purchased by the CCB project



Conclusion of Minutes for the Terminal Evaluation

**MINUTES OF DISCUSSIONS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED
OF THE GOVERNMENT OF THE ISLAMIC REPUBLIC OF PAKISTAN
ON
TERMINAL EVALUATION
FOR
THE PROJECT ON IMPROVEMENT OF PUBLIC ADMINISTRATION FOR LOCAL
GOVERNMENTS IN PUNJAB**

The Japanese Terminal Evaluation Team (hereinafter referred to as “the Japanese Evaluation Team”) organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. Takao Kaibara visited the Islamic Republic of Pakistan from January 14, 2007 to January 27, 2007 for the purpose of conducting terminal evaluation on the achievement of the Japanese technical cooperation for the Project on improvement of public administration for local governments in Punjab (hereinafter referred to as “the Project”) on the basis of the Record of the Discussions signed on August 12th, 2004 (hereinafter referred to as “the R/D”)

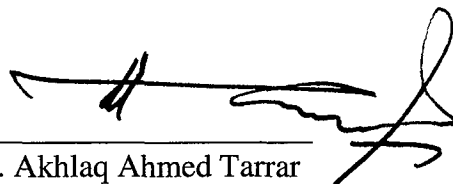
After the evaluation of the Project, the Japanese Evaluation Team discussed with the authorities concerned of the Government of the Islamic Republic of Pakistan (hereinafter referred to as “the Pakistani side”) on the matters pertaining to the successful implementation of the Project.

As a result of the discussion, both sides mutually agreed upon the matters referred to in the document attached hereto.

Lahore, January 25, 2007



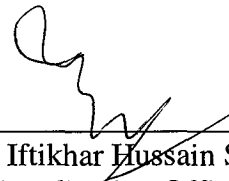
Mr. Takao Kaibara
Leader
The Japanese Evaluation Team
Japan International Cooperation Agency



Mr. Akhlaq Ahmed Tarrar
Secretary
Local Government and Rural
Development Dept.
Government of the Punjab



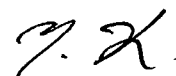
Mr. Mubashar Abbas Bhatti
District Nazim
District Hafizabad



Mr. Syed Iftikhar Hussain Shah
District Coordination Officer
District Hafizabad

Attached Document

1. Both sides agreed upon that the project would be completed on February 28, 2007 as stipulated in the R/D;
2. Both sides mutually agreed upon the matters referred to in Terminal Evaluation Report; and
3. Both sides agreed upon that they continue sincere engagements to fulfill the recommendation of the Terminal Evaluation Report such as followings:
 - Constant efforts from Pakistani side to follow-up of the Project in order to sustain its effects
 - Examine the post-Project institutional and organizational arrangements
 - Search for options of financial arrangements including utilizing part of CCB fund, budget of District government, follow-up from JICA, and assistances from other donors.



**TERMINAL EVALUATION REPORT ON
THE PROJECT ON IMPROVEMENT OF PUBLIC ADMINISTRATION FOR
LOCAL GOVERNMENTS IN PUNJAB**

January 25, 2007

JICA Terminal Evaluation Team



TABLE OF CONTENTS

1. OUTLINE OF THE PROJECT	1
1-1. BACKGROUND OF THE PROJECT	1
1-2. SUMMARY OF THE PROJECT.....	1
2. EVALUATION OF THE PROJECT	2
2-1. PURPOSE OF THE EVALUATION	2
2-2. METHODS OF THE EVALUATION.....	2
2-3. MEMBERS OF THE JAPANESE EVALUATION TEAM	3
2-4. SCHEDULE OF THE EVALUATION	3
2-5. LIST OF PERSONNEL VISITED BY THE JAPANESE EVALUATION TEAM	4
3. ACHIEVEMENTS OF THE PROJECT	4
3-1. ACHIEVEMENT OF INPUTS	4
3-2. ACHIEVEMENT OF ACTIVITIES	6
3-3. IMPLEMENTATION PROCEDURE	8
4. RESULTS OF THE EVALUATION	8
4-1. RELEVANCE	8
4-2. EFFECTIVENESS	9
4-3. EFFICIENCY.....	10
4-4. IMPACT	11
4-5. SUSTAINABILITY	12
5. CONCLUSIONS AND RECOMMENDATIONS	13

Annexes

Annex 1: List of Training Workshops & Seminars

Annex 2: Project Coordination Committee (PCC) and Project Management Unit (PMU) Meetings

Annex 3: List of the CCBs Registered

I. OUTLINE OF THE PROJECT

1-1. Background of the Project

The Government of Islamic Republic of Pakistan (hereinafter referred to as "GOP") had managed to introduce the devolution/decentralization system realizing the importance of overall development of Pakistan inclusive of the services sector. The objectives of new local government system (bring into being as Punjab Local Government Ordinance 2001) are:

(a) To establish a political structure with system in which local needs could be taken care, create a proper monitoring system consisted of elected representatives, ensures the involvement of civil society in the development and provide a mechanism of effective checks and balances with the governments inclusive of all stakeholders.

(b) To ensure that the genuine needs of people are provided, the basic human rights are protected, devolution of political power, decentralization of administrative authority plus management functions, diffusion of the power-authority nexus, and distribution of resources to the district level are put into practice.

(c) To rationalize the administrative set up by defining lines of responsibility and provide protection against political interference and transfers on non-professional grounds.

In order to facilitate and ensure these policies, Government of Punjab, Local governments in model district and Government of Japan/JICA decide to work together closely and effectively with collaboration and cooperation. The idea behind the project was to empower civil servants serving at local governments, impart knowledge with administrative skills through On the Job Trainings (OJT) and disseminate the same to communities through local government set-up on public services. In addition, facilitation of Citizens Community Boards (CCB) is one of crucial plan to create ideal scheme of community development with the involvement of all stakeholders. Therefore, the project would be a model of its kind owing to mutual understanding among the other organizations, community and donors.

1-2. Summary of the Project

The Project design is stipulated as follows:

(1) Overall Goal

The model of basic project cycle management on Citizen Community Board (CCB) Program is developed by improvements to components of CCB Improvement Activities in the model district.

(2) Project Purpose

Citizen Community Board (CCB) Program becomes more effective and efficient by improvement of performance in local governments in the model district.

(3) Outputs

- 1) Obstacles and needs in communities and people for the implementation of CCB activities in the model district are identified by the local governments through socio-economic survey
- 2) Room for improvement in public administration of CCB program in the model district is identified by the local governments through organization analysis.

- 3) CCB Improvement Plan (CIP) is created and implemented with the concept of project cycle management in the model district.
- 4) The local government executives, officials, and public representatives in the model districts acquire necessary skills and knowledge of the project activities.

2. EVALUATION OF THE PROJECT

2-1. Purpose of the Evaluation

Evaluation was performed with the following purpose:

- (1) To evaluate the level of achievement, overall effects and strategies of the Project based on the R/D, the PDM, and the PO;
- (2) To evaluate the Project in terms of the five criteria mentioned below;
- (3) To make recommendations on necessary arrangements to be conducted for i) the successful completion of the Project and ii) the sustainable development after the Project completion.

2-2. Methods of the Evaluation

The evaluation study was conducted through the report analysis, field survey, and discussions with officials/staff members concerned based on the five Evaluation Criteria listed below:

(1) Relevance

Relevance measures the extent to which the Project is consistent with the priorities and policies of the target group, recipients and donor.

(2) Effectiveness

Effectiveness measures the extent to which the activities achieve its purpose, or whether this can be expected to happen on the basis of the outputs.

(3) Efficiency

Efficiency measures the output - qualitative and quantitative - in relation to the inputs. This generally requires comparing alternative approaches to achieving the same outputs in order to see whether the most efficient process has been used.

(4) Impact:

Impact indicates whether the Project has had effects on its surroundings in terms of technical, economic, socio-cultural, institutional, and environmental factors.

(5) Sustainability:

Sustainability measures the extent to which the objectives of the Project will continue to be accomplished after the completion of the Project, in other words, the extent to which the groups affected by the Project intend to and/or are able to take charge by themselves to continue accomplishing its objectives.

2-3. Members of the Japanese Evaluation Team

- (1) Mr. Takao KAIBARA Leader
Resident Representative, JICA Pakistan Office,
Japan International Cooperation Agency
- (2) Mr. Kenji ISHIZUKA Evaluation Coordination
Deputy Resident Representative,
JICA Pakistan Office, Japan International Cooperation Agency
- (3) Mr. Haroon-ur-Rashid Rana Evaluation Coordination
Programme Officer,
JICA Pakistan Office, Japan International Cooperation Agency
- (4) Ms. Junko SAIKAWA Evaluation Analysis
Senior Planner, Consulting Department II,
KRI International Corporation

2-4. Schedule of the Evaluation

The Evaluation Team worked from 14 to 27 January 2007 in Punjab Province for carrying out the following activities:

Date		Activities
14 th Jan.	Sun	Evaluation members' arrival to Lahore
15 th	Mon	Meeting w/ JICA staff and Project Office - Confirmation of work of Evaluation Team
16 th	Tue	- Confirmation of questionnaires
17 th	Wed	Meeting w/ Project Office CC to and meeting w/ Local Government Department, Punjab - Explanation of evaluation framework - Interview based on questionnaire - Exchange of views and discussion about M/M draft
18 th	Thu	Move to Hafizabad CC to and meeting w/ District Government and CCB Support Center staff - Explanation of evaluation framework - Interview based on questionnaire - Confirmation of work contents of CCB support center
19 th	Fri	Compilation of the results of Evaluation
20 th	Sat	Move to Hafizabad Site visit for CCB activities
21 st	Sun	Compilation of the results of Evaluation
22 nd	Mon	Compilation of the results of Evaluation Discussion w/ Project Experts
23 rd	Tue	Compilation of the results of Evaluation Discussion w/ Project Experts
24 th	Wed	Compilation of the results of Evaluation
25 th	Thu	Discussion w/ Provincial and District Governments Signing of M/M
26 th	Fri	Move to Islamabad CC to Embassy of Japan
27 th	Sat	CC to EAD Leave from Islamabad

2-5. List of Personnel Visited by the Japanese Evaluation Team

<Government of the Punjab>

Mr. Akhlaq Ahmad Tarrar	Secretary LG & RD
Mr. Hamid Ali Khan	Special Secretary LG & RD
Mr. Javid Lattif	Additional Secretary LG & RD

< Hafizabad District >

Mr. Mubashar Abbas Bhatti	District Nazim
Mr. Syed Iftikhar Hussain Shah	District Coordination Officer
Mr. Rana Muhammad Ameen	EDO-CD

< CCB Support Center >

Mr. Inran Moin	Assistant Project Coordinator
Mr. Rashid Rehmar	Database Administrator
Ms. Kulsoom Akhtar	Senior Trainer
Mr. Rui Mazhar-ul-Haq	CCB Coordinator
Ms. Amber Shehzadi	CCB Coordinator

< CCB >

Representatives	Noon CCB
Representatives	Rahmani CCB

<JICA>

Ms. Minori Terada	JICA Expert
Ms. Keiko Itagaki	JICA Expert
Mr. Hirofumi Kawakita	Senior Advisor

3. ACHIEVEMENTS OF THE PROJECT

3-1. Achievement of Inputs

3-1-1. Japanese Side

(1) Dispatch of Experts

1) Long-term experts: Three long-term experts in total (local governance and public administration (1), regional development/project coordinator (2)) have been dispatched.

#	Name	Position	Duration
1	Mr. Hirofumi KAWAKITA	Local Governance and Public Administration	2004/08 – 2006/08
2	Mr. Osamu INOMATA	Regional Development/ Project Coordinator	2004/08 – 2005/10
3	Ms. Minori TERADA	Regional Development/ Project Coordinator	2006/01 – 2007/02

2) Short-term experts: Three short-term experts in total [comparative study on regional development (1 person, 2 times), poverty alleviation (1 person, 2 times), regional development and gender (1 person, 8 times)] have been dispatched.

#	Name	Position	Duration
1	Prof. Yoshio KAWAMURA	Comparative Study on Regional Development	2005/03 – 2005/04 2005/12 – 2005/12
2	Prof. Takashi KUROSAKI	Poverty Alleviation in Pakistan	2005/03 – 2005/04 2005/12 – 2005/12

3	Ms. Keiko ITAGAKI	Regional Development and Gender	2004/12 - 2005/01 2005/03 - 2005/03 2005/05 - 2005/06 2005/09 - 2005/10 2006/01 - 2006/01 2006/05 - 2006/06 2006/09 - 2006/09 2007/01 - 2007/02
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3) Four Project Consultation Missions have been dispatched as follows:

First mission	2005/06/16 - 2005/06/25
Second mission	2005/12/01 - 2006/01/31
Third mission	2006/11/12 - 2006/12/28
Fourth mission	2007/01/21 - 2007/02/08

(2) Training in Japan

Five trainees were dispatched to short-term training courses in Japan.

Subject and Duration	Participants	
Comparative study for local governance and regional development 20 Feb.2005 - 3 Mar. 2005	Abdul Jabbar Shaheen	Additional Secretary (Local Gov.) Local Gov. & Rural Dev. Department Government of Punjab
	Javid Latif	Additional Secretary (Dev.) Local Gov. & Rural Dev. Department Government of Punjab
	Ifrikhar Hussain Shah	District Coordination Officer Hafizabad District Government
Comparative study for local governance and regional development 11 Feb.2006 - 21 Feb. 2006	Mubashar Abbas Bhatti	District Nazim, Hafizabad District Government
	Fahim Hashim Khan	Additional Secretary (Admin.) Local Gov. & Rural Dev. Department Government of Punjab

(3) Provision of Machinery and Equipment

Following machinery and equipment have been provided as planned. They are in good condition and fully utilized for Project activities.

No	Description	Specification	Quantity
1	Desktop	P-IV, 40 GB Hard Disk, 256 MB RAM,56K Modem, 15 Monitor	4
2	Printer	Laser Printer	4

(4) Local Cost Expenditure

Around 31.66 million rupees has been expended by the end of February 2007 for the Project activities.

Japanese Fiscal Year	Expenditure (Rupees)
2004	7,299,805
2005	12,649,353
2006 (projection)	11,715,724
Total (projection)	31,664,882

3-1-2. Pakistani Side

(1) Appointment of Counterpart (C/P) Personnel

Secretary and Additional Secretary LG & RD (Punjab Province Government) as well as District Nazim, DCO, EDO-CD (Halizabad District Government) have been assigned as C/P personnel.

#	Name	Position	Duration
<Punjab Province Government>			
1	Mr. Naguib Ullah Malik	Secretary LG & RD	2004/08 – 2005/11
2	Mr. Akhlaq Ahmad Tarrar	Secretary LG & RD	2005/12 – 2007/02
3	Mr. Javid Lutfi	Additional Secretary LG & RD	2004/08 – 2007/02
<Halizabad District Government>			
4	Mr. Ali Ahmed Awan	District Nazim	2004/08 – 2005/08
5	Mr. Syed Iftikhar Hussain Shah	District Nazim (care-taker)	2005/09
6	Mr. Mubashar Abbas Dharti	District Nazim	2005/10 – 2007/02
7	Mr. Syed Iftikhar Hussain Shah	District Coordination Officer	2004/08 – 2007/02
8	Dr. Anees Ahmed Hashmi	EDO-CD	2004/08 – 2006/02
9	Mr. Maqsood Ahmed Ch.	EDO-CD (additional charge)	2006/03 – 2006/04
10	Mr. Rana Muhammad Ameen	EDO-CD	2006/05 – 2007/02

(2) Provision of Office Spaces and Facilities

Office spaces including CCB Support Centre (CSC) in Halizabad have been provided to the Project. 151,200 rupees will have been expensed by the end of the Project for the cost of the space for the CSC.

3-2. Achievement of Activities

The Project has undertaken several activities for generating the following outputs:

- 1) Output1: Obstacles and needs in communities and people for the implementation of CCB activities in the model district are identified by the local governments through socio-economic survey
- 2) Output2: Room for improvement in public administration of CCB program in the model district is identified by the local governments through organization analysis
- 3) Output3: CCB Improvement Plan (CIP) is created and implemented with the concept of project cycle management in the model district.
- 4) Output4: The local government executives, officials, and public representatives in the model districts acquire necessary skills and knowledge of the project activities.

The activities which have been undertaken for promoting the attainments of the above outputs are summarized as follows:

3-2-1. Activities for Output 1

(1) General Condition Survey (2004/12-2005/03)

General Condition Survey was conducted for 42 Unions. With analyzing the collected data and information, Union Profiles for these 42 Unions were prepared. The results of this Survey including Union Profiles were presented at the PCC held in March 2005.

(2) Community Survey (2005/04-2005/08)

Based on the results of General Condition Survey, pilot 10 Unions (20 villages) were finalized by District Nazim, DCO, and the Project. Community Survey was conducted for these 10 Unions with participatory survey methods. Information collected through this Survey such as needs and issues of

these villages were utilized by the CCB coordinators for implementing the CIP.

(3) Preparation of Union Face Sheet (2006/05-2006/06)

Union Face Sheets were prepared for all 42 Unions, with developing the Union Profiles prepared by the General Condition Survey. Those Sheets were sent to all the Unions. In 11 pilot Unions, the workshops were held to share those Sheets.

3-2-2. Activities for Output 2

Organization Analysis Survey on local governments in Hafizabad District was conducted from Nov. 2004 to Mar. 2005. It included institutional analysis (policy, laws/rules/regulations) as well as organizational analysis (organizational structure, decision-making process, management control system, human resource management, local government culture). The results of the Survey was presented at the PCC held in March 2005. In addition, the workshop on sharing the fruits of this Survey was held in May 2005, attended by District officers and Tehsil officers.

3-2-3. Activities for Output 3

(1) Preparation of the draft CCB Improvement Plan (CIP) (2005/05-2005/08)

Draft CIP was prepared by the contracted consultant, with referring to the results of General Condition Survey, Community Survey, and Organization Analysis.

(2) Finalization of CIP (2005/05-2005/12)

After the series of discussion with District officers on the draft CIP, the CIP was finalized and approved by the PMU in December 2005.

(3) Establishment of system for implementing CIP

Following activities were undertaken:

- Recruitment of senior trainers and CCB coordinators (2005/09-10)
 - Training for these CCB coordinators (2005/10&12)
 - Opening of the CCB Support Centre (CSC) (2005/12)
 - Setting of the CCB Information Board (2005/10-)
 - Preparation of CCB Information Kit (2005/12, 2006/08-09)
- (4) Implementation/monitoring of CIP (I) (covering 15 pilot Unions)
- Field facilitation by CCB coordinators (2005/11-)
 - Operation of CCB registration data base (2006/01) (for all 42 Unions)
 - Monitoring of the record of the activities by senior trainers and CCB coordinators
 - Series of meetings/workshops with executives and officers of Government of Punjab as well as those of Hafizabad District Government
 - Establishment of CCB Monitoring Committee and selection of its members (2006/02-03) (for all 42 Unions)
 - 1st Project Examination Committee (PEC) was held in June 2006 to approve 14 proposals
- (5) Revision for CIP (II) (covering all 42 Unions) and its implementation
- CIP was revised in August 2006 in terms of its target (from 15 pilot Unions to all 42 Unions), way of facilitation (from visit-type to consultation at CFS), schedule of registration and approval procedure, position of the PEC, with reflecting the activities of CIP (I).
 - Setting of CCB Facilitation Station (CFS) at 8 sites (2006/10)

3-2-4. Activities for Output 4

Several workshops and seminars were held for officials of Government of Punjab, the local government executives, officials, and public representatives to be shared with Project-related information as well as to acquire skills/knowledge necessary for the Project activities (Annex 1).

3-3. Implementation Procedure

(1) Project Implementation and Monitoring System

PCC meetings and PMU meetings have been held six times and five times respectively (Annex 2). Through these meetings, the Project-related information has been shared and progress in the Project activities has been reviewed among the parties concerned. In addition, other meetings/discussions have been made among the parties concerned upon necessity. Thus, it could be said that implementation and monitoring system for the Project has been basically established and functioned sufficiently.

(2) Communication and Information Sharing

Although no full-time staff has been assigned from Pakistani C/P to the Project, it seems that sufficient level of communication and information sharing between the Pakistani C/P and the Project (Japanese Experts) has been ensured through above-mentioned frequent meetings and discussions held between them. It could be said that understanding and commitment of the Pakistani C/P for the Project have also been ensured through those sufficient interaction between them.

4. RESULTS OF THE EVALUATION

4-1. Relevance

(1) Relevance to Pakistani Development Policy

In "Ten Year Perspective Development Plan 2001-2011" of Government of Pakistan, devolution policy strategy is raised. In addition, "Local Government Plan 2000" stipulates CCB as the village-level organization to facilitate people's participation in community development. As for Provincial level, Government of Punjab enacted "Punjab Local Government Ordinance (PLGO) 2001" and "Punjab Local Government Rules 2003", where composition and functions of the CCB is stipulated. Consequently, the Project, which aims to make CCB Program more effective and efficient by improvement of performance in local government, is relevant to Pakistani policies and strategies.

(2) Relevance to Japanese ODA Policy

"Japan's Country Assistance Program for Pakistan (February 2005)" and "JICA Country Program for Pakistan (July 2006)" regard "governance" as one of the cross-cutting issues, and emphasize smooth progress of devolution, the upgrading of administrative capabilities, and the maintenance of law and order. Thus, the Project is also relevant to these Japanese ODA policy.

(3) Relevance of Selection of the Project Target

It was reasonable to select Hafizabad District as the model for the Project, considering i) its average feature in terms of socio-economic and human development index, ii) relying on agricultural sector, iii) its accessibility both from Lahore and Islamabad, iv) its administration's positive attitude to have the Project.

4-2. Effectiveness

4-2-1. Achievement of Outputs

(1) Output1: Obstacles and needs in communities and people for the implementation of CCB activities in the model district are identified by the local governments through socio-economic survey

The results of socio-economic survey (General Condition Survey, Community Survey) and Union Face Sheets were shared with the local government executives and officials through the PCC and workshops. Since those sharing could be thought to promote their understanding on the obstacles and needs in communities and people, it could be evaluated that this output has been achieved.

(2) Output2: Room for improvement in public administration of CCB program in the model district is identified by the local governments through organization analysis

The results of the Organization Analysis Survey was presented at the PCC held in March 2005. In addition, the workshop on sharing the fruits of this Survey was held in May 2005, attended by District officers and Tehsil officers. Since these have promoted their understanding the room for improvement in public administration, it could be said that this output has been sufficiently achieved.

(3) Output3: CCB Improvement Plan (CIP) is created and implemented with the concept of project cycle management in the model district.

CIP was formulated and implemented, then, it was further revised for improvement, based on the feedback from monitoring on its implementation. In this manner, the concept of project cycle management has been incorporated into this procedure for revision, thus, it could be said that this output has been sufficiently achieved.

(4) Output4: The local government executives, officials, and public representatives in the model districts acquire necessary skills and knowledge of the project activities.

Through several workshops and seminars such as on PCM, PLGO, CCB rules, CCB awareness, and computer skills undertaken by the Project, it could be thought that they have acquired necessary skills and knowledge, thus, this output has been achieved. However, further inputs are required for them to keep those skills and knowledge.

4-2-2. Achievement of Project Purpose

Judging from the fact that 100 CCBs have been registered (profiles of those CCBs, please refer to Annex 3), 53 CCBs have completed their proposals, 13 proposals have been approved by the District Council, and 12 projects have been completed by the end of December 2006 due to the implementation of the CIP, the pace of which is faster than those in Hafizabad District before the Project started and the average of those in Punjab Province as the following table shows, it could be said that "CCB Program have become more effective and efficient by improvement of performance of local government in Hafizabad District", thus the project purpose has been achieved.

	The average no. of number of Registered CCBs (A)	The average number of completed projects (B)	The average performance (A)/(B) %
by 12/2006 (about 4 years)			
Punjab	320.7	16.2	5.0
NWFP	281.8	21.7	7.7
Sindh	118.3	24.5	20.7
Balochistan	33.5	0.3	0.9
Average	197.2	15.2	7.7
Total	21,294	1,642	7.7
from 12/2005 to 12/2006 (about 1 year)			
CSC work	100	12.0	12.0

This is also supported by the opinions from some of the CCBs that they have acquired knowledge/skills regarding CCB Program, their communication with the local government has become smoother, then, CCB activities (including registration, preparation of proposal, and implementation) have been progressed, thanks to the Project activities.

It should be kept in mind, however, that improved performance of local government has been sustained by such functions/services as CSC and CCB coordinators, which have been introduced or/and strengthened by the Project. Therefore, it is questionable whether the level of local government's performance could be sustained if function/services provided by CSC and CCB coordinators would not be continued.

4-3. Efficiency

4-3-1. Efficiency of Inputs

(1) Inputs of Japanese Side

1) Japanese Experts

For two and half years of the Project, three long-term experts (local governance and public administration (1), regional development/project coordinator (2)) were dispatched appropriately in considerations of expertise, timing and period.

In addition, three short-term experts in total (comparative study on regional development, poverty alleviation, regional development and gender) as well as four project consultation missions have been dispatched appropriately, in consideration of expertise of their members.

2) C/P Training in Japan

Five trainees were dispatched to short-term (about 10 days) training courses on "comparative study for local governance and regional development". It seems that those trainings have promoted their further understanding and support for the Project. There were certain evidences what they learned from those trainings was presented at the workshops as well as reflected into the CIP, thus, efficiency is high.

3) Equipments

Equipments provided are fully utilized for Project activities leading to full sufficiency.

4) Local Cost Expenditure

Although there are 2-month delay in money transfer at the beginning stage of the Project, those expenditures were fully utilized for the Project activities.

5) Local Staff

The Project has employed the senior trainers and the CCB coordinators by the local cost expenditures, with expectation of their functioning as the neutral intermediaries between the local government and CCBs. They have been appropriately utilized for implementing the CIP, such as facilitating people supporting implementation of CCB projects, and their monitoring.

(2) Inputs of Pakistani Side

1) Assignment of C/P

All the Pakistani C/P personnel have been involved with the Project as a part of their regular work. Therefore, personnel transfer of the C/P personnel has been done without consideration of the Project. For instances, EDO-CD was unfortunately changed three times during two and half years, which impaired efficiency of the Project.

4-3-2. Efficiency of Activities

(1) Activities for Output 1

Despite 3-month delay in their starts, General Condition Survey and Community Survey were undertaken as planned. The results of those survey were properly shared among the parties concerned.

(2) Activities for Output 2

Organization Analysis Survey was undertaken as planned. The results of this survey were properly shared among the parties concerned.

(3) Activities for Output 3

CIP (I) was formulated (December 2005) and implemented as planned. Through the monitoring on the implementation of CIP (I), it was revised as CIP (II) (August 2006). The CIP (II) has been implemented since then. In general, the quantity and quality of the activities for generating Output 3 seems to be sufficient. However, the Project and/or the District Government have not always dealt with the issues for improvement identified in the process of implementing the CIP, in timely manner.

(4) Activities for Output 4

Many workshops and seminars have been undertaken for the parties concerned such as official of Government of Punjab, the local government executives and officials, CCB members, other donors, NGOs, etc. It could be said that the quantity of those workshops/seminars is sufficient, in consideration of limited Project duration. Regarding the quality of those workshops/seminars, it could be also though sufficient, according to the high evaluation by the participants and the lectures for some of those workshops/seminars (see Annex 1).

4-4. Impact

It could be said that the Project has demonstrated the model of basic project cycle management on CCB Program through formulation and implementation of the CIP. However, whether this model could be established and developed highly depends on the future directions of policy supports, institutional arrangements, and financial supports (see next section of 4-5. Sustainability). Thus, it is still difficult even at this completion stage of the Project to judge whether the overall goal of the Project could be achieved within few years.

4-5. Sustainability

4-5-1. Policy Support

Since "Legal Framework Order" assures "Punjab Local Governance Ordinance 2001", policy support from the Government of Punjab for devolution and CCB Program is highly expected to continue.

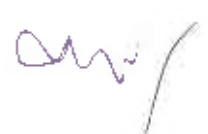
4-5-2. Capacities of Pakistani Side

It was observed that the capacities of some CCBs have been enhanced by the Project with acquisition of knowledge/skills on CCB Program, however, the coverage of the Project is so far still limited. Thus, continuous supports for CCBs as well as community groups are required to promote CCB Program, as some CCBs expressed their desire that services provided by CCB coordinators should be continued.

On the other hand, though the capacities of the local government executives and officials on implementing the CCB Program have been also enhanced by the Project, those capacities are mainly related to procedural administration of CCB Program and their capacities on facilitating and communicating CCB/community groups are still insufficient since those functions have been carried out by such CCB coordinators under the Project. If those functions would be ensured by either way, it is highly expected the local government could continue to implement CCB Program with efficient and effective manner.

4-5-3. Organizational/Institutional Arrangement

This Project has presented a new model of basic project cycle management on CCB Program, with setting-up the CSC for strengthening administrative functions regarding CCB Program as well as introducing CCB coordinators for undertaking such functions as field-level mobilization and facilitation. Discussion on how a system would be evolved to institutionalize this model and how the budget would be allocated for them is underway. If these arrangements could be done, the effects of the Project are expected to be sustained.



5. CONCLUSIONS AND RECOMMENDATIONS

Since its commencement in August 2004, the Project has demonstrated the model of basic project cycle management on CCB Program through formulation and implementation of the CIP with series of Project activities. This has resulted in sufficient amount of accomplishment in the Outputs and the Project Purpose initially planned, despite its limited duration.

Although the Project has achieved to its Outputs and Purpose within the Project period, which the Pakistani side has also appreciated, further time is required to accumulate more experiences on implementing and monitoring of CCB Program which could be feed backed for establishing and developing the model demonstrated by the Project. The duration of the Project is a bit short for both parties (Pakistani and Japanese) to examine post-Project arrangements to sustain the effects generated by the Project.

In this regard, it is recommended for both parties to take actions to continue the following functions and activities for certain period of time after the completion of the Project:

- Functions and services of CCB Support Center (CSC)
- Functions and services carried out by the CCB coordinators for CCBs and community groups
- Implementation and monitoring on CIP (II)

At the same time, while post-Project institutional/organizational arrangements should be examined without any delay, possible options for financial arrangements (such as utilizing part of CCB fund, budget of District government, follow-up scheme of JICA, assistances from other donors, etc.) should be continuously searched by the both parties.

Annex 1: List of Training Workshops & Seminar

Date	Seminar & Training	Lecturer / Trainer	Main Target	Evaluation
09/17/2004	Seminar on Community Development & Local Government @Avati Hotel, Lahore	Prof. Yoshio Kawamura Prof. Takashi Kurosaki	Senior Government Officials, Nazims & Tehsil Nazims, District Coordination Officers, Tehsil Municipal Officers, Donors and NGOs.	n.a.
01/05/2005 & 01/06/2005	Introductory Workshop on Project Cycle Management @Pearl Continental Hotel, Lahore	Mr Michael J.A Zuiderduijn and Ms. Revati Chawla from MDI-South Asia, Srilanka	Senior Government Officials, Nazims & Tehsil Nazims, District Coordination Officers, Executive District Officers (Community Development & Finance and Planning), District Officers-Social Welfare, Tehsil Municipal Officers, Donors and NGOs.	According to feedback forms from participants, all of them evaluated workshops as (very) useful and practical. Nearly all evaluated them as good or very good.
01/07/2005 & 01/08/2005	Introductory Workshop on Project Cycle Management @Officers Club, Hafizabad	Mr Michael J.A Zuiderduijn and Ms. Revati Chawla from MDI-South Asia, Srilanka	Nazim, Tehsil Nazims, District Coordination Officer, Executive District Officers, District Officers, Tehsil Municipal Officers from Hafizabad and Pindi Bhattian Tehsils.	According to feedback forms from participants, all of them evaluated workshops as (very) useful and practical. Nearly all evaluated them as good or very good.
02/15/2005 & 02/16/2005	Introductory Workshop on Organizational Capacity Building @Officers Club, Hafizabad	Mr. L.M. Williams from MDF-South Asia, Sri Lanka and Mr. Najaf Khan; local trainer	Nazim, Tehsil Nazims, District Coordination Officer, Executive District Officers, District Officers, Tehsil Municipal Officers from Hafizabad and Pindi Bhattian Tehsils.	According to feedback forms from participants, all of them evaluated workshops as (very) useful and practical. Nearly all evaluated them as good or very good.
02/17/2005	Introductory Workshop on Organizational Capacity Building @Punjab Local Government Academy, Lalamusa, Gujrat	Mr. L.M. Williams from MDI-South Asia, Sri Lanka and Mr. Najaf Khan; local trainer	Senior Government Officials, Nazims & Tehsil Nazims, District Coordination Officers, Executive District Officers (Community Development & Finance and Planning), District Officers-Social Welfare, Tehsil Municipal Officers, Donors and NGOs.	According to feedback forms from participants, all of them evaluated workshops as (very) useful and practical. Nearly all evaluated them as good or very good.

05/05/2005	Knowledge sharing workshop for sharing the fruits of Organization Analysis @Officers Club, Hafizabad	Mr. Richard Slater and Ms. Shahnaz Kapadia	Nazim, Tehsil Nazims, District Coordination Officer, Executive District Officers, District Officers, Tehsil Municipal Officers from Hafizabad and Pindi Bhattian Tehsils.	The comparison of scores of pre-test and post-test for the participants showed that there had been improvement in their understanding/knowledge in areas of Rule (255% increase), CCB (645%), Management (692%), and Planning (153%).
08/04/2005	Workshop of PLGO, 2001 (Amendments June, 2005) and CCB Rules and Guidelines @Officers Club, Hafizabad	Mr. Abdul Jabbar Shaheen, Additional Secretary, Local Government & Rural Development Department and Ms. Tehmina Kazmi	Nazim, Tehsil Nazims, District Coordination Officer, Executive District Officers, District Officers, Tehsil Municipal Officers from Hafizabad and Pindi Bhattian Tehsils.	According to evaluation for participants by lecturers, it seemed that they had acquired necessary and enough knowledge on CCB in the workshop.
10/19/2005	Seminar on CCB Awareness @Officers Club, Hafizabad	Mr. Tariq Sheikh from National Commission for Human Development (NCHD)	District Coordination Officer and all the Union Nazims of Tehsil Pindi Bhattian	According to evaluation by the lecturer, the participants' understanding on the issues is in general good: concept of CCB-good, community participation-fair, function of union administration-very good, CCB formation & registration-good.
11/01/2005	Seminar on CCB Awareness @Office of Tehsil Nazim, Pindi Bhattian	Mr. Shaukat Saeed from NCHD	District Coordination Officer and all the Union Nazims of Tehsil Hafizabad.	According to evaluation by the lecturer, the participants' understanding on the issues is in general good: concept of CCB-good, community participation-good, function of union administration-very good, CCB formation & registration-good.
12/22/2005	Seminar on "Citizen Community Board Small, Steady and Sustainable Development" @Pearl Continental Hotel, Lahore	Professor Akira Nakamura, Professor Yoshio Kawamura, Professor Takashi Kurosaki, Mr. Shaukat Saeed and Syed Hfikhar Hussain Shah, DCO, Hafizabad	Senior Government Officials, Nazims & Tehsil Nazims, District Coordination Officers, Executive District Officers (Community Development & Finance and Planning), District Officers-Social	n.a.

02/23/2006 02/24/2006 & 02/25/2006	Workshop on Problem Analysis conducted by MDF South Asia for JICA-DSP staffs @Hafizabad	MDF, South Asia, Sri Lanka	Wellfare, Tehsil Municipal Officers, Donors and NGOs. JICA-DSP Staff that include Senior Trainers, CCB Coordinators and Engineer	According to the impression by the lecturer, the participants have benefited from the practical trainings and their knowledge/skills have been enhanced.
03/16/2006 03/17/2006 & 03/18/2006	Workshop on Problem Analysis conducted by MDF South Asia for JICA-DSP staffs @Hafizabad	MDF, South Asia, Sri Lanka	JICA-DSP Staff that include Senior Trainers, CCB Coordinators and Engineer	n.a.
Apr.-Jun. 2006	Workshop on CCB Rules & Regulations in Model Union	Mr. Shaukat Saeed, JICA DSP	Union Nazim, Naib Union Nazim, Union Councilors	n.a.
08/21/2006	Seminar on CCB Rules & Regulations @Jinnah Public Hall, Hafizabad	Mr. Imran Mojn Ms. Kulsoom Mr. Asif Zaman	All the Union Nazims and three potential Union Councilors from the 42 Union Councils of Hafizabad District	According to the assessment sheets, most of the participants' understanding on the issues have been improved after the seminar.
09/05/2006	Community Mobilization Meeting (Tehsil Hafizabad) @Officers Club, Hafizabad	Mr. Imran Mojn Ms. Amber Mr. Faisal	Influential community people from the 25 Union Councils of Hafizabad Tehsil	n.a.
09/13/2006	Community Mobilization Meeting (Tehsil Pindi Bhattian) @ Soil and Salinity Research Institute, Pindi Bhattian	Mr. Imran Mojn Mr. Rai Mazhar Ms. Uzma	Influential community people from the 17 Union Councils of Pindi Bhattian Tehsil	n.a.
01/31/2007	Workshop on CCB experiences from various provinces	Mr. A. R. Saleemi, Coordinator, The survey of CCB practices in Pakistan by JICA DSP (supervised by Minor Terada, Expert, JICA DSP)	Community in Hafizabad having strong interest in forming CCBs.	n.a.
02/01/2007	Workshop on CCB experiences from various provinces	Mr. A. R. Saleemi, Coordinator, The survey of CCB practices in Pakistan by JICA DSP (supervised by Minor Terada, Expert, JICA DSP)	Community in Hafizabad having strong interest in forming CCDs.	n.a.

**Annex 2: Project Coordination Committee (PCC)
Project Management Unit (PMU) Meetings**

PCC

Date	Issues	Member
11/29/2004	<p>Presentation on Organization Analysis by Mr. Richard Slater, Team Leader GHK Pakistan.</p> <p>Brief over-view of Socio Economic Survey by Mr. Osamu Inomata, JICA Expert/Project Coordinator.</p> <p>Schedule of Training in Japan by Mr. Hirofumi Kawakita, JICA Expert on Public Administration and Local Governance.</p> <p>Schedule of Seminars and Workshops in Pakistan by Mr. Imran Moin, Program Officer</p>	<ol style="list-style-type: none"> 1. Mr. Naguibullah Malik, Chairman PCC and Secretary, (L G& RD) 2. Mr. Mukhtar Ahmed Ch., Senior Chief, P & D Department 3. Mr. Ifikhar Hussain Shah, District Coordination Officer, Hafizabad 4. Mr. Ansar Abbas Bhatti, Tehsil Nazim Pindi Bhattian 5. Mr. Anis Ahmed Hashmi, Executive District Officer (CD), Hafizabad. 6. Syed Ali Hassan, Tehsil Municipal Officer, Hafizabad. 7. Mr. Mujahid Saleem, Tehsil Municipal Officer, Pindi Bhattian 8. Mr. Richard Slater , Team Leader, GHK Pakistan 9. Mr. Kawakira Hirofumi, JICA Expen on Public Administration & Local Governance 10. Mr. Inomata Osamu, JICA Expen on Regional Development/Project Coordinator 11. Mr. Imran Moin, Program Officer, JICA (DSP) 12. Mr. Javaid Latif Secretary PCC and Additional Secretary (Development)
03/29/2005	<p>Presentation on Organization Analysis by Mr. Richard Slater, Team Leader GHK Pakistan.</p> <p>Presentation on Socio Economic Survey by Mr. Amjad Bhatti, Principle Research Coordinator, RDPI.</p>	<ol style="list-style-type: none"> 1. Mr. Naguib Ullah Malik, Chairman PCC and Secretary, (L G& RD) 2. Col. (R) Ali Ahmed Awan Zila Nazim, Hafizabad 3. Mr. Mukhtar Ahmed Ch. Senior Chief, P & D Department 4. Mr. Ifikhar Hussain Shah District Coordination Officer, Hafizabad 5. Professor Yoshio Kawamura JICA Short-term Expert 6. Associate Professor Takashi Kurosaki JICA Short-term Expert 7. Mr. Anis Ahmed Hashmi, Executive District Officer (CD), Hafizabad. 8. Syed Ali Hassan Jaffery Tehsil Municipal Officer, Hafizabad. 9. Dr. Richard Slater Team Leader, GHK Pakistan 10. Mr. Nadir Ehsan Knowledge Management Specialist, GHK Pakistan 11. Mr. Amjad Bhatti Research Coordinator, Rural Development Policy Institute (RDPI) 12. Mr. Khaliq Shah Assistant Research Coordinator, RDPI 13. Mr. Kawakita Hirofumi JICA Expen on Public Administration & Local Governance 14. Mr. Inomata Osamu

		JICA Expert on Regional Development/Project Coordinator 15. Mr. Imran Moin Assistant Project Coordinator, JICA (DSP) 16. Mr. Javaid Latif, Secretary PCC and Additional Secretary (Development)
01/31/2006	<p>Presentation on the background of the project by Mr. Kawakita Hirofumi,</p> <p>Presentation CCB Improvement Plan (CIP) by Syed Ifikhar Hussain Shah.</p>	<p>1. Mr. Akhlaq Ahmed Tarrar, Chairman PCC and Secretary, (L G & RD)</p> <p>2. Mr. Mubashar Abbas Bhatti Zila Nazim, Hafizabad</p> <p>3. Syed Ifikhar Hussain Shah District Coordination Officer, Hafizabad</p> <p>4. Rai Jahangir Ali Kharal Tehsil Nazim, Tehsil Hafizabad</p> <p>5. Mr. Javaid Latif, Secretary PCC, Additional Secretary (Development)</p> <p>6. Mr. Anis Ahmed Hashmi, Executive District Officer (CD), Hafizabad.</p> <p>7. Mr. Munir Ahmed Khan, Tehsil Municipal Officer, Tehsil Hafizabad.</p> <p>8. Mrs. Bushra Yasmeen Assistant Chief, P & D Department.</p> <p>9. Mr. Kawakita Hirofumi, JICA Expert on Public Administration & Local Governance</p> <p>10. Ms. Minori Terada, JICA Expert on Regional Development/Project Coordinator</p> <p>11. Mr. Imran Moin, Assistant Project Coordinator, JICA (DSP)</p> <p>12. Mr. Asif Zaman, Senior Trainer, JICA-DSP</p> <p>13. Ms. Kulsoom Akhtar Senior Trainer, JICA-DSP</p>
05/16/2006	<p>Presentation on Quantitative and Qualitative progress of CCBs in CIP by Syed Ifikhar Hussain Shah, District Coordination Officer, Hafizabad & by JICA-DSP</p> <p>Open discussion based on presentation</p>	<p>1. Mr. Naguib Ullah Malik, Chairman PCC and Secretary, (L G & RD)</p> <p>2. Mr. Mubashir Abbas Bhatti, Zila Nazim, Hafizabad</p> <p>3. Mr. Ifikhar Hussain Shah District Coordination Officer, Hafizabad</p> <p>4. Mr. Maqsood Ahmed Ch. Executive District Officer-Finance & Planning</p> <p>5. Rai Jahangir Kharal, Tehsil Nazim, Hafizabad Tehsil</p> <p>6. Mr. Liaqat Chaudhry, Tehsil Municipal Officer, Hafizabad Tehsil</p> <p>7. Mr. Kawakita Hirofumi JICA Expert on Public Administration & Local Governance</p> <p>8. Mr. Minori Terada, JICA Expert on Regional Development/Project Coordinator</p> <p>9. Mr. Imran Moin, Assistant Project Manager JICA (DSP)</p> <p>10. Mr. Javaid Latif, Secretary PCC and Additional Secretary (Development)</p>
08/07/2006	<p>1. Progress of CCB Improvement Plan (CIP) for the period from May, 2006 to July, 2006</p> <p>- Summary by District Coordination Officer Hafizabad. (By Syed Ifikhar Hussain Shah.</p>	<p>1. Mr. Akhlaq Ahmed Tarrar, Chairman PCC and Secretary, (L G & RD)</p> <p>2. Mr. Mubashar Abbas Bhatti Zila Nazim, Hafizabad</p> <p>3. Syed Ifikhar Hussain Shah</p>

	<p>District Coordinator Officer)</p> <ul style="list-style-type: none"> - Details by JICA-DSP. (By Mr. Imran Moin, Assistant Project Manager) 2. Orientation on Schedule of activities (one complete financial year) for the CCB Schemes in District Hafizabad. 3. Utilization of Management Information System - Creation of CCB Database - Compilation of Union Face Sheet - Hafizabad General Information CD 4. Farewell greetings by Mr. Hirofumi Kawakita, Project Manager, JICA-DSP. 	<p>District Coordination Officer, Hafizabad</p> <ul style="list-style-type: none"> 4. Rai Jahangir Ali Kharal, Tehsil Nazim, Tehsil Hafizabad 5. Mr. Maqsood Ahmed Ch, Executive District Officer (CD), Hafizabad. 6. Rana Muhammad Ameen, Executive District Officer (CD), Hafizabad. 7. Mr. Waqar Kazmi, Tehsil Municipal Officer, Tehsil Pindi Bhattian. 8. Mr. Kawakita Hirofumi, JICA Expert on Public Administration & Local Governance 9. Ms. Minori Terada, JICA Expert on Regional Development/Project Coordinator 10. Mr. Imran Moin, Assistant Project Coordinator, JICA (DSP) 11. Ms. Kulsoom Akhtar, Senior Trainer, JICA-DSP 12. Mr. Rashid Rehmar Ali CCB Database Administrator, JICA-DSP
01/11/2007	<ul style="list-style-type: none"> 1. Greetings and ending of the Project (by Mr. Tsutomu Shimizu) 2. Evaluation Mission (by Mr. Kenji Ishizuka) 3. Concluding Seminar in February 2007 (by Ms. Minori Terada) 4. Second trial for Punjab Initiative Fund (by Mr. Imran Moin) 	<ul style="list-style-type: none"> 1. Mr. Akhlaq Ahmed Tarrar, Chairman PCC and Secretary, (L G & RD) 2. Mr. Mubashar Abbas Bhatti Zila Nazim, Hafizabad 3. Syed Ifkhar Hussain Shah District Coordination Officer, Hafizabad 4. Mr. Javaid Laif, Secretary PCC and Additional Secretary (Development) 5. Rana Muhammad Ameen, Executive District Officer (CD), Hafizabad. 6. Mrs. Bushra Yasmeen Assistant Chief, P & D Department. 7. Mr. Waqar Kazmi, Tehsil Municipal Officer, Tehsil Pindi Bhattian. 8. Mr. Sohail Anwer, Tehsil Officer, (I&S), Tehsil Hafizabad 9. Mr. Tsutomu Shimizu, Senior Deputy Resident Representative, JICA Pakistan Office 10. Mr. Kenji Ishizuka, Deputy Resident Representative, JICA Pakistan Office 11. Ms. Minori Terada, JICA Expert on Regional Development/Project Coordinator 12. Mr. Haroon-ur-Rasheed, Program Officer, JICA Pakistan Office 13. Mr. Imran Moin, Assistant Project Coordinator, JICA (DSP) 14. Ms. Kulsoom Akhtar, Senior Trainer, JICA-DSP

PMU

Date	Issues	Member
01/13/2005	<p>Briefing/Presentation on Project in Urdu by Mr. Imran Moin, Ms. Ammara Kaukab & Mr. Sajid Sherazi.</p> <p>Presentation on Socio Economic Survey by Mr. Amjad Bhatti, Rural Development Policy Institute (RDPI).</p> <p>Presentation on Statistical Survey in Hafizabad by Mr. Safat Sharif, EYCON Solutions</p>	<ol style="list-style-type: none"> 1. Col. (R) Ali Ahmed Awan, Chairman PMU and Zila Nazim, Hafizabad 2. Mr. Ifikhar Hussain Shah, Secretary PMU and District Coordination Officer, Hafizabad 3. Mr. Maqsood Ahmed, Executive District Officer (F & P), Hafizabad. 4. Mr. Anis Ahmed Hashmi, Executive District Officer (CD), Hafizabad. 5. Syed Ali Hassan Jaffery, Tehsil Municipal Officer, Hafizabad. 6. Mr. Mujahid Saleem, Tehsil Municipal Officer, Pindi Bhattian 7. Mr. Kawakita Hirofumi, JICA Expert on Public Administration & Local Governance 8. Mr. Inomata Osamu, JICA Expert on Regional Development/Project Coordinator 9. Mr. Imran Moin, Assistant Project Coordinator, JICA (DSP) 10. Ms. Ammara Kaukab, Project Assistant, JICA (DSP) 11. Mr. Sajid Sherazi, Field Coordinator, JICA (DSP)
02/24/2005	<p>Progress Report on Socio Economic Survey by Mr. Amjad Bhatti, Rural Development Policy Institute (RDPI).</p>	<ol style="list-style-type: none"> 1. Col. (R) Ali Ahmed Awan, Chairman PMU and Zila Nazim, Hafizabad 2. Mr. Maqsood Ahmed, Executive District Officer (F & P), Hafizabad. 3. Mr. Anis Ahmed Hashmi, Executive District Officer (CD), Hafizabad. 4. Syed Ali Hassan Jaffery, Tehsil Municipal Officer, Hafizabad. 5. Mr. Osamu Inomata, JICA Expert on Regional Development/Project Coordinator 6. Mr. Haroon-ur-Rashid, Programme Officer, JICA Pakistan Office 7. Mr. Amjad Bhatti, Representative, Rural Development Policy Institute (RDPI) 8. Ms. Gulistan Ibadat, Gender Consultant, JICA Devolution Support Project 9. Mr. Imran Moin, Assistant Project Coordinator, JICA (DSP)
11/29/2005	<p>CCB Improvement Plan</p> <p>Addition of 5 New Union Councils in Pilot U/Cs</p> <p>Weekly meeting with the District Coordination Officer</p> <p>Formation of Monitoring Committees</p>	<ol style="list-style-type: none"> 1. Mubbashar Abbas Bhatti, Chairman PMU and Zila Nazim, Hafizabad 2. Rai Jahangir Ahmed Kharal, Tehsil Nazim, Hafizabad 3. Syed Ifikhar Hussain Shah, Secretary PMU and District Coordination Officer, Hafizabad 4. Mr. Maqsood Ahmed, Executive District Officer (F & P), Hafizabad. 5. Mr. Anis Ahmed Hashmi, Executive District Officer (CD), Hafizabad. 6. Mr. Munir Ahmed, Tehsil Municipal Officer, Hafizabad. 7. Mr. Hirofumi Kawakita, JICA Expert on Public Administration & Local Governance 8. Mr. Asif Zaman Khan, Senior Trainer.

		<p>JICA-DSP 9. Ms. Kulsoom Akhtar, Senior Trainer, JICA-DSP 10. Ms. Shirrin Bilal, Manager Information CCB, JICA-DSP 11. Mr. Asif Ali, CCB Coordinator, JICA-DSP 12. Ms. Amber Shehzadi, CCB Coordinator, JICA-DSP 13. Mr. Faisal Raza, CCB Coordinator, JICA-DSP</p>
05/04/2006	<p>Holding up of Project Evaluation Committee Meeting</p> <p>CCB Registration Cleaning Exercise</p> <p>Role of CCB Coordinators</p> <p>Water Courses Projects</p> <p>Exclusive Classification of CCB Projects</p> <p>Processing of CCB Projects in 74 Days</p>	<p>1. Mubbashar Abbas Bhatti, Chairman PMU and Zila Nazim, Hafizabad 2. Syed Ifkhar Hussain Shah, Secretary PMU and District Coordination Officer, Hafizabad 3. Mr. Siddique Baloch, Executive District Officer (Works & Services), Hafizabad, 4. Mr. Muhammad Nawaz Ghazi, District Officer (Roads), Hafizabad. 5. Mr. Naeem Ahmed Waraich, Tehsil Officer (Regulation), TMA, Tehsil Pindi Bhattian, 6. Mr. Muhammad Ashraf Asif, Office Superintendent, TMA, Tehsil Hafizabad. 7. Mr. Minori Terada, JICA Expert on Regional Development 8. Mr. Imran Moim, Assistant Project Manager, JICA-DSP. 9. Mr. Asif Zaman Khan, Senior Trainer, JICA-DSP 10. Ms. Kulsoom Akhtar, Senior Trainer, JICA-DSP 11. Mr. Shaukat Saeed, Senior Trainer, JICA-DSP</p>
06/27/2006	<p>Schedule of activities (one complete financial year) for the CCB schemes in the District Hafizabad.</p> <p>Status of the Proposal Examination Committee (PEC)</p> <p>Support for the Tehsil Schemes</p> <p>Discontinuation of Sunday as working day</p>	<p>1. Mubbashar Abbas Bhatti, Chairman PMU and Zila Nazim, Hafizabad 2. Syed Ifkhar Hussain Shah, Secretary PMU and District Coordination Officer, Hafizabad 3. Mr. Maqsood Ahmed Ch., Executive District Officer (Finance & Planning), Hafizabad. 4. Mr. Muhammad Ameen, Executive District Officer-Community Development Hafizabad. 5. Mr. Minori Terada, JICA Expert on Regional Development 6. Mr. Imran Moim, Assistant Project Manager, JICA-DSP. 7. Mr. Asif Zaman Khan, Senior Trainer, JICA-DSP</p>

S.No	CCB Registered		Union council	Villages
	Name of CCB	Project		
1	KHAYALIKA CCB	Veternary dispensary	Rasulpur Tarar	Solangi Kharal
2	CHADHAR CCB	Link road to Breeding Bull	Dhiranke Laike	Thatha Deoka
3	GONDAL CCB	Rural Dispensary	Kot Said Mohammad	Khan Pur
4	RAJPOOT CCB	Water courses	Dhiranke Laike	Seeray Tarar
5	JEEWEY JEEWEY KHAN PUR CCB	Water Course	Kot Said Mohammad	Khan Pur
6	ALFAMO CCB	Sports Center	Sukheke	Ali Abad
	ALFAMO CCB	Vocational Training Center	Sukheke	Ali Abad
7	SAIBAN CCB	Vaccination	Sukheke	Haji Fura
8	AL FAJAR CCB	Breeding Bull	Nahrianwala	Uddoki
9	KHUDDAM-E-MILLAT CCB	Boundary Wall of GPS	Nauthian	Wilhore
10	DEHI TARAQYATI CCB	Street Pavement (Tehsil)	Qila Ram Kour	Dhingranwali
11	CARE CCB	Vocational Training Center	Qila Ram Kour	Dhingranwali
12	AL RAZA CCB	Blood Bank	City UC 20/3	Chouk Farooq-e-Azam
13	TAMEER-E-MILLAT CCB	Vocational Training Center	City UC 23/6	Sarkar Parso
14	KHAN CCB	Vocational Training Center for disabilities	City UC 23/6	Garhi Awan
15	ESHA CCB	Vocational Training Center	City UC 22/5	Mohalla Qazi Pura
16	CHANNAN CCB	Breeding Bull	Behlol Pur	Choochak
	CHANNAN CCB	Sports Hall in Community	Behlol Pur	Choochak
17	DIL AAWAIZ CCB	Vocational training Center	Pindi Bhattian City 40	Haidry
18	GOIAYA ZAMINDAR CCB	Dispensary	Thatha Khoro Matmal	Garhi Wahab
19	CHANAB CCB	Rural Dispensary	Behlol Pur	Behlol Pur
20	BABAL CCB	Rural Dispensary	Thatha Khoro Matmal	Khich Lalora
21	ISLAH CCB	Big Ambulance for hospital	Pindi Bhattian City 40	Main Bazar
	ISLAH CCB	Ultraound Machine and incubator for Hospital	Pindi Bhattian City 40	Main Bazar
22	PANJTAN PAK CCB	Road	Kot Nakka	Kot Nakka
23	SARGANA CCB	School Facilities	Badar Ali	Bahrey Sarganey
24	KOT BAKHTAWAR CCB	Civil Dispensary	Ramkay Chatha	Kot Bakhtawar
25	SHADAB CCB	Bridge on rajah TO TOILET BLOCK	Matteke	Seakh
26	AL SHAMA CCB	Road	Karyala	Chani Hoshnaak Rai
27	BAHAR-E-MADINA CCB	Breeding Bull	Kaolo Tarar	Rahgo Sayedan
28	REHMANI CCB	Ambulance	City UC 4/21	Munawar Plaza, Wanike Chouk
29	NOORANI CCB	Breeding Bull	Rasulpur Tarar	Nawan Shehar
30	AL MADINA CCB	Earth Filling in girls primary school	Karyala	Bhoon Kalan
	AL MADINA CCB	Breeding Bull	Karyala	Bhoon Kalan
31	ANJUMAN NAUJWANAN E-HAFIZABAD CCB	Ambulance	Hafizabad 18/1	Post Office Road
32	DREAM LAND CCB	Road	Mustafa abad	Hinduana
	SOCIAL MOBILIZER	Facilitation of community people	Hafizabad 3/21	Rail Bazar
33	INSAF CCB	Breeding Bull	Mustafa abad	Macco Nika
34	THABAL CCB	Breeding Bull	Badar Ali	Basti Thabal
35	LADAY CCB	GPS Missing Facilities	Badar Ali	Thatha Laday
36	UMEED CCB	Breeding Bull	Dhiranke Laike	Channi Wazira
37	PARADISE CCB	Rural Dispensary to Breeding Bull	Mustafa abad	Haveli Harhaj Rai
38	NOON CCB	Breeding Bull	Mustafa abad	Noon Bhai Khan
39	ANMOL CCB	Ambulance	Kassocki	Kassocki

40	AL UMAR CCB	Multipurpose Hall	Winni	Winni
	AL UMAR CCB	Furniture for boys primary School	Winni	Winni
41	BHATTI CCB	TMA Project	Nanriawala	Maluana
42	KHARAL CCB	Breeding Bull	Madhora Kalan	Kaseeay
43	GHULAM-E-ALL-UMRAN CCB	TMA Project	Shah Jamal	Lakni Shah
44	PIR BHAI CCB	Veterinary Dispensary	Jalalpur Bhattian	mehmood Pur
45	LAWARAY DEVELOPMENT CCB	Veterinary Dispensary	Winni	Lawaray Kalan
46	RANA CCB	GPS Missing Facilities	Nerianwala	Kha Usman Ghani
47	WANGAR CCB	Rural Dispensary	Thatha Khelo Malmal	Shori Maneka
48	SONA CCB	Breeding Bull	Karyala	Wachoki Kalan
49	KHAWAL CCB	Civil Dispensary	Nahnanwala	Toolra
50	ADIL CCB	Breeding Bull	Rasulpur Tarar	Dharian
51	AL NOOR CCB	Clinic for Emergency	Sukheke	Ghala Mand
52	ZAINAB CCB	Vocational Training Center	Pindi Bhattian City 40	Muhallan Jaypura
53	BISMILLAH CCB	Vocational Training Center	Kot Nakka	Thatha Langar
54	AL AMIN CCB	Construction of GPS	Bhoora	Thatha Ameen
55	AQAD CCB	Boundary Wall of GPS	Behlol Pur	Chak Saboo
56	ITTEFAQ CCB	Missing Facilities in boys primary School	Nanriawala	Sawan Pura
57	KISSAN CCB	Civil Dispensary	Kot Nakka	Thatha Langar
58	AL HAMD CCB	Civil Dispensary	Mustafa abad	Machonikka
59	TAMEER-E-BADAR ALI CCB	Earn Filing of boys primary School	Bacar Ali	Ghabrica
60	SUB DIVISIONAL CCB	Missing Facilities in Degree Colleges	Pindi Bhattian	Muhallah West
61	PAKEEZA CCB	Missing Facilities in boys primary School	Nanuana	Banjar
62	AL RAHIM CCB	Civil Dispensary	Sukheke	Haji Pura
63	AL BADAR CCB	Breeding Bull	Vanike Tarar	Umrac Kalan
	AL BADAR CCB	Earth Filling in girls middle School	Vanike Tarar	Umrac Kalan
64	TARAI CCB	Breeding Bull	Dhiranke Lalke	Berwala
65	NEW LIFE CCB	Rural Dispensary	Badar Ali	Behranwala
66	CITY FRIENDS CCB	Ambulance to Water Cooler in GPS	Harzabad 20/6	
67	AMAN CCB	Civil Dispensary	Sukheke 41	Fazipura
68	AL BADAR CCB	Vocational Training Center	Bhobra	Jandoke
69	HUNJRA CCB	Breeding Bull	Madhora Kalan	Jassoki
	HUNJRA CCB	Civil Dispensary	Madhora Kalan	Tahli Goraya
70	BISMILLAH CCB	Breeding Bull	Mustafa abad	Thatha karam Dad
71	MADINA CCB	Veterinary dispensary	Vanike Tarar	Umrac Kalan
72	HELPING HANDS CCB	Veterinary dispensary	Mateke	Sambal
73	BISMILLAH CCB	Breeding Bull	Mateke	Waleke
74	RAI CCB	Breeding Bull	Mateke	Bemianwala
75	KHARAL CCB	Breeding Bull	Mateke	Mateka
76	SHADAB CCB	GPS Missing Facilities	Mateke	Sakhi
77	MIAN ARSHAD SHAHEED CCB	Community Model School	Behlol Pur	Behlol Pur
78	MISHRY CCB	Civil Dispensary	Bhoora	Jandoke
79	AL AWAN CCB	Breeding Bull	Kassoki	Kot Hassen
80	KAMRAN CCB	Breeding Bull	Karyala	Jalandwana
81	ALI CCB	GPS Missing Facilities	Shah Jamal	Geegay
82	MUAZAM BHATTI CCB	Ambulance	Ramkay Chatha	Suarwala
83	ABDULLAH CCB	Breeding Bull	Ramkay Chatha	Kot Saleem
84	TAMEER-E-MILLAT CCB	Construction of Labour Room in a Clinic	Ramkay Chatha	Ramkay Chatha

85	CHATHA CCB	Civil Dispensary	Ramkay Chatha	Kookanwali
86	AFZAL CCB	Breeding Bull	Chak Kharal	Marh Bashi
87	KHUSHAL CCB	Civil Dispensary	Madhora Kalan	Kot Khushal
88	KARYALA WELFARE CCB	Sports Hall for BPS	Karyala	Karyala
89	ABU BAKAR CCB	GPS Missing Facilities	Shah Jama	Thatha Jahed
90	ROYAL CCB	Pre mature	Vanika Tarar	Vanika Tarar
91	ANJUMAN-E-GHULAMAN-E-MUSTAFA CCB	Civil Dispensary	Kassok	Kot Hassan
92	FRIENDS CCB	Veterinary Dispensary	Badar Ali	Tiba Shah Behlol
93	AL MADINA CCB	Breeding Bull	Ramke Chatha	Sujanwala
94	INSAF CCB	Breeding Bull	Nauthain	Nawan Maneka
95	BRIGHT FUTURE CCB	Electrification	Shah Jamal	Seroop Wala
96	GILANI CCB	Pre mature	Pindi Bhattian	Noori Muhallah Jalalpur road
97	AMIN CCB	Breeding Bull	Bhobra	Paraneke
98	INOMATA CCB	Technical Support for CCB'S	Hafizabad 20/3	Mohammad Pura
99	KHARAL CCB	Breeding Bull	Kot Said Mohammad	Thatha Jahid Hassan Wala
100	NAVEED-E-SEHAR CCB	Breeding Bull	Bhobra	Par Ghuro

